

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



Member Major Projects Board

Agenda

Monday, 12th August, 2024
at 9.30 am

in the

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



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

1st August 2024

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 12th August, 2024 at 9.30 am** 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. **Appointment of Chair for Municipal Year 2024/25**
2. **Appointment of Vice Chair for Municipal Year 2024/25**

3. **Apologies**

To receive any apologies of absence.

4. **Minutes** (Pages 6 - 18)

To agree the minutes from the meeting held on the 13th May 2024 as a correct record.

5. **Declaration of Interest** (Page 19)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

6. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the Chair proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

7. 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 the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chair.

8. Chair's Correspondence

If any.

9. Standing Item: Action Log (Page 20)

10. Standing Item: Project Overview Report (Pages 21 - 22)

11. Standing Item: Project Highlight Reports (Pages 23 - 97)

P-21.02- EZ NORA Infrastructure
P-21.03a - EZ NORA Spec Units Phase 1
P-21.05 - Parkway (Florence Fields)
P-21.06 - Salters Road
P-21.08 - Southend Road
P-21.09 - West Winch Growth Area
P-21.10a - Southgates Place Making
P-21.10b - STARS
P-21.11 - Guildhall
P-21.12 - ACC
P-21.14 - Riverfront
P-21.15 - Rail to River
P-21.16 - MUCH
P-23.08 - Lynnsport 1 (Valentine Park)

**12. Standing Item: Officer Major Project Board Minutes (for information)
(Pages 98 - 99)**

13. Work Programme 2024 to 2025 (Pages 100 - 102)

To discuss the work programme for 2024/2025

14. Date of Next Meeting

The next meeting was scheduled to take place on 11th November 2024 at 9.30am in the Town Hall

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. Exempt- Guildhall- CIO Update

To receive a verbal update.

To:

Member Major Projects Board: A Beales, R Blunt, B Long, J Moriarty, C Morley, S Ring and A Ware

Officers

James Arrandale, Deputy Monitoring Officer
Vanessa Dunmall, Manager, Programme Management Office
Lorraine Gore, Chief Executive
Matthew Henry, Assistant Director, Property and Projects
Oliver Judges, Executive Director, Place
Michelle Drewery, Assistant Director, Finance, Section 151 Officer
Duncan Hall, Assistant Director, Regeneration, Housing & Place

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, 13th May, 2024 at 9.30 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Councillors A Beales, R Blunt, J Moriarty, C Morley and T Parish

Officers Present:

Oliver Judges- Executive Director- Place
Vanessa Dunmall- Programme Management Office Manager
Michelle Drewery- Assistant Director- Resource and Section 151 Officer
Matthew Henry- Assistant Director- Property and Projects
James Grant- Principal Project Manager
Heather Northey- Interim Major Projects Consultant

1 **APOLOGIES FOR ABSENCE**

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Apologies for absence were received from Councillor Ware

2 **MINUTES FROM THE PREVIOUS MEETING**

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

3 **DECLARATION OF INTEREST**

There were no declarations of interest.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business under Standing Order 7.

5 **MEMBERS PURSUANT UNDER STANDING ORDER 34**

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

Councillor Ring was present under Standing Order 34.

STANDING ITEM: ACTION LOG

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

The Programme Management Office Manager (PMO) presented the Action Log and explained that this monitored progress of any items which were actions to be taken forward by officers.

The three items on the Action Log were no's 11-overview of process and definition of projects, 12- removal of projects from list overseen by Major Member Projects Board and 13- briefing on the Parkway (Florence Fields) project.

The PMO Manager advised on item no. 11 that a new software system was being considered to assist in the management of projects and programmes and that it was possible that this may bring about changes to processes used, therefore processes may change however it was believed that ultimately, the new system would provide more efficient processes and assurance to the Board.

The PMO Manager confirmed item 12, removal of projects from list overseen by Major Member Projects Board was completed on the action log to reflect the 3G Pitch being removed which was discussed at the previous meeting.

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

Councillor Morley sought clarification of the Capital Programme and Monitoring. The PMO Manager confirmed the Finance Team monitor this.

Councillor Morley asked for further clarification on the projects which were removed, for example 3G Pitch and who monitored the progress.

It was confirmed by the PMO Manager that it would be monitored by the Operational Manager of the Officer involved in the project and the Portfolio Holder.

The Chair asked for further explanation to the Board on the process changing and the new software.

The PMO Manager explained in further detail the long-awaited new software which would help monitor projects and programmes in a proactive and consistent way.

The Chair highlighted that the 3G Pitch was removed as members no longer wished to view the project and sought clarification if it was at the discretion of the Board on which projects were considered.

Assistant Director of Property & Projects clarified that the Board was a subcommittee of Cabinet and therefore Cabinet would decide the Member Major Project Board list and what would be monitored by the Board. The view was taken that as Cabinet Members were on the Board, Operational Projects could be removed rather than being considered by Cabinet.

The Chair asked if the decision could be delegated to the Board from Cabinet and for this to be clarified with the Monitoring Officer and reported back to the board.

Councillor Moriarty endorsed the Chairs comment.

The Chair asked for a comprehensive update to all Councillors on Florence Fields from the Principal Project Manager.

7 **STANDING ITEM: PROJECT OVERVIEW REPORT**

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

The Executive Director presented the Overview Report and advised this item would be merged with Item 8 on the agenda, Project Highlight Report.

The Executive Director explained the overview report showed the current status of projects. The report identified the key highlighted changes and progression of each project.

He outlined that the report highlighted two projects currently have a red status, eight amber and four were on green.

Further detail of the projects were presented in the Highlight Reports.

8 **STANDING ITEM: PROJECT HIGHLIGHT REPORTS**

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

The Executive Director presented the highlights reports following the overview reports.

The Chair requested the reports were presented in RAG rating order.

NORA - Road Infrastructure

The Executive Director highlighted to the Board this was a red status but was moving forward. The main risks were delays and projected overspend discussed with Norfolk County Council.

The Executive Director invited the Assistant Director of Property and Projects to comment further.

Roads and infrastructure were nearly complete however a key issue was power supply with UK Power Network; acquired substation capacity however had not been delivered.

Medical Centre deadline to open was July 2024.

Guildhall

The Executive Director highlighted to the board this was a red status however progress had been made.

Heritage discoveries have been made as part of the progress. The cost plan and funding options are being considered and discussed. Managing risk over cost and opportunity.

An Information Day had been held on the 9th May 2024 which was successful and the project team had received positive feedback.

The Chair asked if Officers were on track to meet the deadline for RIBA Stage 3 at the end of May 2024. Councillor Morley sought further reassurance that this deadline would be met, for in which the Executive Director advised he would clarify further with Officers.

NORA - Development of Spec Units

The Executive Director advised the Board this was an amber status and invited the Assistant Director to comment further.

The Assistant Director confirmed the final negotiations with tenants were underway and close to completion. Further issues were being resolved.

The Chair asked when the first tenant should be in occupation. The Assistant Director clarified it was dependant on the completion of the roads and the timescales which had been rearranged to accommodate the new Medical Centre. He confirmed by the end of May/beginning of June 2024 access to the Medical Centre should be complete.

In responses to questions from Councillor Morley, the Assistant Director confirmed a current tenant of the King's Lynn Innovation Centre (KLIC) would be taking up occupation along with a business relating to health care and that interest from manufacturing companies had been received for the industrial units.

In response to further questions from Councillor Morley, the Assistant Director clarified the KLIC building was 100% let and demand was strong, consequently there was no concern with any change of

occupation, and he anticipated there would be a net increase in the Council's general income.

The Assistant Director invited the Board to a site visit of the new speculative units once the roads had been completed to gain a further understanding of the units which have been built.

The Chair agreed this would be of interest not just to the Board but to all Councillors.

Councillor Parish referred to the planning application of these units and stated it was optional for tenants to have solar panels. He asked if this option has been taken by tenants.

The Assistant Director confirmed the units were designed to accommodate solar panels however this was debated further as there would be a cost to the Council from which future tenants would benefit. If a tenant wanted solar panels this would be down to them to install.

Councillor Parish brought to the Board's attention that as a Borough we should be working towards lowering our carbon footprint.

The Assistant Director clarified electrical car charging points were being fitted and would confirm with tenants if they have chosen to install solar panels.

The Chair endorsed Councillor Parish's comments and made further comment that different businesses have different demand, usage, and electricity generation. He asked for parameters to be put into place to understand how the Council's objectives can be fulfilled.

The Assistant Director confirmed an issue which had risen recently was the shift from gas to electricity resulting in air source heat pumps and electrical car charging points.

The Executive Director referred to an upcoming networking conference which a Norfolk delegation, including Officers from this Council would be attending, to promote projects such as NORA and that investors and other local authorities would be in attendance.

Parkway- Florence Fields

The Executive Director confirmed to the Board the status was amber and there were issues due to groundwork sub-contractors ceasing trading and the potential impact on timescales. Positive steps had been taken by the contractors and risk had been reduced.

The Principal Project Manager advised a new groundwork sub-contractor has been appointed. He assured the Board this had not put the project in a worse financial position. As a result of this issue the first

units had been delayed but an overall review had confirmed the overall project would not be delayed.

The Chair asked when the show home was expected and was this delayed.

In response to the Chair's question, Principal Project Manager confirmed he would need to find the exact date and report back to the Board but anticipated that it would be September/October.

In further response to the Chair, the Principal Project Manager confirmed the improved weather recently had significantly helped the drainage issues and demonstrated a temporary solution to the Internal Drainage Board. A permanent solution was waiting to be confirmed.

Councillor Moriarty asked if Homes England had been notified of the position of the project. The Principal Project Manager provided assurance that as this was out of our control Homes England understood, and updates would be provided to them.

Councillor Morley sought clarification over the groundwork contractors were the same. The Principal Project Manager confirmed the site is now all contracted. He advised it was considered to have two sub-contractors however the contractors which have been appointed have the capacity for the whole site.

Salters Road

The Executive Director referred the board to the status of this which had changed to amber from green. He confirmed 30% of the site had been handed over which was 23 plots and positive feedback had been received from the tenants.

The Principal Project Manager clarified there had been issues with the groundworks however this has been resolved. This was communicated with Freebridge Community Housing and Homes England. He confirmed properties would still be delivered by the end of the year and the status of this report would be green at the next meeting.

Councillor Moriarty sought clarification regarding Freebridge Community Housing asking for a change in scope.

The Principal Project Manager advised the Board that Freebridge Community Housing had made the decision for all new properties to include flooring which previously was not included. This had been added to their package with us. Which is cost effective for them and manageable for us when handing over the property.

Southend Road

The Executive Director introduced the report and referred to a presentation that was later on in the meeting agenda, to be presented by the Principal Project Manager.

The Principal Project Manager highlighted the timeline was a red status. Technical delays were complex, and the presentation would provide further detail. Further risks which were red related to sales however the finances are steady and managed therefore the project was amber status.

In response to a question from the Chair, the Principal Project Manager confirmed completion date was likely to be October.

West Winch Growth Area

The Executive Director referred the Board to the status of this which had changed from amber to green. The one amber status is for resource which the Executive Director is considering operationally.

He confirmed Norfolk County Council formally secured £18.39m of Homes England funding in March 2024.

In response to Councillor Moriarty, the Executive Director confirmed he would report back after clarifying with officers regarding the objectives for the economic strategy.

Southgates- Place Making

The Executive Director advised the Board that King's Lynn and West Norfolk were leading on this and the status was mainly green but part amber which related to Southgates STARS development.

The Chair asked for an update on timescales for the application for the Brownfield funding which would support this project.

The Principal Project Manager confirmed the Council were still waiting for an outcome and that if the application was unsuccessful the project would be reviewed at that time.

Southgates- STARS

The Executive Director advised Norfolk County Council were leading this project. The status of the project was green but included amber risks which were timescales.

Councillor Moriarty referred to the report stating the deadline had been deferred from February to May. He asked if Officer had received an update and was this a resource issue.

The Principal Project Manager commented the surveys had been undertaken and completed after a delay. The Assistant Director added that there were further works required.

Councillor Parish commented that Highways intended on moving a lane to restrict traffic flow to reduce the number of cars on the road.

The Executive Director stated the impact of the project was being considered and steps being taken to manage risks moving forward.

Active and Clean Connectivity

The Executive Director highlighted to the Board the status of this was amber. The crossing at Tennyson Road was the main risk of the project, and a solution was being considered however the remainder of the project was being progressed.

Riverfront Regeneration

The Riverfront report was introduced by the Executive Director who confirmed the status was amber.

He advised feedback and opposition had been received in relation to the proposed changes at the Custom House.

The Executive Director invited the Assistant Director to comment further. The Assistant Director advised there were two parts to the project: Custom House and the area around Devil's Alley, as well as provision of dryside facilities. Further engagements with Historic England and the Council's Conservation Officer were required to overcome issues, it was agreed the reliance on informal initial advice was an issue and the project would now deal according to the formal advice given. There have been Biodiversity Net Gain issues which required further work and discussion.

The Chair commented that he felt sure that the issues around biodiversity net gain would be resolved as an overall net gain would be achieved and that delays were to be expected.

Councillor Moriarty referred the Board and Officers to 2.2 of the report and commented the status of the issues should be red. He commented a lesson to be learnt is to involve other departments at an even earlier stage.

Rail to River

The Executive Director advised the Board the overall status of this project was amber due to financial and timeline issues.

The Interim Major Projects Consultant advised the artwork was in the country therefore Officers were waiting a further timeline for delivery. Adjustments were being made for the Pop Up's but progressing.

Councillor Parish sought clarification regarding the artwork. The Interim Major Projects Consultant provided clarification that the manufacture was in Ireland.

In response to the Chair, the Interim Major Projects Consultant confirmed they were still awaiting sign off on licenses for the arch.

MUCH

The Executive Director advised the Board, Norfolk County Council led on this project. He confirmed a key issue has been the relocation of the critical telecoms mast however this was moving forward.

Councillor Moriarty asked if the status was amber moving to green. The Executive Director confirmed he understood it was anticipated to, once the mast had been relocated.

The Chair asked for an update on this element to be given as soon as possible from the County Council.

Councillor Morley commented the project was social based and that the report on this project should be widened to include progress against the intended social aspects what was planned to happen inside the building rather than just the construction aspects.

Boost

The Executive Director brought the Boards attention to the status of this project being green. He advised Norfolk County Council leads this project.

Councillor Parish asked if the Boost Project would be extended beyond the boundary of the King's Lynn town area.

The PMO Manager advised the project had successfully obtained UK SPF funding to extend by one year and for that year it has been broadened to whole of the district, also that Officers are actively working with Norfolk County Council to try to extend beyond that further year.

POST PROJECT EVALUATION REPORT- NORA 4

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

The Principal Project Manager presented the report accompanied by a presentation. He highlighted the achievements of the project along with social value outcomes and the housing and financial outputs.

The Chair thanked the Principal Project Manager for the presentation and invited the board to ask questions.

The Chair sought clarification in the term PPC. The Principal Project Manager advised the board PPC is Project Partnering Contract and Lovell would take a profit share which was an incentive to sell properties at an increased level.

Councillor Morley referred to Section 106 funding for affordable housing. The Principal Project Manager clarified the funding was used for Strategic Housing. In response to the Chair, the Principal Project Manager confirmed the properties were bought at market rate.

In further response to Councillor Morley, the Principal Project Manager confirmed the Council's engineers undertook a design which Anglian Water required and then entered to an approval process by Anglian Water.

The Chair invited further comment from the Board in relation to reviews of projects. Councillor Blunt commented lessons learnt could be identified earlier with a review throughout the project rather than a post project review.

The Assistant Director advised attempting to make improvements and learning from previous projects to achieve an overall improvement.

Councillor Moriarty highlighted the quality issues and sought clarification if this was a lesson to be learnt. The Principal Project Manager confirmed the quality issues were because the contactors were working on multiples sites therefore sub-contractor's terms were adjusted to include direct supervision.

Councillor Blunt commented he was disappointed in the result of using i-House and questioned if it was due to schedule of labour rather than the i-House process.

In response to Councillor Blunt, the Principal Project Manager agreed that there was disappointment in the results of i-House and the gains achieved at the beginning did not reflect throughout the whole project. He confirmed using i-House for the whole project would have benefited the timeline, but cost would have been neutral or negative. He advised

Officers would consider using again and the main benefit was the show home opened quicker and consequently sales quicker.

The Project Principal Manager clarifies to the Board using i-House would result in the project being done quicker but cost more.

The Assistant Director, Property and Projects commented the Council needed to adapt to the market and quickly delivering units at that time was not beneficial.

Councillor Morley asked if there was benefit in discussion with the construction college on lessons learnt. The Principal Project Manager agreed, and the comment was noted.

The Executive Director summarised. He stated continuous improvement was being worked on and moving the PMO function forward to help coordination with different projects. The Chair commented that he expected to see progress on the PMO before the next meeting.

10 **STANDING ITEM: OFFICER MAJOR PROJECT BOARD MINUTES (FOR INFORMATION)**

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The Board noted the minutes.

11 **WORK PROGRAMME 2024/2025**

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The Work Programme had been updated to include the item Project engagement with planning and conservation for the meeting on 12th August 2024.

Item Update on PMO was added to the Work Programme.

12 **DATE OF NEXT MEETING**

12th August 2024, 9:30am in the Council Chamber, Town Hall, King's Lynn

PROJECT FOCUSED PRESENTATION- SOUTHEND ROAD, HUNSTANTON

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

The Principal Project Manager provided the Board with a presentation which highlighted an update and responded to questions.

Councillor Moriarty sought clarification with block management. The Principal Project Manager confirmed Rounce & Evans held the contract for the Council's block management. He confirmed they look after the cleaning of the communal areas, parking areas and window cleaning. The management company was a legal entity which would own the freehold of the property and the block management would be appointed by them.

In response to a question from Councillor Morley, the Principal Project Manager explained to the Board that the road was higher than the site therefore it needed to be retained and supported. He advised the complaints which were received did cause a delay, but it was deemed there was no unnecessary disruption.

Councillor Moriarty asked why open purchase orders for Lovell and purchase material specifically an issue. The Principal Project Manager clarified it is higher on the risk register than on a project doing well as there is no contingency and it is being identified here as it is marginal.

Councillor Parish commented on the restrictions that the properties were not to be sold or used as second home or holiday homes.

Councillor Moriarty sought clarification with how the legal requirement would overcome the properties not being sold as second homes/holiday homes. The Principal Project Manager advised it did not resolve the issue fully but limits the issues.

In further response to Councillor Moriarty, the Principal Project Manager explained BCIS and stated that material inflation was higher than BCIS due to the type of materials being used. The sub-contractors increase exceeded what was expected.

The Executive Director explained to Board further that procuring materials earlier would have still resulted in deficit due to how prices have worked. He stated it was a difficult site and difficult economic conditions therefore Officers are managing risks. He explained further looking at the whole programme showed balancing these cycles and challenges.

The Project Principal Manager explained with other projects materials had been bought earlier as there was capacity to store them however Southend Road was a constrained site.

Councillor Morley asked if a lesson to be learnt would be being open with storing materials as during the planning process it was not highlighted the adjacent car park would be used.

The Principal Project Manager clarified that the carpark being used was for coaches and an assessment was taken to highlight the demand of this throughout the times of the year. He confirmed because of this, tourism was taken into consideration on the capacity that is used.

14 **EXCLUSION OF PRESS AND PUBLIC**

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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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

15 **EXEMPT- PROJECT FOCUSED PRESENTATION- HOUSING SITE SOUTHEND ROAD, HUNSTANTON**

The Principal Project Manager provided a further presentation.

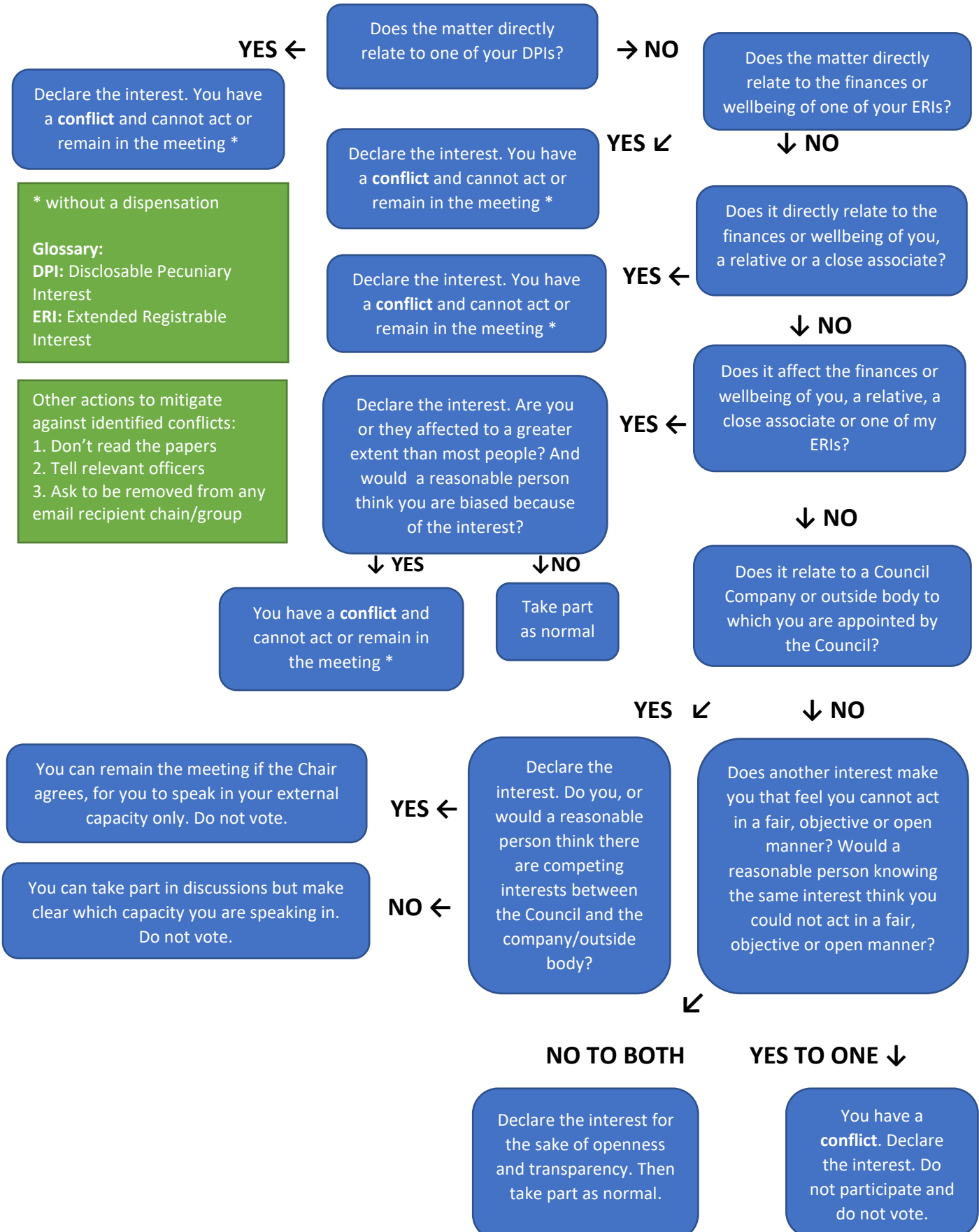
The Chair invited question and Officers responded.

The meeting closed at 12.28 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



**Member Major Projects Board
Action Log**

This log is intended to capture any questions within MMPB meetings that require more detailed response that cannot be answered within the meeting. It is not intended to duplicate aspects that are captured in the meeting minutes, but rather to provide a mechanism through which, officers can respond to MMPB members in between scheduled MMPB meetings. The log will be published with subsequent meeting papers, for information.

Ref	Raised by	Subject	Action	MMPB meeting	Update	Comment provided by	Completed	Date closed
11	Board	Overview of process and definition of projects	Request for overview of how projects move through the project oversight process, to include a definition of projects that MMPB will oversee	13.12.24	Will be brought to the October meeting	VD		
13	Board	Parkway (Florence Fields)	Request that officers consider a way of briefing all Councillors on the current status of the project	27.03.24	A site tour is planned for late November / Early December. The tour will allow members to see the show home, the ground attenuation and receive a full update on the scheme.	JG	Yes	24.07.24

Agenda Item 9

Other Major Projects - as at end Quarter 1 2024/25 (quarterly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end Q1 2024/25 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
P-21.02	NORA & Enterprise Zone	Road infrastructure and utilities	Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone	- Helps deliver strategic employment development land - Contractually committed	24-Sep-19	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating R	The overall status is Red due to - Norfolk County Council (NCC) project team reporting imminent project completion excluding minor standalone works. - NCC reporting potential significant overspend due to delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.
P-21.03A	NORA & Enterprise Zone	Development of spec units	Phase 1 - Spec Build Units Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24-Sep-19	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating A	Overall status is Amber as timelines and issues are being managed, despite the points noted. - Delays to handover due to infrastructure delivery and installation of utilities - Financial early warning for costs associated with delayed handover - Tenant fit out Plot A1 complete - pending snagging
P-21.05	Major Housing	Parkway, (Florence Fields) KL	Mixed tenure scheme – 226 dwellings.	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	15-Jun-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating A	Overall status currently Amber due to: - Project timelines less of a concern – a new programme has been provided. This is reflective of the new groundworker being on board and works with the new contractor progressing. Site is progressing well since the new appointment. - Progress - Plot 1 & 17– roof on hold, marketing suite – 1st fix progressing, plots 2, 3 & 4, 5 & 35 progressing to plate, plots 36 - 43 progressing to joist, plots 44 & 45 at pad - Scheme costs and funding are being managed carefully to ensure scheme viability – at the moment let packages are looking positive. - Resources remain suitable for the project. - Network Rail are to still resolve the blocked / broken culvert. Still remains a concern. IDB have advised discharge rates – this has started and working well. Whilst not a permanent resolution to the whole problem this is a positive step forward, temporary discharge for 4 months.
P-21.06	Major Housing	Salters Road, KL	Delivery of 78 affordable properties.	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	16-Mar-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating G	Project has moved from Amber to Green during this quarter, as: - Project progressing well - new groundworker and fencer have been appointed and started on site at the end of May. Current programme reflects time lost - Phase 2B due to be handed over to FCH on 10th July, bringing the total properties completed to 33 (c. 42% of the site) - Next Phase (3) due to be handed over to FCH in August, and following phases on track (based on revised programme)
P-21.08	Major Housing	Southend Road, Hunstanton	A block of 32 mixed tenure flats	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	16-Mar-21	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating A	Overall Status currently Amber: - Technical issues are either resolved or being worked through. Programme impacted by weather and zinc schedule. - Internal fit out going well – Electrical-1st fixing complete to all plots, stairwell cabling works in progress, Plumbing 1st fix complete to all plots. Plastering, decorating and kitchens complete to a number of plots. - Externals progressing – underpass roof carcass complete, all plots slated apart from 18 and ridge tiles to plots 12 – 18. Zinc-All plot dormers complete and fascias and barge boards. Lightning protection- plots 3-6 complete and Southend Rd side of 9, 12, 15 and 18 complete. Various drop tapes complete. Guttering and downpipes-Plots 3-6 complete. - Scaffold dismantled plots 28-30 and plot 1. Adaptions to all stairwells for plastering. Sales update: First sales released – good interest but buyers were keen to see a show property before committing to purchase. Show home (Plot 25) was available from May 2024; Show home (Plot 1) will be available from mid-July 2024. Approval of the management company representatives still being resolved.
P-21.09	West Winch Growth Area	West Winch	To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered	- This Growth Area is the main allocation for housing in the local plan - To meet priorities housing need, and the objectives of the Norfolk Suffolk Economic Strategy as a Growth Location - Supporting Borough and County economic growth	13-Nov-18	TBC	Business Rates Pool & Revenue	Overall RAG rating G	Overall status is Green. - The project areas that the Brough Council are currently leading are programmed to complete by the end of 2024. - Financials, issues and milestones are all where they are expected to be. - Capacity has been rated as Amber this period as although resources are very stretched, no immediate changes are required for the project to progress. The risk of staffing capacity is on the project risk log and a review of project capacity and resource is currently taking place to support future growth area work.
P-21.10a	Regeneration	Southgate area - placemaking	To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping; including further site investigations, viability and cost assessments for remediation and demolition.	- Within the Town Investment Plan (TIP) - Forms Part of HAZ programme - Funding secured for master-planning from Business Rates Pool	15-Jun-21	Duncan Hall	Borrowing	Overall RAG rating G	The overall status is currently Green as: - Timescales and financials are at the level BCKLWN currently expect. - Risks and Issues are at a similar level to last month. - Cabinet approval of masterplan and next steps April 23. - Procurement of next stage of work for site investigations & architectural design completed and commenced in early May - BDP appointed and commenced work assisting with co-ordination and collaboration between STARS and the masterplan to ensure objectives of both schemes are met.
P-21.10b	Regeneration	Southgate area - STARS (Sustainable Transport and Regeneration Scheme) NCC led scheme	Provides the transport interventions to support the Southgates Masterplan. Development of Outline Business Case through to construction of Highway, public realm, and active travel enhancements to the Southgates and the Gytratory. Norfolk County Council led scheme.	- Within the Town Investment Plan (TIP) - Levelling Up Funding secured by NCC	15-Jun-21	Duncan Hall		Overall RAG rating G	- Scheme development and outline Business Case (OBC) preparation under way. Details of road alignment in the Southgates area are still being finalised with regard to satisfying conservation and heritage interests. - In dialogue with ATE to get their approval for our proposals. This is a new stage in the process for major schemes like this and reflects governments commitment to wanting to see 50% of all short local journeys being made by walking and cycling. Helpful suggestions received to improve the scheme which will be followed up in the detailed design stage after the OBC submission. - Traffic modelling being finalised, this will feed into the economic appraisal and enable us to fully understand the Value for Money (VfM) of the scheme and the impacts on general traffic. When this information is available it will be presented to decision makers, members and relevant stakeholders as part of the engagement process. - The OBC is being prepared and it is envisaged that the submission to DfT can be made in August/September, rather than February 2024. This is in part due to delays in commissioning the topographical, drainage and ground penetrating radar (GPR) surveys, but more significantly due to the extra time it is taking to finalise the Southgates proposals to ensure they can be supported by conservation and heritage interests.
P-23.08	Major Housing	Lynnsport 1 (Valentine Park), KL	Development of 96 mixed tenure dwellings on Lynnsport 1 site, King's Lynn	- Development partnership with Lovells to deliver 1,000 homes - Corporate Priority to Promote growth and prosperity to benefit West Norfolk	06-Feb-24	Oliver Judges	Capital Receipts & Borrowing	Overall RAG rating G	Overall Status currently Green. - This is the first Project Highlight Report for this site - Ground Engineering contractor started mobilising plant on 1st July.

Town Deal projects - as at end June 2024 (monthly reporting period)

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end June 2024 (Definitions shown on Project Highlight reports) Direction of Travel indicated	Overall status commentary
P-21.11	Town Deal	St George's Guildhall & Creative Hub	Redevelopment and refurbishment of St George's Guildhall; conservation and promotion of KL heritage and culture; boosting skills and supporting new business and creative practice.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating R ↔	Overall status is currently Red - The Design team have issued their RIBA stage 3 Report and the Cost Consultant has issued the updated Cost Plan. This has been approved by the project Steering Group. - The Pre-Election period has now commenced. Impacts have been experienced to the governance process due to cancellation/rearranging of a Cabinet Meeting originally scheduled for 26/06/24. Mitigation options are being reviewed by BCKLWN. - The Interpretation Workstream is progressing. Designer brief prepared with input from Norfolk Museum Services. Brief being issued to Market 9th July. - A Project Adjustment Request to MHCLG (Ministry of Housing, Communities and Local Government, formally DLUHC) will be required. Delivery Associates Network (DAN) will support the planned project adjustment request process, which may require agreement by the MP. Decision will be required on final project scope and any associated project adjustment request in July 2024 following completion of RIBA Stage 3. - A Programme Workshop was held with the project team in June 2024 to review outputs moving into the RIBA stage 4 process. Updated programme now in circulation. Construction handover remains January 2027. - Planning and Listed Buildings Consent applications issued on Monday 24th June and validated on 3rd July. Target determination is 24th September 2024 for the Planning application and 20th August 2024 for the LBC application. - Voluntary Ex Ante Transparency (VEAT) notice issued to market to confirm re-appointment of Design Team for next RIBA Stage. - High risk identified with proposed archaeology works on Guildhall floors. Proposal is to extract works into an enabling works package. Currently under review.
P-21.12	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.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating R ↓	Overall RAG rating has moved to red. - Active Travel Hubs timeline remains under extreme pressure and site contamination issues on the Kings Lynn Enterprise Park site brings site viability into question. Investigations are continuing with the Environment Agency. - LCWIP work allocated, and underway as per plan, continued risk regarding delivery of Tennyson Avenue road crossing however revised designs to be submitted to Network Rail for discussion and feedback, Timeline under increasing pressure to deliver within funding window. Active Travel Plans – Amalgamated report received showing overall commuting habits, 6 scoping reports complete at draft stage ready for issue, work progressing with QEH works to encourage active or shared commute via Mobilityways. Link with COWA progressing to encourage active travel among staff awaiting funding request.
P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land surrounding Devils Alley; and provision of dryside facilities.	- Agreed under the Town Deal with government	24-Aug-21	Matthew Henry	Town Deal Grant	Overall RAG rating A ↔	Overall Status is AMBER, for the following reasons: - Programme: RIBA stage 3 report issued for comment and review. Public consultation has taken place and feedback incorporated into the plans. - Contract Works: the project has been split into three packages, The Custom House, Devils Alley enabling works, and Devils Alley Public Realm plus Dry Side Facilities. The contract works for the Devils Alley enabling works have been procured via the Procure Partnerships East of England Framework enabling detailed scopes to be worked up, measured and costed. - Budgets: The current RIBA stage 3 scheme has been subject to a value engineering exercise to meet the project budget. Further work is ongoing to refine the scheme as it is projected to exceed budget by 2-3%. This is part of the design development process. This projected budget is inclusive of a 10% project contingency. - Custom House: pre-app feedback from Historic England and BCKLWN Conservation team opposed to some elements of the RIBA 3 designs. The second round of pre-app advice with Historic England has begun to work toward an agreed design. Further meetings have been held and we have had authorisation from the Project Board regarding authority to make further changes to suit the consultees. Work on the business case is ongoing to bring to a level for discussion with the planners, conservation officer and HE to support the changes. Work to obtain provenance on the age of the doors has been undertaken too.
P-21.15	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.	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating G ↑	Overall Status currently GREEN due to - Manufacture of units for Purfleet Street works complete. Units on site w/c 4/3 but waiting installation of cladding and final detailing, currently in production with local company. Sewage connection to be finished w/c 15th July. - Assessment of Business Rates in progress, marketing of units was being held until confirmation of rates/rent. Rent now being set on estimated rates, to avoid further delay to marketing. - Licenses for Purfleet Street arch agreed with Boots. License for Ben Warren Properties complete - Artwork at railway station and St James Pool installed on 18th and 19th June. - Resolution of Purfleet Street arch delivery agreed.
P-21.16	Town Deal	Multi-User Community Hub <i>(accountable body role only)</i>	To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre	- Agreed under the Town Deal with government	24-Aug-21	Duncan Hall	Town Deal Grant	Overall RAG rating A ↔	Overall Status rated as Amber, due to the risks and issues reported. Other aspects of the project are progressing well, including: - Façade redevelopment in progress - Full planning application expected to be submitted mid July - Project team are producing visuals of a realistic street scene scenario if public realm works are not coordinated with the project. - Project team are working with a heritage consultant as requested by the conservation officer - Pre-application submitted and feedback received. - The Project Board are looking to move focus from construction to planning and partnerships. - Project costs have risen to £14.2m. The additional funding has been approved by NCC Cabinet.



FRAP-21.02 NORA EZ Infrastructure Project Highlight Report

Project Name:	NORA EZ Infrastructure	Project Manager:	Mark Fuller	Project Sponsor:	Matthew Henry	Report covers period of:	Q1 2024-25
Capital Code:	C8501-4	Client Dept:	-	Lead Designer:	NCC		
Project Code:	P-21.02	End User (if applicable):	-	Cost Consultant:	NCC		
				Contractor on Site:	Octavius		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	G	A	R	R	G
Last Report	R	R	A	R	R	G

Project Definition

Project Stage: RIBA Stage 5: Construction

Objectives: Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone

Scope: Construction of secondary road infrastructure and services on eastern side of Enterprise Zone (excludes western side of site and Active Travel Hub)

1. Overall Status (high-level summary)

The overall status is Red due to

- Norfolk County Council (NCC) project team reporting imminent project completion excluding minor standalone works.
- NCC reporting potential significant overspend due to delays caused by AWS, UKPN, Cadent and Phosphor Gypsum removal.

1.1 Decisions required by the Officer Major Projects Board

- No Decisions required.

1.2 Achievements during this period

- Foul and surface water drainage installation complete excepting final outfall / connections.
- Infrastructure utility installations complete.
- UKPN substation complete awaiting energisation (subject to legal completion).
- Road box construction complete and asphalt wearing course nearing completion.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(3/22)			A			

2.2 Key Issues [all red and increasing amber] *An issue is something that has happened*

Issue ID (3/3)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	NCC reporting contract overspend	A number of issues causing overspend, AWS, Cadent, UKPN and requirement to remove Phosphor Gypsum	R	Cost	Currently in dialogue with senior officers at NCC. Secured additional funding via Cabinet to deal with Phosphor Gypsum. Seeking independent Legal advice.	23.07.24 Ongoing
1/3	Contractor co-ordination	Octavius / Darwin Group (NHS) and RGC working in close proximity	A	Time and cost	On going engagement between all parties to manage any potential clashes. Weekly meetings scheduled between NHS / NCC / BCKLWN.	23.07.24 Ongoing but will be closed out in very near future due to completion of various construction contracts
2/3	Anglian Water Services	Delays in signing off drainage design and other AWS related matters	A	Time and cost	Active engagement and dialogue with AWS to secure approvals. Outstanding issues being closed off – minimal items remain outstanding – but formal written consent not signed off.	23.07.24 Ongoing
3/3	Cadent approval	Approval of protection slab over high pressure gas main by Cadent	A	Time and cost	NCC actively engaged with Cadent. Live issue that NCC / Octavius are actively engaged with Cadent to resolve.	23.07.24 Ongoing

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

*will vary for each project

3.1 Project Financials

It is the intention that graphs will be provided here in future months

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

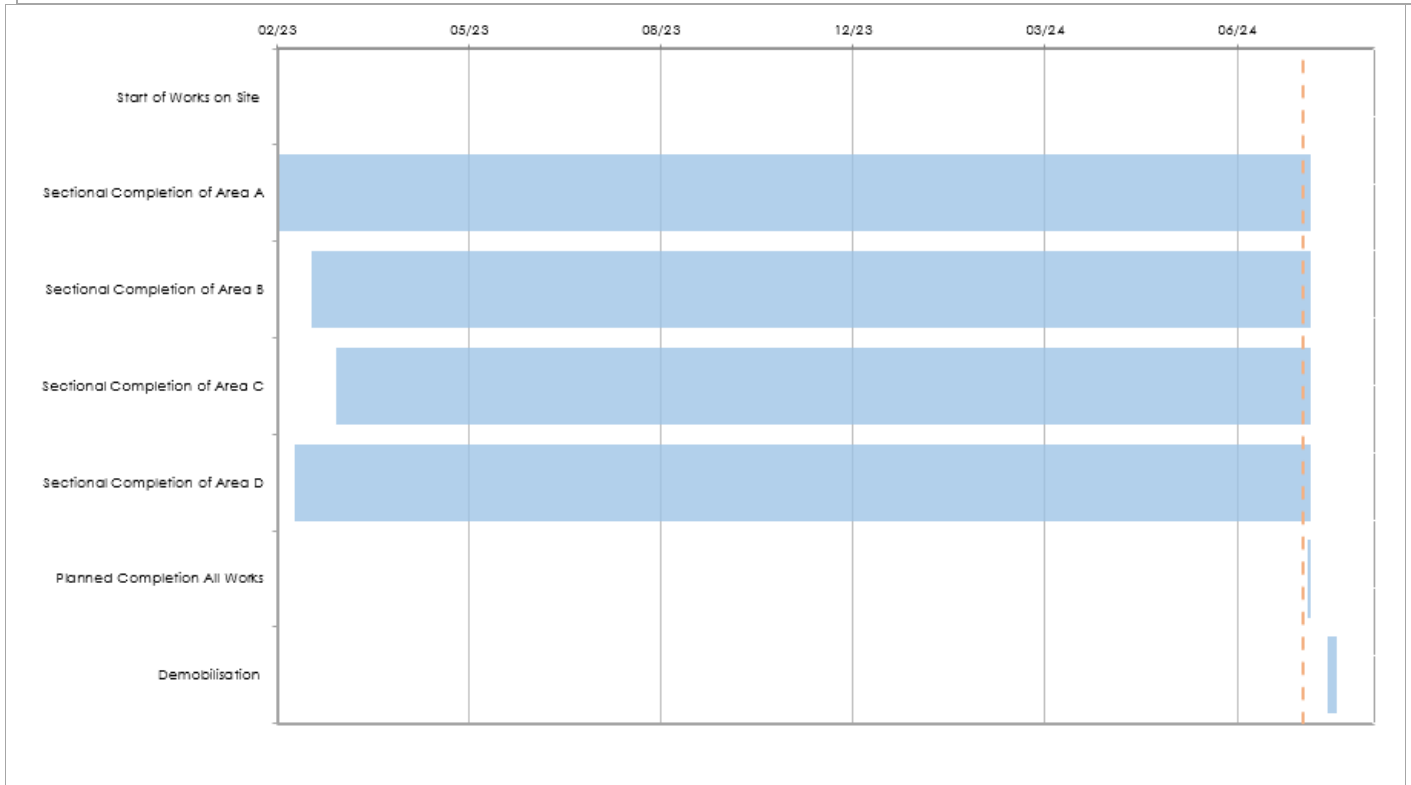
3.3 Financial Commentary

Financials currently RAG is Red on the basis of NCC reporting potential overspend due to continued delays to contract completion, impact of AWS, UKPN, Cadent issues and Phosphor Gypsum removal.

4. Timelines – High Level Milestones

6. Communications and Engagement

Communications Team advised of current programme and of Phase I and Phase II status. No wider communication or engagement at this time.



4.1 Timelines Commentary

Timelines RAG status is Red due to NCC reporting significant delays in infrastructure delivery against programme, largely due to delays in AWS sign off of drainage designs and on going negotiations with Cadent.

5. Resources Commentary

Resources RAG status is Green. Project support – vacant posts x2 in Property Team potential to impact delivery.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Secondary road infrastructure to Eastern side of the Enterprise Zone		
Site wide earthworks for the Eastern side of the Enterprise Zone		

7.2 Outcomes

Description	Notes
Provides physical access to Phase 1, Phase 2 and wider Enterprise Zone development allowing disposal and development of plots	
New development and business relocation to Enterprise Zone	
New jobs and employment opportunities	

8. Other Matters

Item	Comment
General stage progress	RIBA 5 – Construction
Procurement progress	Complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	NEC 4
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework – Eastern Highways Alliance
Surveys Status	Complete
Statutory updates	Delays as a result of AWS and Cadent.
Health and safety	No issues reported this reporting period
Local schemes / dependencies	Phase I Spec Build Units Wider disposal and development of site
Marketing of sites	Activity on site is generating interest – will engage with interested parties when there is more certainty around delivery – and commence formal marketing at the same time.

9. 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]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓	✓	✓
Date Approved:	24.09.2019							24.09.2019
Approved by:	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Cabinet
Latest approved document: Final PID, Cabinet September 2019								

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.03a NORA EZ Development of Spec Units - Phase 1 Project Highlight Report

Project Name:	NORA EZ Development of Spec Units - Phase 1	Project Manager:	Mark Fuller/Jason Richardson	Project Sponsor:	Matthew Henry	Report covers period of:	Q1 2024-25
Capital Code:	C5002	Client Dept:	-	Lead Designer:	RG Carter		
Project Code:	P-21.03a	End User (if applicable):	-	Cost Consultant:	Aecom		
				Contractor on Site:	RG Carter		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	R	G
Last Report	A	A	A	A	R	G

Project Definition

Project Stage: Phase 1 – RIBA 5 (awaiting utility connections and commissioning to allow handover)

Objectives: Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.

Scope: The project will deliver modern speculative units for the Enterprise Zone portfolio as below:

- 2no semi-detached offices, offering up to 8 office suites (Plot A1)
- 2no light industrial semi detached units (Plot A2)
- Tenant fit out (Plot A1)

1. Overall Status (high-level summary)

Overall status is Amber as timelines and issues are being managed, despite the points noted.

- Delays to handover due to infrastructure delivery and installation of utilities
- Financial early warning for costs associated with delayed handover
- Tenant fit out Plot A1 complete - pending snagging

1.1 Decisions required by the Officer Major Projects Board

- No decisions required at this time

1.2 Achievements during this period

- Nothing to report – contractor maintaining site awaiting service connection (gas).

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/6)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2/6	Phase 1 Utilities	Continued delay to handover of Phase 1 units due	A	Programme / Financial	Regular co-ordination meetings between Utility Consultant / NCC team to progress infrastructure contract and utility install. Utility	23.07.24 All utility connection

		to utility connection delays.			connections delayed - completion anticipated 30.06.24	s made just awaiting gas meter install (date TBC)
6/6	Plot A1 Tenant Fit Out	Fit out contract and handover to meet incoming tenants requirements and time constraints.	A	Programme	Actively managing and engaged with incoming tenant. Fit out complete pending snagging - occupation cannot take place until units formally handed over by RGC pending gas connection, Building Control sign off and commissioning.	23.07.24 Incoming tenant inspected site and works completed to their satisfaction .

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	Attenuation tanks	During period of heavy rainfall attenuation tanks in car park area lifted	A	Programme	RGC undertook internal investigation – independent third party engineer appointed. RGC concluded their investigations – BCKLWN appointed third party to undertake independent review which wasn't conclusive. Actioned further investigation by geotechnical engineer and ground water monitoring for period of two to three months.	23.07.24 In receipt of final report – this has been issued to RGC and received comments back which the team are reviewing.

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

*will vary for each project

3.1 Project Financials

In future months, graphs will be inserted here

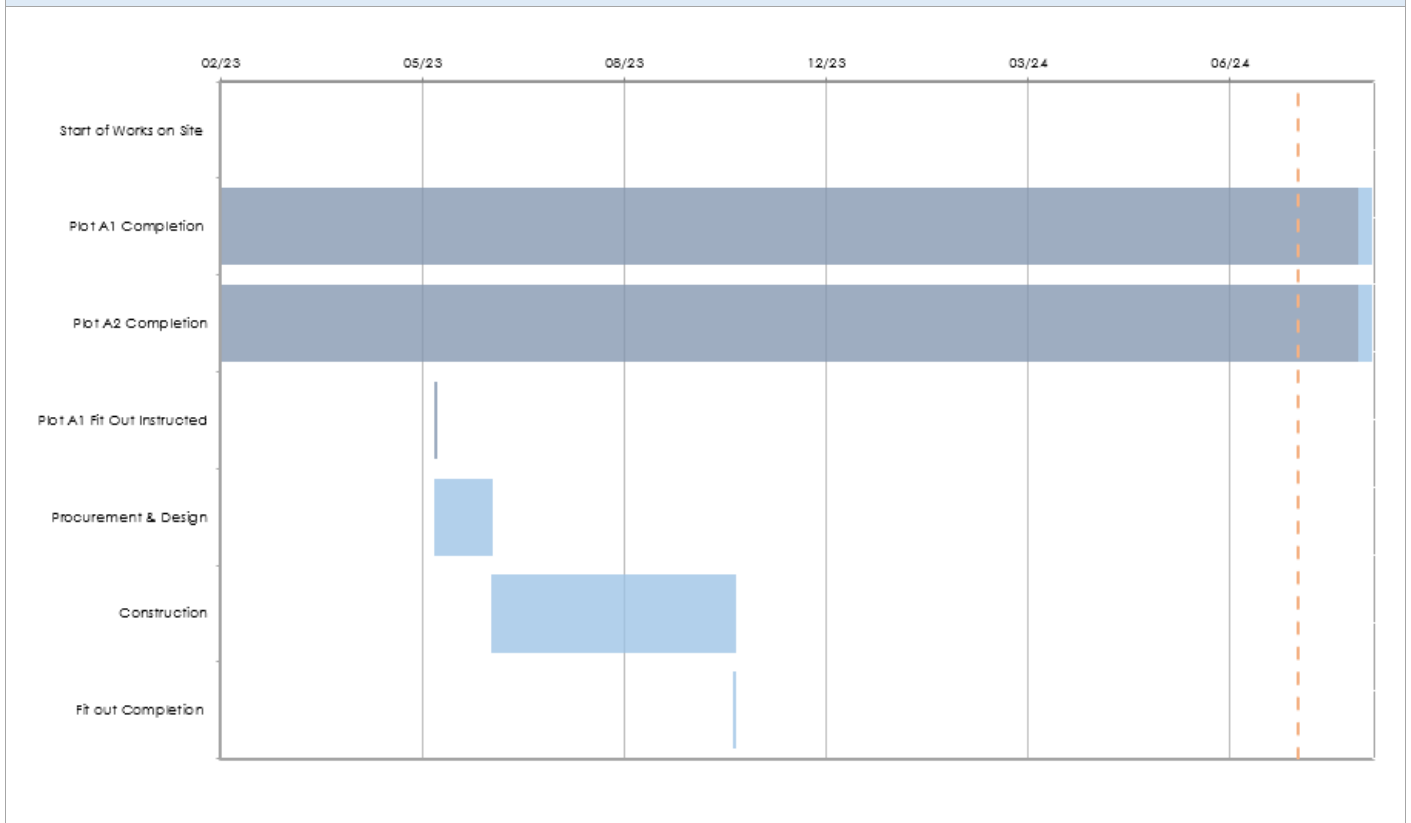
3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

Financials currently Amber due to delays in handover and incurred costs as a result.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline is Red due to delay in handover of Phase 1 – currently estimated August 2024. Plot A1 tenant fit out contract RGC instructed as per above timeline – completed October 2023.

5. Resources Commentary

Resources currently Green. Project support – vacant posts x2 in Property Team limited impact.

6. Communications and Engagement

Communications previously advised of continued delays in handover of Phase 1 units.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Plot A1 – 2 office units – with a maximum of eight office suites in total.		
Plot A1 – tenant fit out		
Plot A2 – 2 light industrial units and associated office space.		

7.2 Outcomes

Description	Target	Notes
New jobs and employment opportunities		
New businesses relocated to Enterprise Zone		
Modern office and light industrial floor space constructed and added to the BCKLWN commercial property portfolio.		
Construction of Phase 1 generates interest in the wider Enterprise Zone development.		

8. Other Matters

Item	Comment
General stage progress	NORA Phase 1 - RIBA stage 5
Procurement progress	Phase 1 complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	D&B as per Nar Ouse Framework (JCT)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Local schemes / dependencies	Infrastructure contract progress
Marketing	Activity on site is generating interest – will engage with interested parties when there is more certainty around handover – and commence formal marketing at the same time.

9. 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]	Final PID [post tender]
Status:	✓							
Date Approved:	24.09.19							
Approved by:	Cabinet							

Latest Approved Document : Cabinet Report

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed



P-21.05 Parkway (Florence Fields) Project Highlight Report

Project Name:	Parkway (Florence Fields)	Project Manager:	James Grant	Project Sponsor:	Oliver Judges	Report covers period of:	Q1 2024-25
Capital Code:	C8431	Client Dept: -	Corporate Projects		Lead Designer:	LPL	
Project Code:	Parkway (Florence Fields)	End User (if applicable): -	Members of public & BCKLWN Companies		Cost Consultant:	GCBA	
					Contractor on Site:	LPL	

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	A	G
Last Report	A	R	A	A	G	G

Project Definition

Project Stage: Cabinet approval received. Contracts signed. RIBA Phase 5.
Objectives: Delivery of 226 homes at Parkway – Gaywood (Open Market, PRS, Affordable) – ACP Funded
Scope: Housing delivery on the former COWA sports field, delivered as part of BCKLWN Major Housing Programme

1. Overall Status (high-level summary)

<p>Overall status currently Amber due to:</p> <ul style="list-style-type: none"> Project timelines less of a concern – a new programme has been provided. This is reflective of the new groundworker being on board and works with the new contractor progressing. Site is progressing well since the new appointment. Progress - Plot 1 & 17– roof on hold, marketing suite – 1st fix progressing, plots 2, 3 & 4, 5 & 35 progressing to plate, plots 36 - 43 progressing to joist, plots 44 & 45 at pad Scheme costs and funding are being managed carefully to ensure scheme viability – subcontractor packages that have been let have been competitive strengthening financial position. Resources remain suitable for the project. Network Rail are to still resolve the blocked / broken culvert. Still remains a concern. IDB have allowed a temporary discharge– this has started and working well. Whilst not a permanent resolution to the whole problem this is a positive step forward, temporary discharge for 4 months.

1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> None
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1.2 Achievements during this period

<ul style="list-style-type: none"> Show home plots externals almost complete – roof to finish Drainage progressing. Newsletter delivered to around 950 residents in the Gaywood area – no negative feedback received. Sales particulars & marketing material are almost complete. Removal of gas easement with Cadent nearing completion.
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2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (1/44)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
I4	Surface Water	Network rail culvert, under adjacent "sand line" blocked impacting on ability for site to discharge surface water during construction.	A	Build	Risk lowering as weather improves. IDB have informally stated they will allow a temporary test discharge to determine how the local system will react to the pumping despite the culvert issue. IDB continuing to pursue Network Rail to repair culvert.	01/07/24

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (1/44)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
D7	Contractor Relationship	Complex risks with potentially high financial and programme implications may result in difficult contractual responsibility conversations.	A	Partnership	BCKLWN to seek independent legal support if dispute arises. Continue to work closely with Lovell to find solutions in the interest of both parties.	01/07/24

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

3.1 Project Financials

*will vary for each project

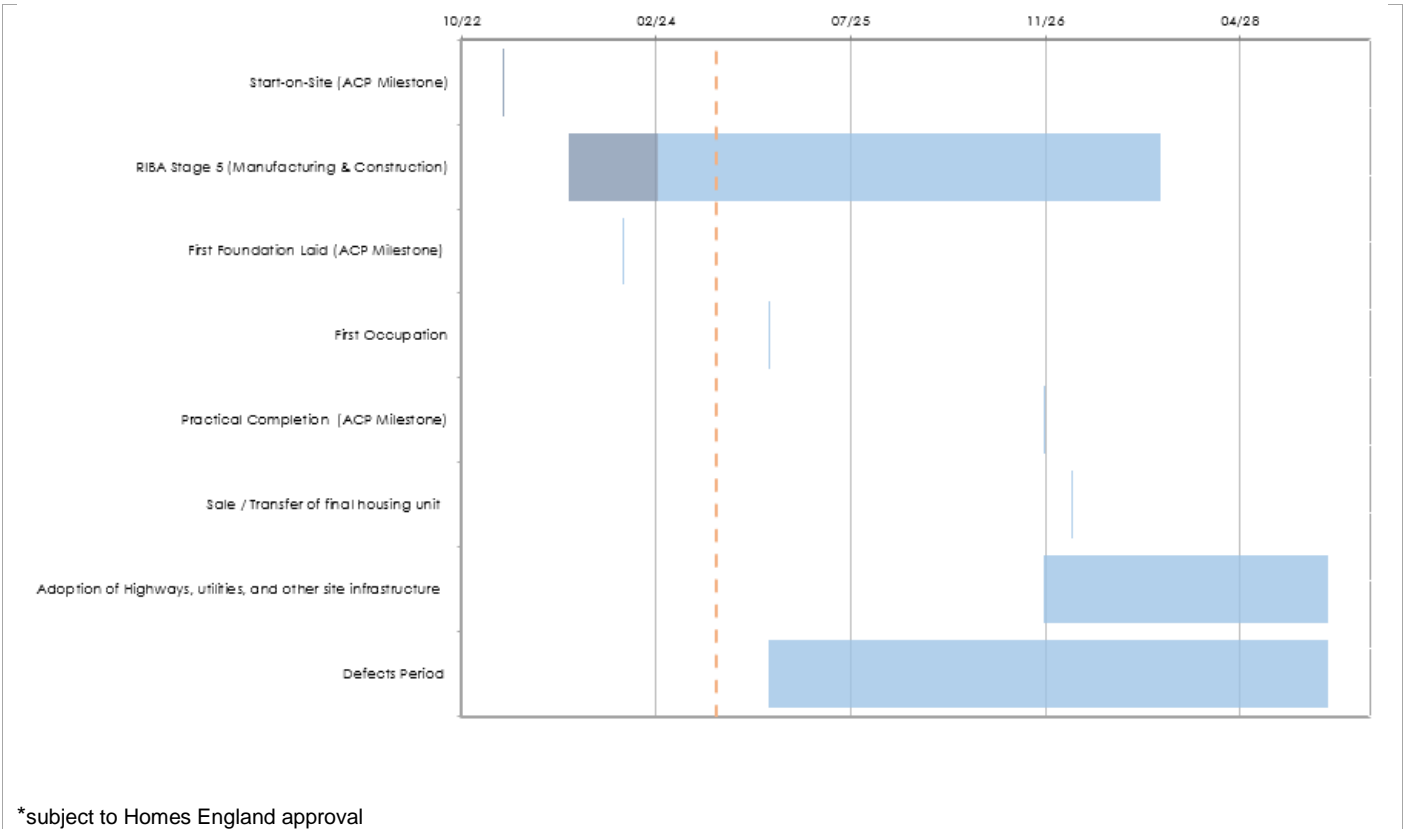
3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

Financials RAG is Amber as although overall spending potentially to exceed total budgets spend is currently within total approved budget. Forecasted net position is shown to have significantly improved due to forecasted confidence in housing market, however this should be considered with some caution at project remains in early stages with long period of potential changes in housing and construction market that will need to be accommodated.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline is currently green, although concerns exist regarding Network Rail still not scheduling works to the culvert. The programme has been revised to reflect the appointment of the new groundworks although the programme does have contingency to accommodate the internal drainage board materialise the planned water management solution.

Whilst the technical ACP milestone remains unchanged and will therefore not be met – Homes England are aware of revised completion date of 16/10/24 and are in acceptance of this. No risk to funding.

5. Resources Commentary

Resources currently green. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and full understanding of issues. Clerk of work is fully engaged with the project, focusing on drainage and tree works at the moment. Lovell Partnership Ltd have all internal resources in place – this includes the appointment of a new trainee assistant site manager.

6. Communications and Engagement

Draft comms plan is with Communications team.

Newsletter delivered to 950 residents in the area within the period.

2 sessions held with Howard Junior School – 2 assemblies delivered, one to Year 3/4 and one to Year 5/6. Both assemblies focused on Health & Safety, the one for older children also had a focus on environmental factors. There are 2 competitions – one for a Health and Safety posters and one for eco house designs.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Delivery of		
Private Rented Units	46	20.3%
Open Market Sales Units	146	64.60%
Affordable units	24	10.6%
Shared ownership	10	4.42%
Total	226	
Delivery Pace in accordance with Accelerated Construction Programme		
Contribution of housing units towards BCKLWN 5-year housing land supply		
Social Value targets		
Social		Apprenticeships / Trainees - 22 School Engagements - 12 Volunteering – TBC Skills development – 1,040 weeks Staff training – 1,200 person hours. Community engagement – 16 newsletters, 40 person hours
Environmental		Waste diverted from landfill – 95% Considerate Constructor Score – 42/45 HVO Fuel – 100% EcoCabins – 100%
Economic		Sub-contractors - 60% Norfolk 33% West Norfolk 40% within 30 miles Suppliers - 40% Norfolk 33% West Norfolk 35% within 30 miles SMEs – 25% Living Wage – 100%

7.2 Outcomes

Description	Target
N/A	

8. Other Matters

Item	Comment
General stage progress	Started on site.
Procurement progress	As above.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Sale of properties on open market
Legal progress	Procurement of legal services required for conveyancing.
Statutory updates	Pre commencement conditions awaiting discharge.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor

9. Approved Documents

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/23	07/23			
Approved by	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet	OJ			

Latest Approved Document: Cabinet Report – Council Approved 26th January 2023

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.06

Salters Road Project Highlight Report

Project Name:	Salters Road	Project Manager:	Juliana Fox-River	Project Sponsor:	Oliver Judges	Report covers period of:	Q1 2024-25
Capital Code:	C8161	Client Dept:	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	P-21.06	End User (if applicable):	Freebridge Community Housing	Contractor on Site:	LPL		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	A	G
Last Report	G	G	G	G	G	G

Project Definition

Project Stage: RIBA Stage 5: Construction

Objectives: Delivery of seventy-eight affordable properties at Salters Road, King's Lynn to be transferred to Freebridge Community Housing - ACP Funded

Scope: Social Housing scheme off Columbia Way, delivered as part of BCKLWN Major Housing Programme

1. Overall Status (high-level summary)

Project has moved from Amber to Green during this quarter, as:

- Project progressing well - new groundworker and fencer have been appointed and started on site at the end of May. Current programme reflects time lost
- Phase 2B due to be handed over to FCH on 10th July, bringing the total properties completed to 33 (c. 42% of the site)
- Next Phase (3) due to be handed over to FCH in August, and following phases on track (based on revised programme)

1.1 Decisions required by the Officer Major Projects Board

N/A

1.2 Achievements during this period

- New groundworkers and fencer appointed
- 23 plots (30% of site) handed over to Freebridge Community Housing

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
	No red or increasing amber					

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	No red or increasing amber					

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

3.1 Project Financials

In future months, graphs will be inserted here.

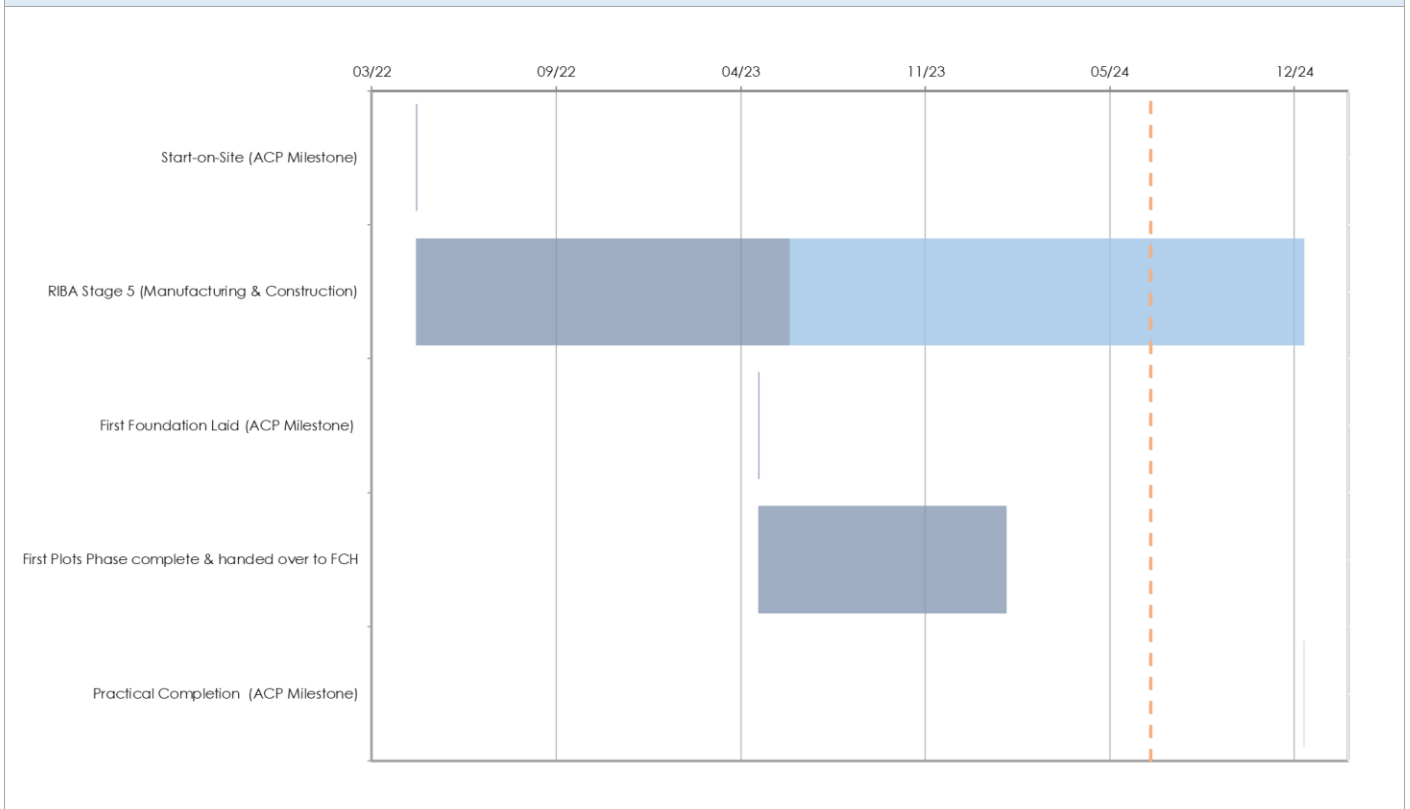
3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A – no changes in period							

3.3 Financial Commentary

Financials RAG is Green. As the project is currently on track for completion in 2024 and costs remain within expectations, it is anticipated that the project will remain in a financially stronger position than the originally approved scheme, despite potential negative impacts from groundwork. The project forecasts a net position of £517,776, in improvement on the originally £100,000 net surplus aim for within the cabinet decision (06/03/2021). Whilst total build costs (£16,528,784) have increased due to price cost inflation and Freebridge requesting a change to the scope, income has increased to £17,100,560. The approved budget requires amendment in the capital programme.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timeline is currently Amber. ACP deadline for Practical Completion (targeted for October 2024) is unlikely to be met (now due in December 2024). This has been reported to Homes England.

5. Resources Commentary

Borough Council resources currently Green. All members of Corporate Project Team involved with project providing business continuity and knowledge exchange. Only change in the period is regarding the PO role (no longer split between Lovell's and FCH's relationship.)

6. Communications and Engagement

Regular newsletters being issued.
Regular meetings between all parties ongoing – BC, FCH, Lovell.

9. Approved Documents

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Delivery of:		
Affordable Units	78	23 handed over to FCH
Delivery Pace in accordance with Accelerated Construction Programme		Units per month – 3.55
Social Value targets		
Social		Apprenticeships / Trainees - 22 School Engagements - 12 Volunteering – TBC Skills development – 1,040 weeks Staff training – 1,200 person hours. Community engagement – 16 newsletters, 40 person hours
Environmental		Waste diverted from landfill – 95% Considerate Constructor Score – 42/45 HVO Fuel – 100% EcoCabins – 100%
Economic		Sub-contractors - 60% Norfolk 33% West Norfolk 40% within 30 miles Suppliers - 40% Norfolk 33% West Norfolk 35% within 30 miles SMEs – 90% Living Wage – 100%

7.2 Outcomes

Description	Notes
As per outputs	

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 5 – Construction
Procurement progress	Lovell appointed. Sub-contractor appointments all now complete.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 – Signed 06.01.2023
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Disposal of properties to FCH
Legal progress	Gateley PLC instructed to support on Golden Brick Transfers
Surveys Status	All necessary surveys & inspections in place.
Statutory updates	Planning approval in place and pre-commencement conditions discharged.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor.
Local schemes / dependencies	

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	TBC	10/21	TBC	N/A	09/21	03/21	01/23			
Approved by	N/A	N/A	N/A	DG	LPA	DO	N/A	DO	Cabinet	MO			

Latest Approved Document: Signed Contracts (BCKLWN & LPL / BCKLWN & FCH – 06.01.2023)

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.08 Southend Road Project Highlight Report

Project Name:	Southend Road	Project Manager:	James Grant	Project Sponsor:	Oliver Judges	Report covers period of:	Q1 2024-25
Capital Code:	C5004	Client Dept:	Corporate Projects		Lead Designer:	LPL	
Project Code:	P-21.08	End User (if applicable):	Members of public & BCKLWN Companies		Cost Consultant:	GCBA	
					Contractor on Site:	LPL	

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	R	G
Last Report	A	R	A	A	R	G

Project Definition

Project Stage: RIBA Stage 5: Construction

Objectives: Delivery of thirty-two flats at Southend Road, Hunstanton (Open Market, Affordable – ACP Funded) - initially marketed to people with a local connection to the area.

Scope: Housing delivery on the southern end of Southend Road Carpark, delivered as part of BCKLWN Major Housing Programme.

1. Overall Status (high-level summary)

Overall Status currently Amber:

- Technical issues are either resolved or being worked through. Programme impacted by weather and zinc schedule.
- Internal fit out going well – Electrical-1st fixing complete to all plots, stairwell cabling works in progress, Plumbing 1st fix complete to all plots. Plastering, decorating and kitchens complete to a number of plots.
- Externals progressing – underpass roof carcass complete, all plots slated apart from 18 and ridge tiles to plots 12 – 18. Zinc-All plot dormers complete and fascias and barge boards. Lightning protection- plots 3-6 complete and Southend Rd side of 9, 12, 15 and 18 complete. Various drop tapes complete. Guttering and downpipes-Plots 3-6 complete.
- Scaffold dismantle plots 28-30 dropped and plot 1. Adaptions to all stairwells for plastering.
- Sales update: First sales released – good interest but buyers were keen to see a show property before committing to purchase. Show home (Plot 25) was available from May 2024; Show home (Plot1) will be available from mid-July 2024. Approval of the management company representatives still being resolved.

Decisions required by the Officer Major Projects Board

- N/A

1.2 Achievements during this period

- Externals progressing
- Internals continuing
- Windows and door installation is progressing well
- Zinc cladding and detailing progressing, but still slower than expected
- Open House held on Saturday 18th May for Plot 25

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (4/19)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A2	Income	Falling house prices impacts on scheme viability.	A	Finance	Monitoring of market. Work closely with agent to ensure units meet and respond to market need.	01/07/24

2.2 Key Issues [all red and increasing amber]						
<i>An issue is something that has happened</i>						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	Low / no sales interest	WHB fail to sell any plots.	A	Contractual relationship	Engage in discussions on other options. What else could be considered.	31/07/24

*will vary for each project

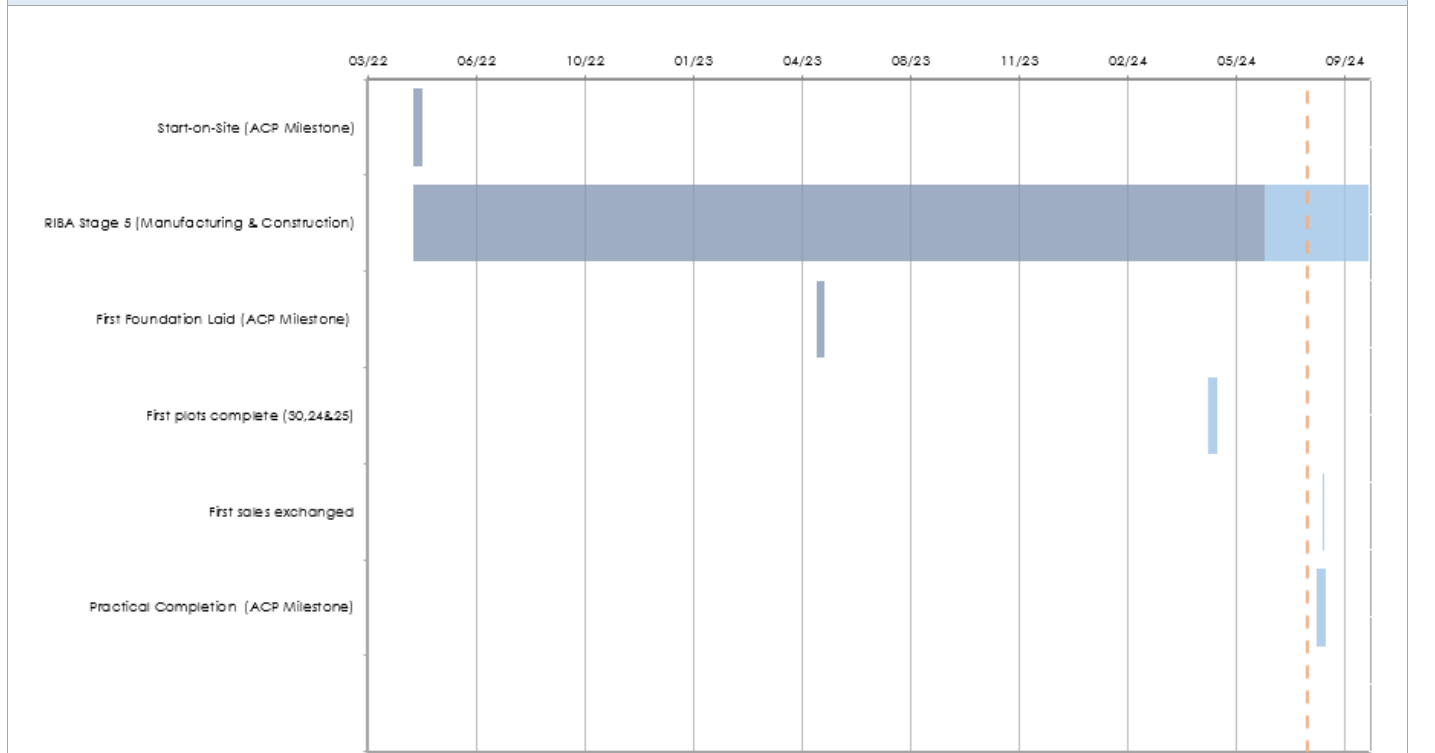
3.1 Project Financials

3.2 Project Contingency and Change Control							
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

3.3 Financial Commentary

Financials currently RAG is Amber. Full financial implications of delays under review but technical approvals, delays, and increasing material costs are likely to have significant impact on project profit. Sales interest remains slow. Should property values need review the project losses will extend.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The timeline is currently Red. Expected completion date now mid-October 2024 [SUBJECT TO FORMAL CONTRACT EXTENSION OF TIME TO BE AGREED]. Variation may be required for the ACP funding agreement; it is expected that this funding extension will be accepted due to complex unforeseen events during construction. Further delays, whilst not notified to the team by Lovell, are anticipated based on spend proofing.

Whilst the technical ACP milestone remains unchanged and will therefore not be met – Homes England are aware of revised completion date of 16/10/24 and are in acceptance of this. No risk to funding.

5. Resources Commentary

Resources remain Green. Project Officer & Principal Project Manager fully engaged with project and full understanding of issues. Clerk of Works is fully engaged with the project and engaging with BC H&S Advisor as needed for clarity on certain items. Lovell team fully resourced – team working well.

6. Communications and Engagement

Newsletter delivered within period.
Property sales being advertised, information available on RightMove.
Promotion of show flat 1 opening on Saturday 13th July.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Delivery of;		
Shared Ownership	2	6.25%
Open Market Sales Units	26	81.25%
Affordable units	4	12.5%
Total	32	
Delivery Pace in accordance with Accelerated Construction Programme		9.03 Units per month
Contribution of housing units towards BCKLWN 5-year housing land supply		

7.2 Outcomes

Description	Notes
N/A – as per Outputs	

8. Other Matters

Item	Comment
General stage progress	Works on site. Brick work almost complete – now focusing on roof, windows and pushing zinc programme.
Procurement progress	Block management tender complete.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 Contract – Signed
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Disposal of properties on open market.
Legal progress	Gateley PLC instructed to undertake conveyancing & legal support works.
Statutory updates	Pre-occupied and compliance conditions to be discharged
Health and safety	LPL appointed as Principal Designer and Principal Contractor

9. Approved Documents

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7

Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
Approved by	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Latest Approved Document: Signed contract – March 2022

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.09 West Winch Growth Area Project Highlight Report

Project Name:	West Winch Growth Area	Project Manager:	Nikki Patton & Hannah Wood-Handy	Project Sponsor:	TBC	Report covers period of:	Q1 2024-25
Capital Code:	C8171	Client Dept:	Strategic Housing & Planning	Lead Designer:	NA		
Project Code:	P-21.09	End User (if applicable):	-	Cost Consultant:	NA		
				Contractor on Site:	NA		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	G	A
Last Report	G	G	G	G	G	A

Project Definition

Project Stage: Strategic Delivery

Objectives: To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered

Scope: To unlock strategic barriers to delivery to support the vision set out in the adopted local plan by preparing the following;

- Landowners collaboration agreement: A legal agreement that allows landowners to work together in a fair way so they can bring forward their land for development and make an equal contribution to the community and shared facilities and amenities for the area.
- Masterplan: A document and policy that helps to guide future growth and development. It brings together the housing, facilities and amenities, and the existing environment.
- S.106 Framework Agreement: A legal agreement between the council and landowners/developers. The purpose of the framework agreement is to firm up the approach that will be taken on a development. It helps to make sure that the growth area is developed in line with the masterplan.

1. Overall Status (high-level summary)

Overall status is Green. The project areas that the Brough Council are currently leading are programmed to complete by the end of 2024. Financials, issues and milestones are all where they are expected to be. Capacity has been rated as Amber this period as although resources are very stretched, no immediate changes are required for the project to progress. The risk of staffing capacity is on the project risk log and a review of project capacity and resource is currently taking place to support future growth area work.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Date set for determination of Hopkins planning application – end August 2024

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (0/16)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No red or increasing amber issues				

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (0/0)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		No red or increasing amber issues				

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

3.1 Project Financials

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

In future months, a graph will be inserted here

3.3 Financial Commentary

Financial RAG rating is Green and is where it is expected to be.

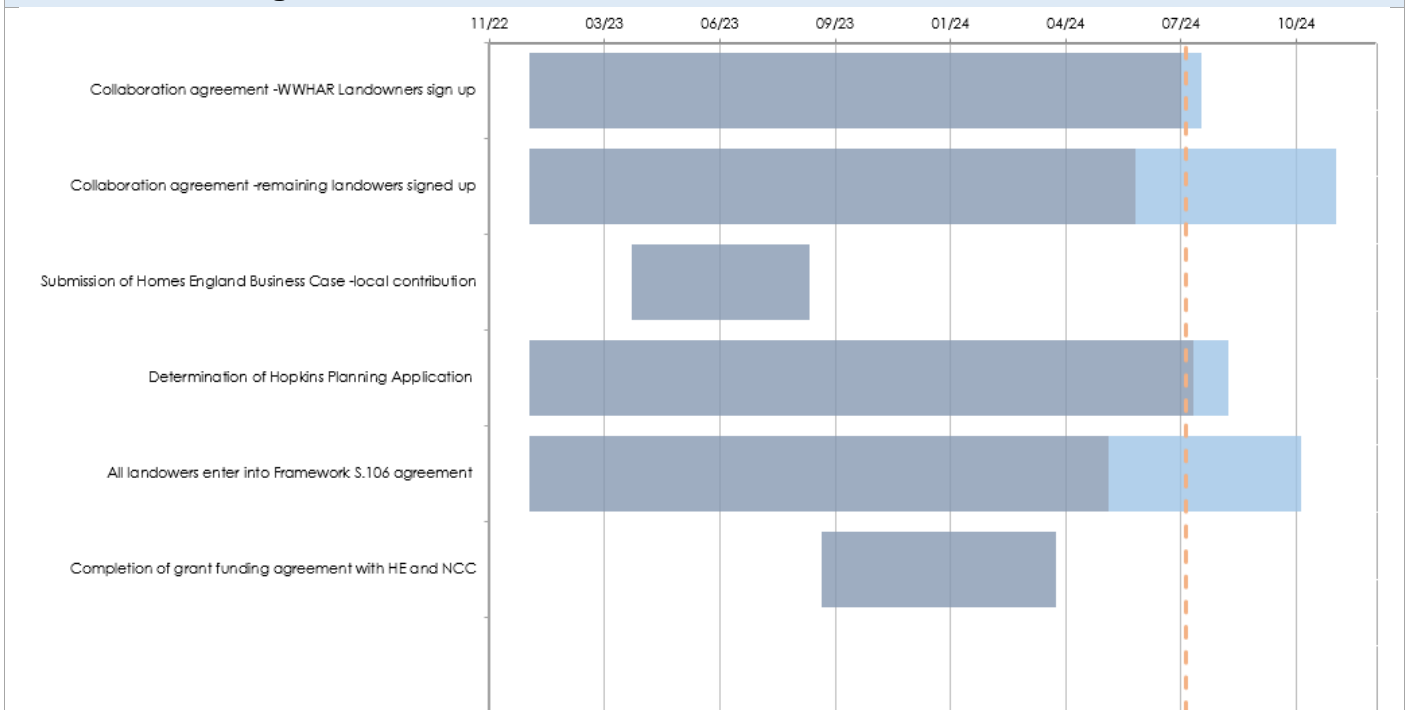
£500,000 from Business Rates Pool

£500,000 from Borough Council

£80,000 from Business Rates Pool

Note an element of total costs to be recovered from Landowners and developers. As part of the Collaboration Agreement & Framework S.106 agreement landowners/developers will contribute to the costs of producing the document. Contributions will be recovered as planning permissions are granted and homes are developed.

4. Timelines – High Level Milestones



Norfolk County Council Milestones

- Submission of Planning Application for WWHAR December 2023(NCC lead) Achieved
- Determination of Planning Application by NCC Planning team for WWHAR expected late summer/early Autumn 2024
- Submission of Outline Business Case to Department for Transport (DFT) September 2023 Achieved
- Determination of OBC by DFT – expected Summer/early Autumn 2024

4.1 Timelines Commentary

RAG rating is Green. All Borough Council milestones to be met and completed this year. All currently progressing on time. All of the above high level milestones are critical tasks that must be met either prior to submission of funding business cases to DFT and Homes England or as part of agreed funding agreements.

Future milestones will be determined once the outcome of the Outline Business Case is known (determination from DFT now expected summer / autumn 2024)

5. Resources Commentary

Amber RAG rating as although the Council has overall severely limited staffing capacity, no immediate changes are required for the project to progress. A review of project capacity and resource is currently taking place to support future growth area work.

6. Communications and Engagement

Joint Communications Plan with NCC

Two formal Stakeholder Groups;

- Landowners Stakeholder Group in place – further meeting to be scheduled
- West Winch External Stakeholder Group (Parish Councils, Ward Members, Neighbourhood Plan Group) – meet quarterly. Last meeting held 22nd April 2024. Next meeting planned for 19th August 2024.

Dedicated web pages on both Borough Council's Website & NCC website

Social media messaging on specific messages and consultation events

Email updates where appropriate to both stakeholder groups and Council members

Public Consultation events – online and face to face

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Adopted Masterplan SPD		Completed & adopted Jan 23
Framework and Site specific S.106 Agreement drafted. Land required for WWHAR secured via this mechanism	August 2024	Draft still being considered by relevant landowners and developers
Collaboration Agreement entered into by all necessary landowners (WWHAR landowners initially)	August 2024	

7.2 Outcomes

Description	Target	Notes
<p>To unlock strategic barriers to delivery of the site by working in partnership with Norfolk County Council to expediate housing delivery and coordinate the provision of the required highway infrastructure in the West Winch area namely the West Winch Housing Access Road. The growth area is to brought to a position where:</p> <ul style="list-style-type: none"> detailed applications for individual developments can be made (which comply with strategic requirements), and mechanisms to secure payments and deliver the strategic infrastructure in accordance with the masterplan are in place 	Summer 2025	
To integrate of a large number of new homes and associated facilities with an existing village community, generate a range of major improvements and shape a place that promotes a sense of community amongst residents		

8. Other Matters

Item	Comment
General stage progress	The Framework S.106 agreement and collaboration agreement have been developed and produced. They require signature by the landowners & developers. The Master Plan SPD has been produced and adopted by the Council (Jan 23) and funding from Homes England (local contribution towards costs of the WWHAR) secured. This project forms part of a wider West Winch project which includes delivery of the West Winch Housing Access Road, securing central government funding for the road and supporting the co-ordination of the landowners collaboration agreement . This work will continue through 24/25 until construction of the WWHAR commences
Legal instruction form issued?	May 2019 – External legal advisors appointed
Local schemes / dependencies	<p>The West Winch Growth area is identified in the Councils adopted Local Plan and is the largest housing allocation in the borough. It is critical to;</p> <ul style="list-style-type: none"> The development strategy for the Borough Council's Adopted Local Plan and Local Plan review which is underway for the period to 2039 and Housing Delivery Test. Priorities and objectives of the Norfolk Suffolk Economic Strategy as a Growth Location Meeting housing need Supporting both Borough and County economic growth

9. Approved Documents

	Cabinet Report	Cabinet Report	Back to Back Agreement					
Status:	✓	✓	✓					
Date Approved:	Sept 2018	Aug 2023	Mar 2024					
Approved by:	Cabinet	Cabinet	Cabinet delegated authority					

Latest Approved Document : Cabinet Report August 2023

Spend - Budget variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed



P-21.10a Southgates Programme Placemaking Project Highlight Report

Project Name:	Southgates Programme Placemaking	Project Manager:	James Grant/ Jemma Curtis	Project Sponsor:	Duncan Hall	Report covers period of:	Q1 2024-25
Capital Code:	C8173	Client Dept:	Regeneration & Economic Development	Regeneration & Economic Development	Lead Designer:	BDP	
Project Code:	Southgates Programme Placemaking	End User (if applicable):	-	-	Cost Consultant:	-	
					Contractor on Site:	-	

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	A	G	G	G
Last Report	G	A	A	G	G	G

Project Definition

Project Stage: RIBA stage 1 (Masterplanning).

Objectives: Transformation of King's Lynn's principal gateway through placemaking, preservation and enhancement of heritage assets, active travel, redevelopment of brownfield sites, highway and public realm improvements to support placemaking.

Scope: To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping with RIBA Stage 3; including further site investigations viability and cost assessments for remediation and demolition. Working in partnership with NCC/STARS to ensure separate STARS project aligns with wider placemaking objectives of the masterplan.

1. Overall Status (high-level summary)

The overall status is currently Green as:

- Timescales and financials are at the level BCKLWN currently expect.
- Risks and Issues are at a similar level to last month.
- Cabinet approval of masterplan and next steps April 23.
- Procurement of next stage of work for site investigations & architectural design completed and commenced in early May
- BDP appointed and commenced work assisting with co-ordination and collaboration between STARS and the masterplan to ensure objectives of both schemes are met.

1.1 Decisions required by the Officer Major Projects Board

- n/a

1.2 Achievements during this period

- The decision of the two applications to the round 3 OPE Brownfield land release fund (BLRF3) are now with ministers but as now in pre-election period we are awaiting clarity on who/when a decision will be made. The funding applications were for demolition and remediation of bus depot and former Ford garage site for housing redevelopment in line with masterplan.
- Discussions ongoing with Norfolk Brownfield Housing Fund, due to tight timescales project currently being looked at as a potential pipeline project for a further round of funding. This will be reviewed depending on outcome of next stage of work and more certainty known about delivery of scheme.
- BDP (architectural design) appointment completed and commenced work. Over last period, draft RIBA stage 1 and Planning Strategy issued for comment alongside the first project working group and initial stakeholder meetings.
- LSH (property advice) appointment completed and commenced work. Draft Market Demand Assessment issued for review.
- Start-up meetings held with Pulse Consultants project manager (Mike Auger) to start project management of the Place Making project and coordination with STARS.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/29)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
29	Planning	Planning strategy identifies proposed options beyond existing funding envelope.	A	Planning/ Funding	BDP appointed to be planning and engagement advisors to the overall scheme as part of wider design duties. Role includes engagement with HE and LPA to understand requirements and planning strategy.	25/06/2024

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (0/0)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		N/A				

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

*will vary for each project

3.1 Project Financials

Graphs will be inserted here in future months

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

RAG rating is green, as initial funding is in place via Business Rates Pool & BCKLWN - £540k for feasibility, project development and site clearance works for spend by Mar 2026.

The financial summary above covers BCKLWN funding only.

BCKLWN capital provisions for further acquisitions if required.

Additional funding for remediation and abnormal ground costs sought from Brownfield Land Release Fund. This amounts to £208,675 for site A (former Ford garage site) and £338,315 for site F (bus depot).

Procurement completed for Project Management support (£117,075) and underway for various work streams that is likely to result in budget being fully committed.

4. Timelines – High Level Milestones

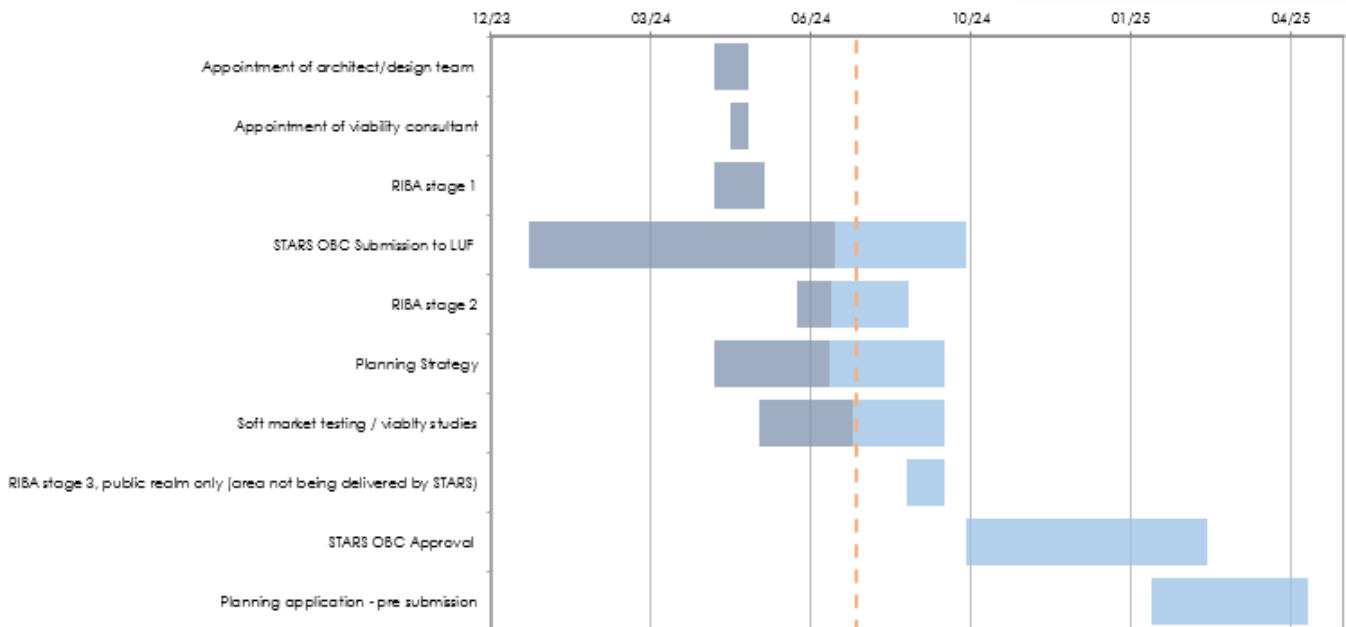
Current key dates in the short term are:

Outcome of BLRF3 applications expected in Autumn 2024 after general election.

Outcome of Planning Strategy for STARS and Masterplan, due September 2024.

Report to Cabinet on outcome of RIBA stage 2 and delivery options, due October/November 2024.

Timelines are determined and aligned with STARS project delivery – OBC delayed to Autumn.



4.1 Timelines Commentary

Timelines are RAG rated as Green currently. The time slip around the specification and tendering does not represent a risk to the programme with work linking into STARS programme.

5. Resources Commentary

Resources are currently RAG rated Green as clarity on role and responsibilities has been established. Additional officer resource sought from the Corporate Projects Team and through use of the PM Framework with Pulse. Support received from Levelling Up Place Service for specific work streams.

6. Communications and Engagement

Comms & engagement plan for next stage being developed with NCC. Support is being given from the Levelling Up Place Service.

Draft communication plan is being developed by NCC and BCKLWN Comms resource.

BDP proposals include Member and Stakeholder through project development with wider consultation proposed for autumn on completion of RIBA Stage 2/Stage 3.

LSH developer engagement proposed for August/September 2024.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Housing Units	115	TBC
Active Travel infrastructure delivered		TBC
Public Realm Improved		TBC
Improved historic asset	1	

7.2 Outcomes

Description	Target	Notes
Improved perception of place		
Increased public transport, walking and cycling use		Dependant on STAR delivery
Increase in visitors		Full assessment required

8. Other Matters

Item	Comment
General stage progress	<p>RIBA Gateway 1 & PID being prepared for RIBA Stage 2+. Scope to cover;</p> <ul style="list-style-type: none"> ▪ Agree BCKLWN land contributions to NCC's STARS LUF project. ▪ Agree officers to progress with seeking further external funding. ▪ RIBA stage 1-3 feasibility, market testing and delivery options of development sites. ▪ Prepare information required for the Brownfield Land Relief Fund 3 application. ▪ Need to agree how to progress any required legal/land agreements for land required.
Procurement progress	<p>BDP appointed by NCC and BC to assist with co-ordination of planning strategy for the STARS and the wider Masterplan/ BDP appointed to undertake detailed feasibility and RIBA 1-3 on development sites. LSH appointed to undertake market assessment and viability assessment Project management support appointed via project management framework with Pulse. Procurement of site investigations via NCC Framework</p>
Surveys Status	<p>WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &, Arboriculture surveys – underway and will inform RIBA 1-3 work on the brownfield sites. Ground Investigations undertaken in late spring 2024, results/finding due in July 2024.</p>
Local schemes / dependencies	<p>STARS also includes the gyratory scheme. P-21.10b Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals. BSIP – NCC funding to improve bus infrastructure West Winch – traffic modelling includes assumptions around growth area in future model.</p>

9. 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]	Final PID [post tender]
Status:	✓	✓	n/a	Draft	Draft			
Date Approved:	15/06/21	April 2021						
Approved by:	Cabinet	OMP						

Latest approved document – Client Brief April 2021

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.10b STARS scheme - Project Highlight Report

Project Name:	Southgates STARS Programme	Project Manager:	Ian Parkes (NCC)	Project Sponsor:	David Allfrey (NCC)	Report covers period of:	April to June 2024
Capital Code:	-	Client Dept:	-	Lead Designer:	NCC / WSP		
Project Code:	Southgates STARS Programme	End User (if applicable):	-	Cost Consultant:	-		
				Contractor on Site:	-		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	G	G	A	G
Last Report	G	A	G	G	A	G

Project Definition

Project Stage: Scheme and business case development to gain funding approval from DfT and the subsequent construction of cycling, walking and bus priority improvements including public realm enhancements to the Southgates area and the town centre Gyratory one-way system.

Objectives: To facilitate the adopted Southgates Masterplan and implement bus priority and active travel measures in line with the adopted LCWIP. In combination with the Southgates Masterplan STARS will transform King's Lynn's principal southern gateway into the town. It will also significantly transform parts of the town centre gyratory one-way system, particularly at the northern end of Railway Road where public realm is dominated by vehicular traffic and is hostile for pedestrians and cyclists. The stated objectives in the Outline Business Case will be:

- Enhance connectivity and accessibility for all within King's Lynn
- Encourage greater use of public transport in King's Lynn
- Encourage modal shift from private car to active travel in King's Lynn
- Support the delivery of planned housing growth and development in the Borough
- Protect and enhance King's Lynn's heritage and cultural environment through place-making
- Improve local air quality and King's Lynn's natural environment
- Improve road safety in King's Lynn

Scope: The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) comprises changes to two key areas of the town. The first is around the town centre Gyratory (one-way system) and will implement bus priority and active travel measures in line with the adopted King's Lynn Local Walking and Cycling Infrastructure Plan (LCWIP). The second is bus priority and active travel highway changes in the Southgates area to enable a masterplan for regeneration of this important entry point into the town devised and formally adopted by Borough Council of King's Lynn and West Norfolk.

1. Overall Status (high-level summary)

Scheme development and the outline Business Case (OBC) preparation is under way. The details of the road alignment in the Southgates area are still being finalised with regard to satisfying conservation and heritage interests.

Because, the new government body Active Travel England (ATE) is the modal sponsor for the Department for Transport (DfT), who are assessing our business case and providing the funding, we are in a dialogue with ATE to get their approval for our proposals. This is a new stage in the process for major schemes like this and reflects governments commitment to wanting to see 50% of all short local journeys being made by walking and cycling. To date we have carried out independent checks of our proposals against the new government guidance for walking and cycling schemes and submitted our proposals to ATE. They have made some high level comments and we met ATE for a site visit on 5 June where they made some helpful suggestions to improve the scheme which we intend to follow up in the detailed design stage after the OBC submission.

Traffic modelling is being finalised and this will feed into the economic appraisal and enable us to fully understand the Value for Money (VfM) of the scheme and the impacts on general traffic. When this information is available it will be presented to decision makers, members and relevant stakeholders as part of the engagement process.

The OBC is being prepared and it is envisaged that the submission to DfT can be made in August/September, rather than February 2024. This is in part due to delays in commissioning the topographical, drainage and ground penetrating radar (GPR) surveys, but more significantly due to the extra time it is taking to finalise the Southgates proposals to ensure they can be

supported by conservation and heritage interests.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- A meeting was held on 19 March to update the KLWN conservation officer to gain their tacit approval of the preferred option of abutting the new bridge over the Middleton Stop Drain with the existing bridge, prior to meeting the Historic England Buildings Inspector. They did not approve of this option and further work has been carried out to see if different highway alignment standards could be used to enable alternative alignments. They were particularly keen to see Options 5 and 2 examined further.
- We consulted with the NCC Infrastructure Delivery team and agreed with Mark Kemp that we could move away from Design Manual for Roads and Bridges (DMRB) and redraft the London Road alignments on the basis of
- Sight Stopping Distances (SSD) for largest vehicles
- Tracking for the largest vehicles (check of overhang on curves)
- Alignment options 3 and 5 (abutting the existing bridge and with a 3m gap) have now been revised, using SSD and vehicle tracking as governing criteria, but for option 2 it was not possible to devise an alignment that met the criteria. An heritage assessment of Option 5 has been incorporated into the Heritage Statement document and the results were discussed with the Borough Council and their planning advisers at a meeting on 21 May.
- The results of this work on alternative alignments were shared with the King's Lynn Principal Conservation Officer on 21 June. They have agreed to provide written comments on these options by 25 June so that they can be reported to the Joint (KLWN/NCC) Southgates Regeneration Project Board on 26 June 2024, as part of an update report on the London Road alignment options.
- Three meetings have been held with the Department for Transport (DfT)/Active Travel England (ATE) on 9 April, 10 May and 11 June and will be held monthly thereafter for discussing progress and the timing of the OBC submission. It was agreed that to expedite OBC approval, we would provide early drafts of OBC documents to DfT prior to the formal OBC submission which will require NCC Cabinet approval.
- The Options Appraisal Report (OAR) was sent to DfT on 22 February 2024 and at a meeting on 9 April DfT confirmed they were happy with this and had no clarification questions.
- To date we have sent the following additional information to DfT
 - Responses to the Appraisal Specification Report (ASR) Clarification Questions (CQ's)
 - An Updated ASR to reflect those responses
 - A skeleton template for the OBC
- On 21 March we sent drawings of our (STARS) Active Travel proposals, including a narrative on their development and compliance with Local Transport Note (LTN) 1/20, to ATE for their approval. At a meeting on 10 May DfT/ATE requested a site visit and workshop which was held on 5 June. At that workshop they made some helpful comments about specifying shared use areas around the Southgates which has been welcomed by KLWN planning advisers BDP. They also suggested the use of a bi-directional cycle lane on Railway Road on the Gyratory to enable better links to Waterloo Road and the railway station.
- Gavin Broad (GB) from NCC Highways has been getting involved in the scheme and will take over the lead from Ian Parkes in due course.
- An internal NCC meeting took place on 10 April to discuss procurement with Al Collier, Brett Rivett, Mark Kemp and Gavin Broad.
- Principally due to the additional work on options, the earliest we are likely to be able to formally submit the OBC to DfT is August/September and DfT/ATE were made aware of this on 11 June.
- Currently we are anticipating taking a report to the NCC 5 August Cabinet meeting getting them to agree to delegate the approval to submit the OBC to the portfolio holder in conjunction with the relevant assistant directors
- The final quarterly report for 2023/24 was submitted to DfT including an updated Development Funding Profile spreadsheet to reflect actual spend up to 31 March 2024 as advised at our meeting with DfT/ATE/DLUHC on 9 April.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Road design	Designs that re-allocate road space from vehicular traffic to active travel may not be politically or publicly acceptable and could be challenged through the consultation process	A	Viability	Consultation activities are planned in conjunction with work on the wider masterplan so we can present the combined impact of the STARS scheme and the Southgates regeneration to statutory	24/06/24

					stakeholders.	
3	Public inquiry	Potential public inquiry required to determine more details about how the scheme's future transport operations will be considered.	A	Programme	Programme would be updated	24/06/24
5	Collaboration with Historic England	Ineffective or inconclusive collaboration with Historic England, meaning heritage benefits are not fully realised.	A	Outputs / Outcomes	Engagement with KLWN conservation planned prior to engagement with Historic England (HE). Consultation activities are planned in conjunction with work on the wider masterplan so we can present the combined impact of the STARS scheme and the Southgates regeneration to statutory stakeholders.	24/06/24
6	Construction delays	Delays to construction processes and activities	A	Programme	Procurement approach to identify optimum suppliers. Regular monitoring and meetings with site stakeholders accompanied by careful scheduling.	24/06/24
7	Public / stakeholder objection	Amidst mixed messaging from Government about motorists and pedestrians/cyclists the public objects to the scheme and there is lack of support for it amongst external stakeholders	A	Viability	Communications and stakeholder engagement strategy to be developed and adopted to manage support	24/06/24
8	LTN1/20 compliance	DfT requires design of schemes that are compliant with LTN1/20 and Gear Change guidance and advice. Full LTN 1/20 compliance may not be possible on all streets	A	Outputs / Outcomes	Subsequent to DfT/ATE meetings a site visit and workshop has been arranged for 5 June.	24/06/24

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	No red or increasing amber					

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

3. Financial Summary (BCKLWN only)

**will vary for each project*

3.1 Project Financials

Capital cost (includes development of business cases)

- Gyratory £5.8m Including risk and inflation
- Southgates £21.1m Including risk and inflation
- Total £26.9m

How this is being met

- DfT contribution £24.11586m
- NCC contribution £2.02604m (includes NCC contributions to OBC/FBC)
- KLWN land value contribution £0.6525m
- Total £26.9m

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

RAG rating is currently Green

- Funding has been allocated by government from the Levelling Up Fund (LUF) subject to satisfactory business case submissions to DfT.
- As advised in the LUF bid and subsequently to DfT we will draw down all the funding by the March 2026, but the project will not be completed until June 2027
- Clarification was received from DfT regarding the capital swap between projects and years. This freedom will give us the ability to complete the project after the LUF March 2026 cut off date. The initial programme showed scheme completion in June 2027, but the agreed mechanism should give us the flexibility to slip that end date if it becomes necessary. DfT have now revised their stance on our proposal to swap funding between projects and years to allow draw down of all LUF funding by March 2026. A mechanism for this will either be agreed globally across the LUF programme or we will be required to get our proposal approved by ministers and the HM Treasury during their assessment of the OBC.

4. Timelines – High Level Milestones

Milestones to Outline Business Case submission **[This needs updating to reflect latest view on OBC submission data]**.

4.1 Timelines Commentary

Timelines are currently rated as RAG Green as is at a current expected level.

5. Resources Commentary

Resources are currently RAG as Green.

Norfolk County Council are working collaboratively with the Borough Council and are effectively co-clients for the work WSP are undertaking to develop the scheme and business case.

6. Communications and Engagement

Consultation activities are planned in conjunction with work on the wider masterplan so we can present the combined impact of the STARS scheme and the Southgates regeneration to statutory stakeholders.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyrotory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm.		
Removal of the existing signalised Southgates roundabout and a reconfigured signal controlled junction with bus priority measures and dedicated cycling and walking improvements. This includes diverting London Road to the east of the historic South Gate but retaining an active travel route under the gate to emphasise its historic role as an entry point to the town.		

7.2 Outcomes

Description	Target	Notes
Increased levels of walking and cycling- increased living standards and well-being	2027	
Shorter and more direct journeys for pedestrians and cyclists.	2027	
Reduction in accidents and improved safety.	2027	
Improved local heritage offer.	2027	
Improved perception of place and public realm.	2027	

8. Other Matters

Item	Comment
General stage progress	On track
Procurement progress	Discussions are underway between NCC and WSP in relation to the procurement approach to feed into the Commercial and Management cases of the OBC
Surveys Status	Topographical, drainage and GPR surveys have been completed by Norse but there are issues with the supply of the drainage survey data.
Local schemes / dependencies	P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/ Local Cycling and walking Infrastructure Plan (LCWIP) - Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road

9. 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]	Final PID [post tender]
Status:		✓						
Date Approved:								
Approved by:								

N/A as standard DfT major scheme approval process is being followed rather than the Royal Institute of British Architects (RIBA) stages

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager:	Robin Lewis / Dan Mason	Project Sponsor:	Duncan Hall	Report covers period of:	June 2024
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Thompkins		
Project Code:	P.21-11	End User (if applicable):	CIO *	Cost Consultant:	Andrew Morton Associates		
				Contractor on Site:	TBC		

* CIO is now formed as per the registration here: <https://find-and-update.company-information.service.gov.uk/company/14526867>

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	A	A	R	R	R
Last Report	R	A	A	R	R	R

Project Definition

Project Stage: RIBA Stage 3 – Developed Design

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, including a fully working Theatre.
- To conserve and promote King's Lynn's heritage and culture, and in particular draw upon the links between William Shakespeare and the Guildhall.
- Make our centre fully accessible and welcoming to all, whilst boosting new skills, and supporting new and existing creative businesses.
- To establish a vibrant cultural hub that will be a heritage attraction, education resource, commercial zone by day, and a theatre and entertainment venue by night.

Scope:

- Delivery of project outputs as identified in Towns Fund application.
- Delivery of works identified in RIBA Stage 1 report including alterations to the listed buildings necessary to deliver the scheme.
- Fundraising for capital and revenue costs as necessary
- Promotion of project and centre, its links to Shakespeare within the Town, Nationally and Internationally
- Delivery of activities to widen the engagement, support wider cultural, learning, and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

Overall status is currently Red

- The Design team have issued their RIBA stage 3 Report and the Cost Consultant has issued the updated Cost Plan. This has been approved by the project Steering Group.
- The Pre-Election period has now commenced. Impacts have been experienced to the governance process due to cancellation/rearranging of a Cabinet Meeting originally scheduled for 26/06/24. Mitigation options are being reviewed by BCKLWN.
- The Interpretation Workstream is progressing. Designer brief prepared with input from Norfolk Museum Services. Brief being issued to Market 9th July.
- A Project Adjustment Request to MHCLG (Ministry of Housing, Communities and Local Government, formally DLUHC) will be required. Delivery Associates Network (DAN) will support the planned project adjustment request process, which may require agreement by the MP. Decision will be required on final project scope and any associated project adjustment request in July 2024 following completion of RIBA Stage 3.
- A Programme Workshop was held with the project team in June 2024 to review the project team outputs moving into the RIBA stage 4 process. Updated programme now in circulation. Construction handover remains as January 2027.

- Planning and Listed Buildings Consent (LBC) applications issued on Monday 24th June and validated on 3rd July. Target determination is 24th September 2024 for the Planning application and 20th August 2024 for the LBC application.
- Voluntary Ex Ante Transparency (VEAT) notice issued to market to confirm re-appointment of Design Team for next RIBA Stage.
- High risk identified with proposed archaeology works on Guildhall floors. Proposal is to extract works into an enabling works package. Currently under review.

1.1 Decisions required by the Town Deal Board

- None – although input requested as per presentation at May meeting

1.2 Achievements during this period

- Investigative, opening up and trial pits have now largely been completed and the archaeological report is due during July.
- RIBA Stage 3 Design Report issued and Cost Plan circulated and reviewed with the Project Steering Group. Design Team preparing for RIBA stage 4 commencement.
- Plaster Conservator works are ongoing with areas being uncovered on a sequential basis. It is envisaged that these works will be ongoing through July. The general opening-up works have been completed although the design team have asked for some additional areas to be exposed. This will be ongoing through July.
- The Pulse master programme V10 has been issued to the Project Board. The end date for the construction works remains unchanged from previously reported (January 2027 for the full scheme of works to proceed).
- An enabling package of works is currently under review. A significant risk was identified with the amount of archaeology works required to the Guildhall medieval floors once the seating rake has been removed. The team are looking to de-couple this from the main contract works to prevent any delays once a main contractor has been appointed and reduce the risk for future “discoverable” delays to the programme. (Cost and Time risk).
- Interpretation workstream now progressing. Invitation To Tender issued to the market and resources aligned for tender review process.
- Meeting being held with Norfolk CC Highways team to review proposed plans for the King Street improvements.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID (5/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to deliver intended scope of project	R	Finance	Options continue to be reviewed in respect of phasing without materially impacting project objectives and business plan (Core Scheme & phased scheme options).	04/07/2024
10	Funders Requirements	Satisfying differing requirements, objectives and timescales of potential funders	R	Finance	Potential funders to check for alignment with project aims and compatibility with project programme	04/07/2024
017	Budget Position Vs Cost Plan	The project does not have the available budget to complete at the end of RIBA stages.	R	Finance	Phasing Strategies being developed to fit budget parameters. Clear decision process needed from Client’s perspective to agree budget strategy and its approval.	29/04/2024
042	Consultant Fees	Consultant Fees rise due to increased scope of project.	R	Finance	Receive fee increases and review cost plan	04/07/2024
044	Programme	Programme pressures due to Towns Fund Targets (funding etc). Project	R	Strategic	Close liaison with Business Planner during the process is continuing	04/07/2024

		Team have ambitious timeframes to hit.			
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2.2 Key Issues [all red and increasing amber] – something that has happened

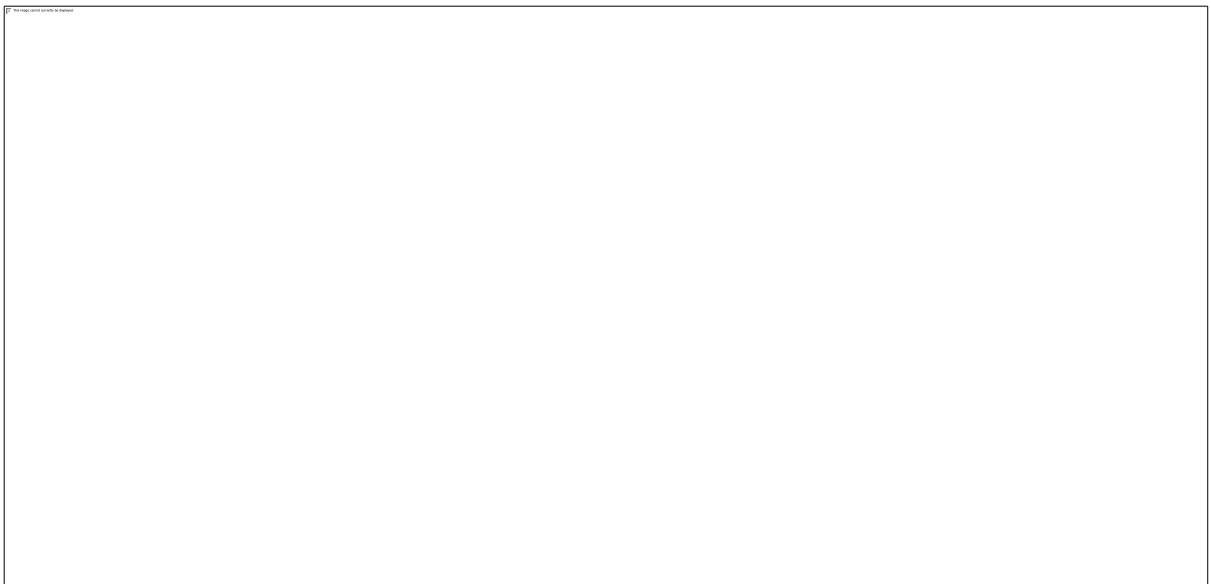
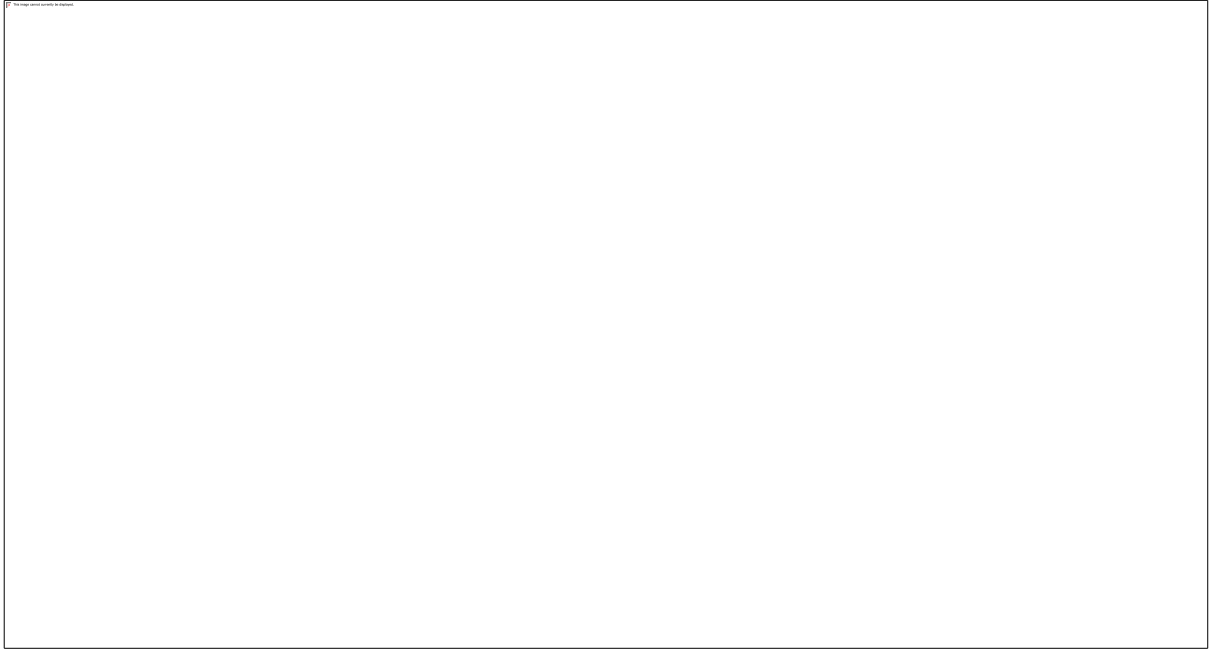
Issue ID (3/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
011	Budget	Budgetary pressures following RIBA Stage 3 cost plan	R	Finance	Work ongoing with PM consultants and Lead Design to understand phasing options to best deliver Towns Fund and Project output/outcomes. Fundraising streams being reviewed.	04/06/2024
006	Securing statutory consents	Statutory consent applications fast tracked to meet key funding deadlines.	R	Stakeholders	Continued engagement with Historic England / BCKLWN Planning and Development Team / Building Control etc. All shown in Master Programmes.	04/06/2024
042	Fees	Design team fees issued to align to revised project cost plan/ budget.	R	Finance	Review fees and ratify costs. Discuss with team. Seek approval following discussions. Design team fees need approval for entering RIBA stage 4.	04/06/2024

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

3.1 Project Financials

3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	1,200,000	52,366	1,380,630	-180,630	10,552,782	1,174,937	7,700,900	-2,851,882
Revenue Expenditure	60,000	58,292	60,000	0	1,621,309	202,568	1,621,309	0
Grant Income	£0	0	0	0	-8,276,829	-1,063,376	0	8,276,829
Other Income*	-115,000	0	-115,000	0	-3,231,306	-59,195	0	3,231,306
Net position	1,145,000	110,658	1,325,630	0	665,956	254,934	9,322,209	8,656,253
Last Month:								
Net position	1,085,000	0	1,210,630	0	665,966	830,638	9,322,209	8,656,253



3.2 Project Contingency and Change Control

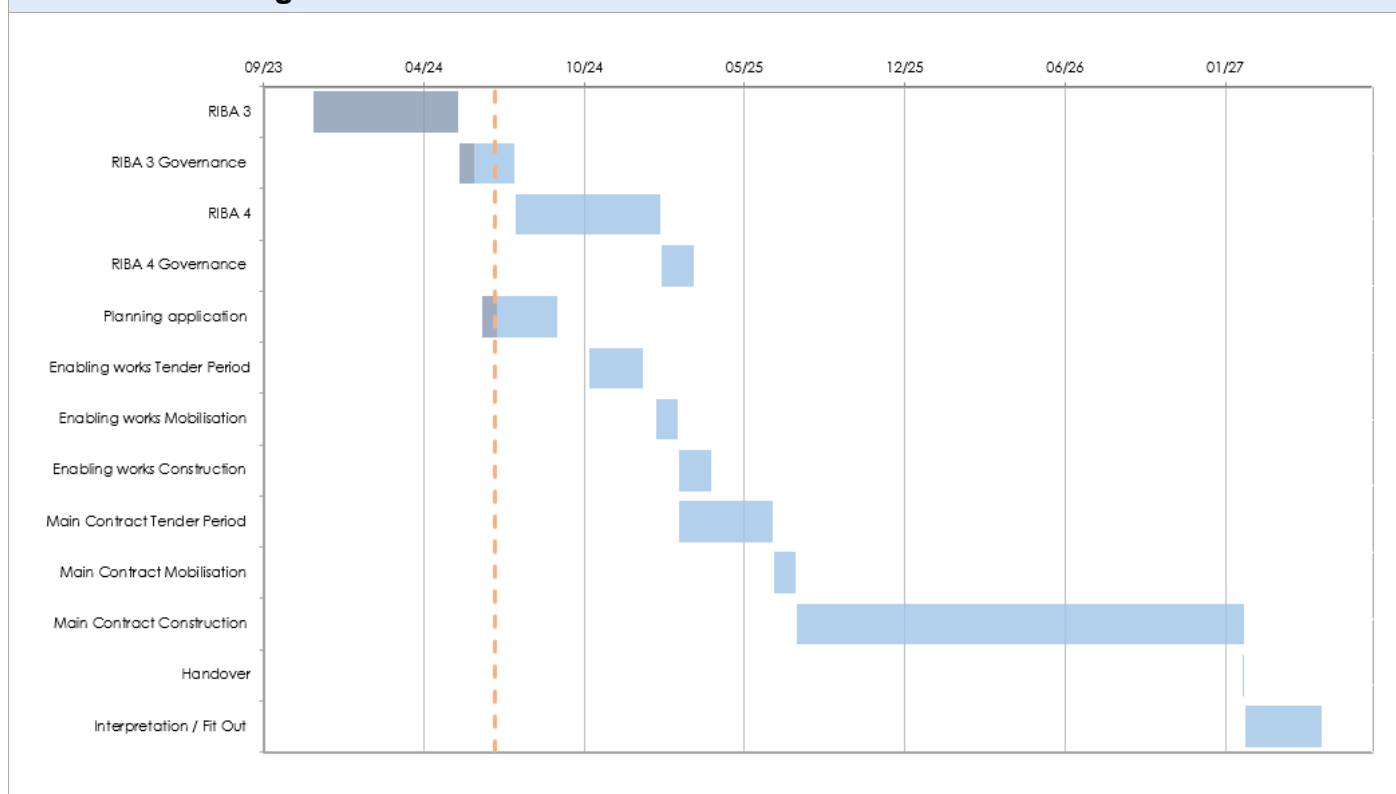
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Phasing options currently being investigated following RIBA Stage 2 cost plan.						

3.3 Financial Commentary

Financials currently RED. Of the est. £12,174,091 initial budget, £3.3m was originally identified as part of an unsuccessful NLHF application with alternative funding sources now being sought.

Following the receipt of the RIBA Stage 2 cost plan showing works are in excess of the current budget for the scheme. Phasing options were developed through RIBA Stage 3 but it may not be possible to deliver the outputs as originally set in the Town Deal Business Case if further fundraising is not secured. A decision on the final project scope and funding package will be made following the completion of RIBA Stage 3 at the scheduled Town Board and Cabinet Meetings towards the end of July 2024.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RED following the completion of a programme workshop.

This project completion date in the Winter of 2026/2027 is outside the Towns Fund programme envelope and therefore options to phase the works to ensure the Towns Fund funding is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works. Latest cashflow forecasts indicate that the Towns Fund will be spent by February 2026 approximately at the midway point of the construction programme. The balance of required additional funds will be required to support the second half of the construction programme.

The interpretation workstream continues its progress. An agreed estimated allowance has now been included for the Interpretation fit out process. This has also added an estimated 14 weeks for its fit out following the completion of the main

works. This workstream is in the early stages of development and the programme will be updated accordingly.

Meeting being held 10th July with Norfolk CC Highways team to review proposed plans for the King Street improvements.

5. Resources Commentary

Resource continues to be maintained as a RED risk in the period. Resources are being reviewed for the additional works to complete the Governance Documentation for the RIBA Stage 3 process (due to multiple options) and the mandatory demand to submit a Project Adjustment Form to DULHC.

Options to assist with the resourcing and support of the CIO being explored. New Trustee has been appointed.

External funding management role being considered for use by the BC to support the identified opportunities August 2024 onwards.

Interpretation resource being reviewed. (Both Design consultant and their management over the next 12 months).

6. Communications and Engagement

The Comms Agency have developed the branding associated with the site. They continue to work on events including delivery of a wide range of activities across the calendar.

Public Engagement Session was held on the Thursday 9th May at the Guildhall. Approx 150 visitors came to the day and shared their views on the plans for the site. Overwhelming support was received for the proposed scheme and constructive comments from potential local users.

7. Outputs and Outcomes

Outputs

Description	Target	Notes
Number of temporary FT jobs supported during project implementation	110	
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	
Number of improved cultural facilities	5	
Amount of capacity of new or improved training or education facilities	1*	
Amount of capacity of new or improved training or education facilities	10,300	
# of derelict buildings refurbished	6	
# of heritage buildings renovated/restored	10	
# of enterprises receiving non-financial support	50	
# of potential entrepreneurs assisted to be enterprise ready	60	
Amount of existing parks/greenspace/outdoor improved	1240 m ²	
Amount of new office space	669m ²	
Mandatory indicator - Year on Year monthly % change in footfall	900%	

Outcomes

Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	
Creating opportunities for local creative enterprises	
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	

8. Other Matters

Item	Comment
General stage progress	RIBA stage 3 report and cost plan issued. CIO application approved by Charity Commission and additional Trustees recruited.
Procurement progress	Incumbent Approved Inspector organisation went into administration during the period. Replacement being procured. Timber Damp survey quotes due to be collated.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction - JCT – Procurement Strategy being prepared at present.
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Procurement Strategy being prepared at present. Position largely agreed with Client Procurement team.
Legal progress	Support development of CIO governing document.
Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement.
Surveys Status	Surveys to be identified and agreed with the HT following their appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design progress.
Local schemes / dependencies	Other Towns Deal programme and projects Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. 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]	Final PID [post tender]
Status:	✓	✓	-	✓	✓			
Date Approved:	24/06/22	21/12/22	-	21/12/22	30/11/23			
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMPB			

Latest approved document: PID November 2023

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.12 Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity	Project Manager:	Jason Richardson	Project Sponsor:	Heather Northerly	Report covers period of:	June 2024
Capital Code:	C9063/71609	Client Dept:	-	Lead Designer:	-	Cost Consultant:	-
Project Code:	P-21.12	End User (if applicable):	-	Contractor on Site:	-		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	R	R	A	A	G
Last Report	A	A	R	A	A	G

Project Definition

Project Stage: ATH - RIBA 3 / Tender, LCWIP - Delivery, ATP – Partial completion

Objectives: To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.

Scope: The project will deliver a package of measures including:

- Priority schemes identified in the Local Cycling & Walking Infrastructure Plan (LCWIP),
- Nar Ouse Enterprise Zone Active Travel Hub;
- Baker Lane Active Travel Hub; and
- Travel Plan Fund (revenue)

1. Overall Status (high-level summary)

Overall RAG rating has moved to red.

- Active Travel Hubs timeline remains under extreme pressure and site contamination issues on the Kings Lynn Enterprise Park site brings site viability into question. Investigations are continuing with the Environment Agency.
- LCWIP work allocated, and underway as per plan, continued risk regarding delivery of Tennyson Avenue road crossing however revised designs to be submitted to Network Rail for discussion and feedback, Timeline under increasing pressure to deliver within funding window.
- Active Travel Plans – Amalgamated report received showing overall commuting habits, 6 scoping reports complete at draft stage ready for issue, work progressing with QEH works to encourage active or shared commute via Mobilityways. Link with COWA progressing to encourage active travel among staff awaiting funding request.

1.1 Decisions required by the Town Deal Board

- None – note point above regarding Enterprise park. Detailed options report will be brought to the Board in August for decisions.

1.2 Achievements during this period

- LCWIP, Fairstead Cycleway improvements progressing, contractor delivery programme in progress for all the major schemes in 24-26.
- Storyboard mapping progressed to draft stage for feedback.
- NCC have further developed Tennyson Avenue designs, Network Rail communications progressing to determine deliverability which will inform options report with regard to costs and timescale.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(3/23)	NORA ATH – Contaminated land issues	Changes to advice on contaminated land issue may lead to existing site becoming unviable for this	R	Programme and Financial	Further advice being sought, dialogue continuing; considerations re an alternative have commenced with the	28.06.2024

		development window.			contractor.	
22	Partnership negotiation	Tennyson Avenue LCWIP intervention risk of non-delivery due to negotiation with Network Rail.	A	Programme	NCC signals team designed possible signalling layouts which may be acceptable for the location and obtaining feedback from Network Rail. An acceptable design will require rail space booking which can take up to 2yrs which remains outside of the funding window.	28.06.2024
15	NORA ATH Access Road	Decision on funding for ATH access on West Side of NORA EZ.	A	Financial	1. Informal notification of grant funding of £1.3m from NCC still awaiting formal outcome. 2. Proposed reallocation of funds from LCWIP to support shortfall in funding and increase outputs achieved, highlighted in forward options reports to TDB.	26.04.2024

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
(3/32)						
	Contractual progress	Ability to secure contractor to deliver ATH schemes within budget and time frame.	A	Programme and Finance	SCAPE framework progressing and discussion ongoing with contractor.	28.06.24
28	Partnership negotiation	WSP progress regarding Tennyson Avenue LCWIP intervention increasing risk of non-delivery due to lack of movement / reporting.	R	Programme	WSP and NCC presenting possible design options to Network Rail after revisiting what is possible. However, as well as technical approval from Network Rail, there will be a need to book rail space which can take up to 2yrs.	30.05.24
26	LCWIP options from reserve list or main strategy regarding any possible underspend.	Possible emerging savings or scheme alterations from original LCWIP interventions as a consequence of other external funding and factors.	A	Strategy	Reserve list produced for scoring and consideration with project team, before inclusion in further options reports. This list needs to be costed in more detail and prioritised.	30.05.2024

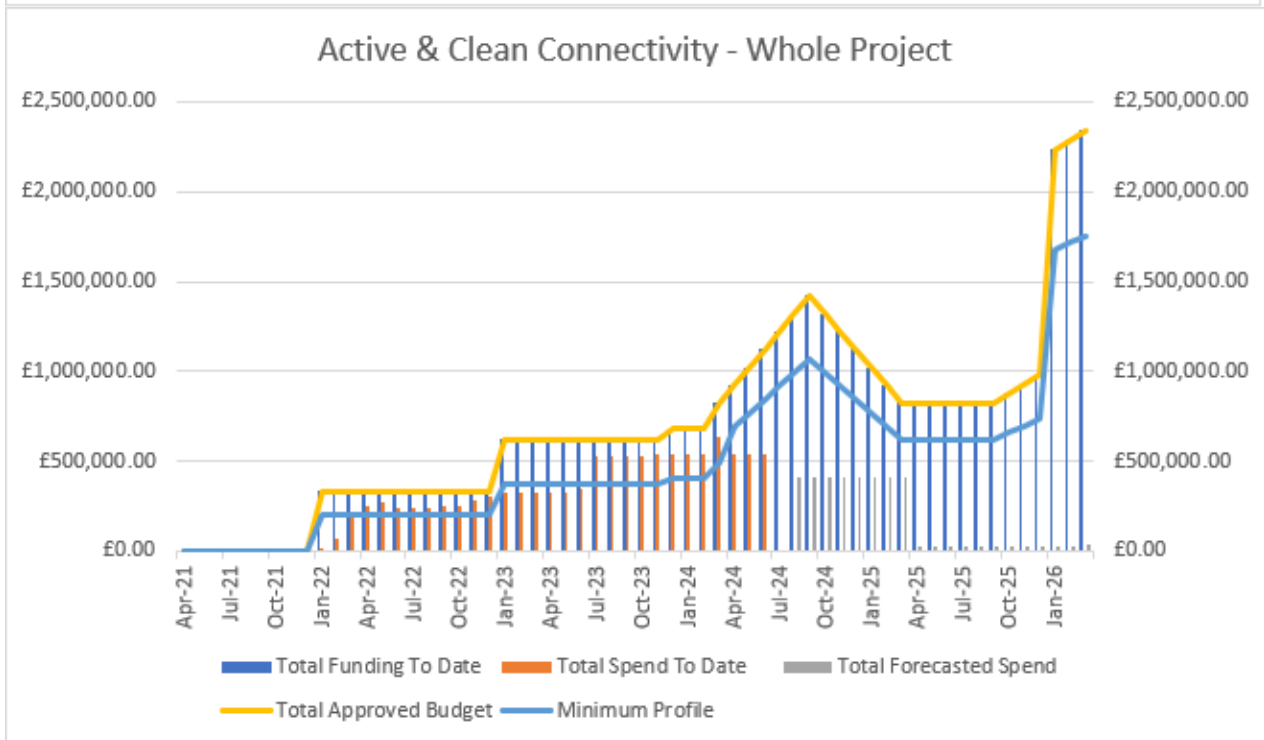
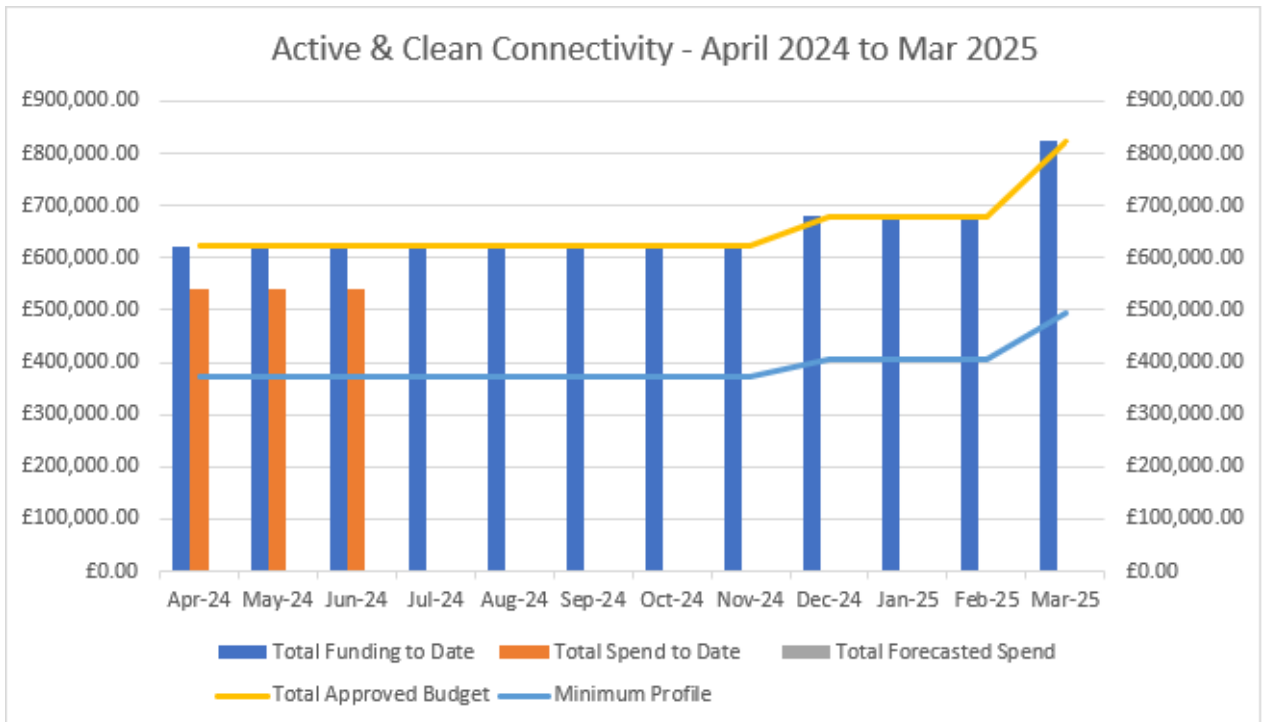
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Current year				Total project (incl current year)			
Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
£	£	£	£	£	£	£	£
Current Month:							
5,181,826	-93,030	4,964,447	217,379	6,167,626	540,994	5,992,798	-174,828
50,000	37,760	0	50,000	88,000	88,000	0	-88,000
-3,410,267	-760	-3,410,267	0	-3,647,528	-315,606	-3,647,528	0
0	0	0	0		0		0

-1,821,559	0	-1,821,559	0	1,306,546	-198,991	1,306,546	0
0	37,000	-267,379	267,379	3,914,644	114,397	3,651,816	-262,828
Last Month:							
0	-37,000	-267,379	267,379	3,914,644	155,091	3,692,509	-222,134

3.1 Project Financials



3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	LCWIP reprioritisation of interventions	N/A – preserves budget and contingency	N/A	Clarifies delivery expected from NCC	G	David Ousby	02.12.22

3.3 Financial Commentary

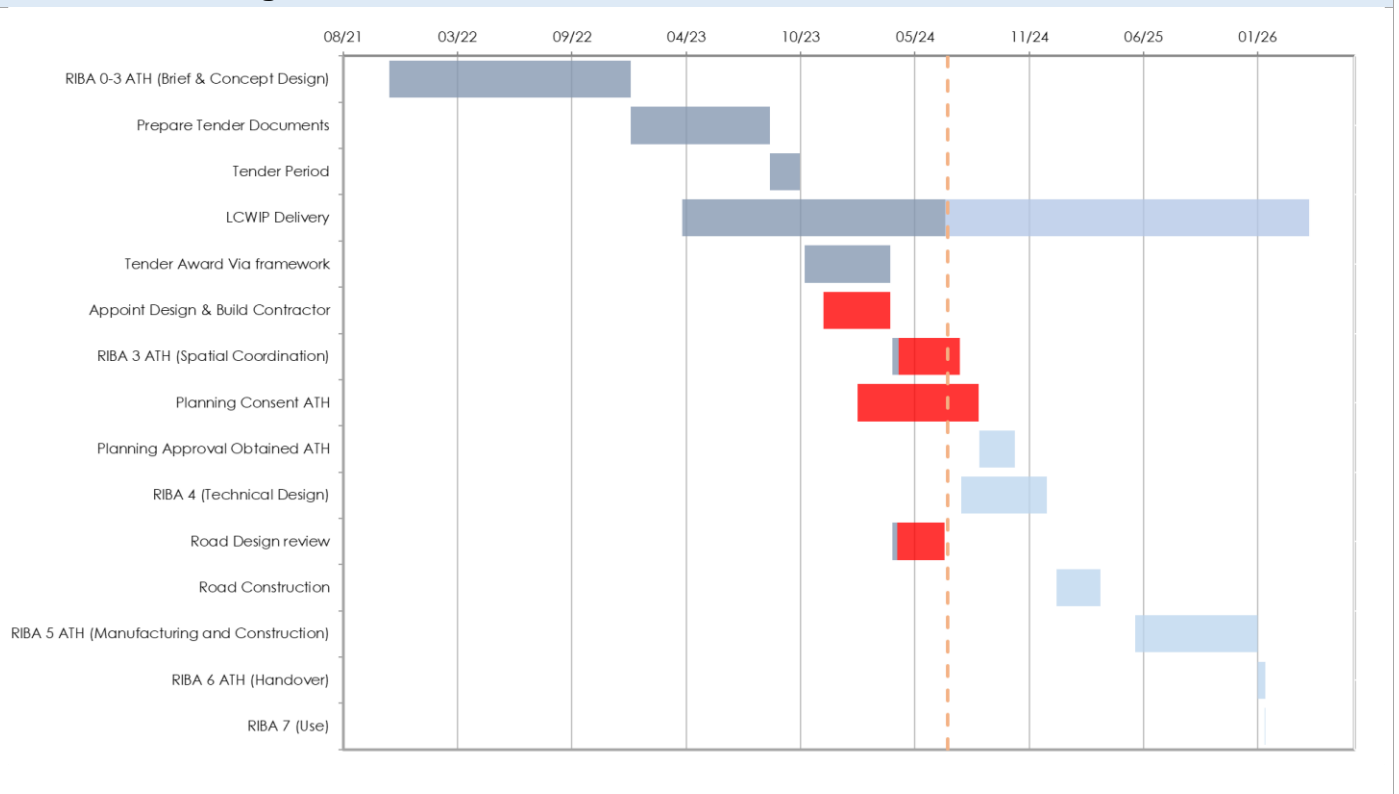
RAG rating is currently Amber as spend lags behind, although committed in terms of planned works and contractual commitments.

The Financial profile reflects current spend profile and LCWIP interventions but is showing an underspend against the original profile this will be rectified as the delivery of schemes progresses.

Work streams are programmed in to be completed within financial window with ATH notably coming under pressure as we move forward and further issues are tackled.

The remediation of the site for the ATH on the NOEZ is currently intended to be funded from other sources, however it is not clear if there are sufficient funds available to undertake the work at this time, bringing into question the viability of the site.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The timeline has now moved to red RAG rating due to risks associated with the appointment of the ATH contractor and current question regarding site viability owing to changes in advice regards contamination on the NORA site. This is now an increasing red risk and delivery within TDF timescales needs urgent review.

Also, formal funding notification for the ATH NORA access road remains to be received which is an issue for final stage of contractual commitment. (Although informal indication remains in place, election changes may influence this)

LCWIP works remain underway broadly in line with agreed revised timetable or slightly ahead in some cases monthly tracker in place from NCC and reported at project team meetings.

Tennyson Avenue progression remains a concern to the overall programme and timeline, this is to remain under review as dialogue progresses.

5. Resources Commentary

Rating green as resources mainly now back in place, NCC Active travel post is now covered and feeding into the project team meetings.

6. Communications and Engagement

Activity in the next month:

- LCWIP programmed works item.
- Story Board Mapping to be launched as live website.
- Case study for organisations and employees undertaking active travel.

7. Outputs and Outcomes

Outputs

Description	Target	Notes
Total length of new cycle ways	3.555km	1.55Km
Total length of pedestrian paths improved	5.601km	0.7km complete
Alternative fuel charging / re-fuelling points	6	
New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	

Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

8. Other Matters

Item	Comment
General stage progress	RIBA 3 / Detailed Design Stage for both capital elements of the programme
Procurement progress	ATH – contract progressed to next stage of PCSA
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract

9. 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 [pretender]	Final PID [post tender]
Status:	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a

Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P-21.14 Riverfront Regeneration Project Highlight Report

Project Name:	Riverfront Regeneration	Project Manager:	Abigail Rawlings	Project Sponsor:	Matthew Henry	Report covers period of:	June 2024
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:		Graeme Massie Architects	
Project Code:	P-21.14	End User (if applicable):	n/a	Cost Consultant:		Andrew Morton Associates	
				Contractor on Site:			

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	R	A	A	G
Last Report	A	A	R	A	A	G

Project Definition

Project Stage: RIBA Stage 3 Spatial Design
Objectives: Development of the design to enable the Riverfront area to become an attractive destination space increasing footfall, promoting day and nighttime use, facilitating events etc.
Scope: Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land south of Devil's Alley

1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:
<ul style="list-style-type: none"> ▪ Programme: RIBA stage 3 report issued for comment and review. Public consultation has taken place and feedback incorporated into the plans. ▪ Contract Works: the project has been split into three packages, The Custom House, Devils Alley enabling works, and Devils Alley Public Realm plus Dry Side Facilities. The contract works for the Devils Alley enabling works have been procured via the Procure Partnerships East of England Framework enabling detailed scopes to be worked up, measured and costed. ▪ Budgets: The current RIBA stage 3 scheme has been subject to a value engineering exercise to meet the project budget. Further work is ongoing to refine the scheme as it is projected to exceed budget by 2-3%. This is part of the design development process. This projected budget is inclusive of a 10% project contingency. ▪ Custom House: pre-app feedback from Historic England and BCKLWN Conservation team opposed to some elements of the RIBA 3 designs. The second round of pre-app advice with Historic England has begun to work toward an agreed design. Further meetings have been held and we have had authorisation from the Project Board regarding authority to make further changes to suit the consultees. Work on the business case is ongoing to bring to a level for discussion with the planners, conservation officer and HE to support the changes. Work to obtain provenance on the age of the doors has been undertaken too.

1.1 Decisions required by the Town Deal Board

<ul style="list-style-type: none"> ▪ None
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1.2 Achievements during this period

<ul style="list-style-type: none"> ▪ Two meetings held with Historic England for extended pre application advice. Updated designed and design and access statement presented, feedback received. ▪ Meeting held with Conservation Team for extended pre application advice. Updated designed and design and access statement presented. ▪ Meeting held with Conservation and Planning team – design review of Dry Side facilities. ▪ Outstanding Biodiversity Net Gain (BNG) data for Devil's Alley planning application has been surveyed 1st July. Data to be supplied to BNG consultant for inclusion in report.
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- Meetings held with CSNN and Waste Management regarding Devil's Alley.
- Meeting held with Public Open Space Team about planting at Devil's Alley and other Town Deal project sites.
- Further meetings set with Public Open Space team for operational matters at Devil's Alley and dry side.
- Planning application for Devil's Alley submitted- not yet validated due to issue with watercourse BNG.
- Licence for temporary closure of Devil's Alley in place from 20th May 2024 – 20th November 2025.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID 3/57	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
51	Costs	Increase of costs in the ground in Devil's Alley plus increased materials costs	A	Financial	Preparation of enabling works package to derisk the site. Changes to materials and curation of the area will assist to meet cost plan. Large underground chamber affecting options for piling and planting.	05/07/24
56	Planning	Planners seeking approval of works to demolish the cellars	A	Programme	Ensuring expert advisors have fully documented cellars and significance along with recording works. Archaeology watching brief/recording to form part of the works.	05/07/24
59	Planning	Internal issues raised over Devil's Alley planning application delaying validation. Delays to planning application – will affect enabling works and programme. Reputational risk of an internal objection.	A	Programme	Meetings held with internal stakeholders to discuss issues raised. Changed made to design prior to validation if possible.	05/07/24

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID 3/10	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
8	Devils Alley Vehicles	Closure of Devils Alley being opposed by resident who has garage access from Devils Alley	A	Programme & Cost	Source alternative provision for parking. Determine users rights prior to closure. Liaison with NCC regarding ownership. Principal Project Manager to assist with issue.	05/07/24
9	Custom House Works	Opposition by planners and conservation officers/Historic England to the opening up of the arcades in the Custom House to revert to Henry Bell design	R	Programme and Cost	Negotiation with planning authority bringing feedback from public consultation. Additional cycle of consultation with Historic England has taken place.	05/07/24
10	Custom House Works	Public opposition by influential individual to the scheme at the Custom House.	R	Communications	Cllrs Beales and Cllr Ring to meet individual to discuss concerns.	30/05/24

**Note: will vary for each project.*

3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£

Current Month:

Capital Expenditure	3,415,530	102,659	3,306,454	-109,076	5,097,739	584,633	4,310,307	-£787,432
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	-4,178,943	-452,853	-4,178,943	0
Other Income*	-109,076	0	-109,076	0	-918,796	-29,121	-918,796	0

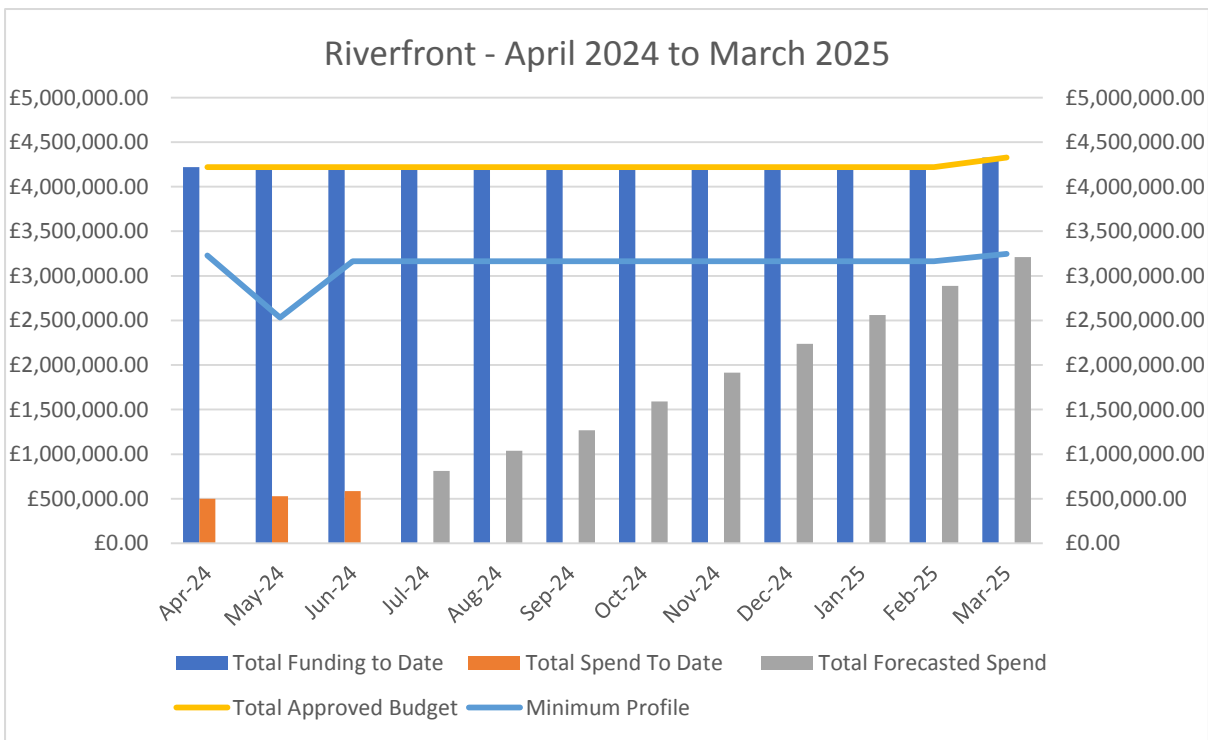
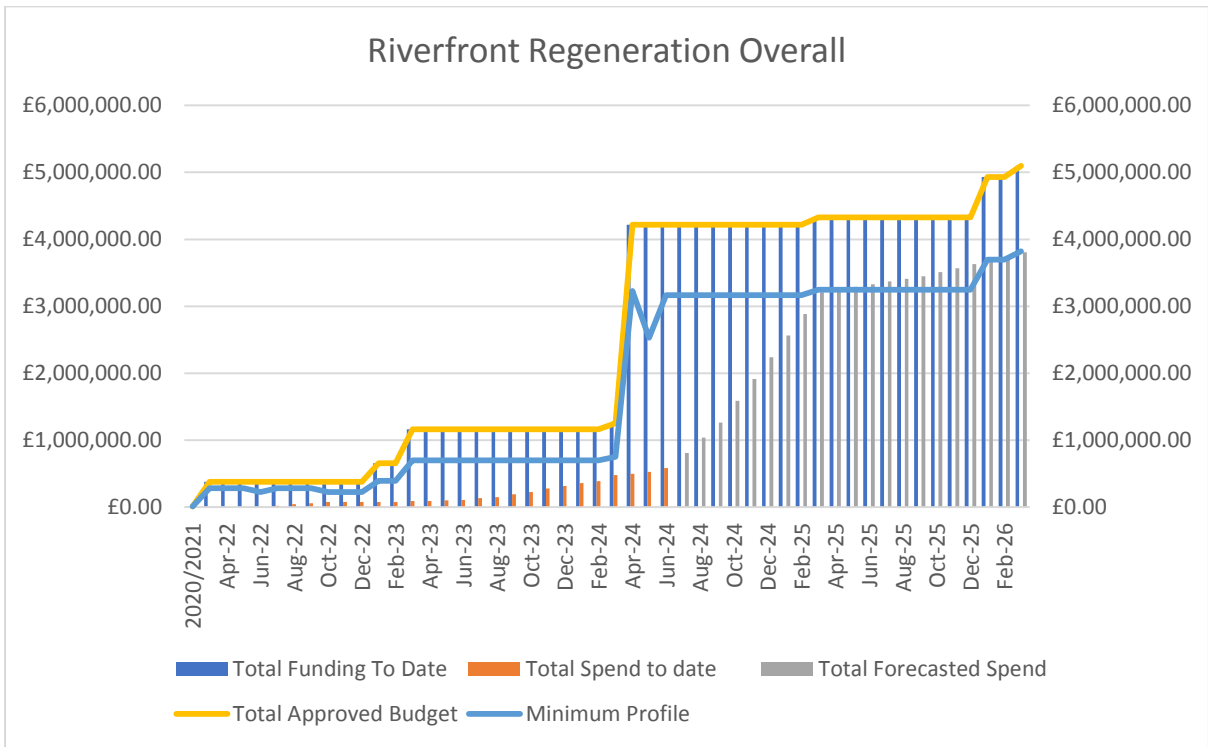
Net position	3,306,454	102,659	3,197,378	-109,076	0	102,659	-787,432	-787,432
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Last Month:

Net position	3,306,454	46,984	3,197,378	109,076	0	46,984	-787,432	-787,432
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*Note: will vary for each project.

3.1 Project Financials



3.2 Project Contingency and Change Control

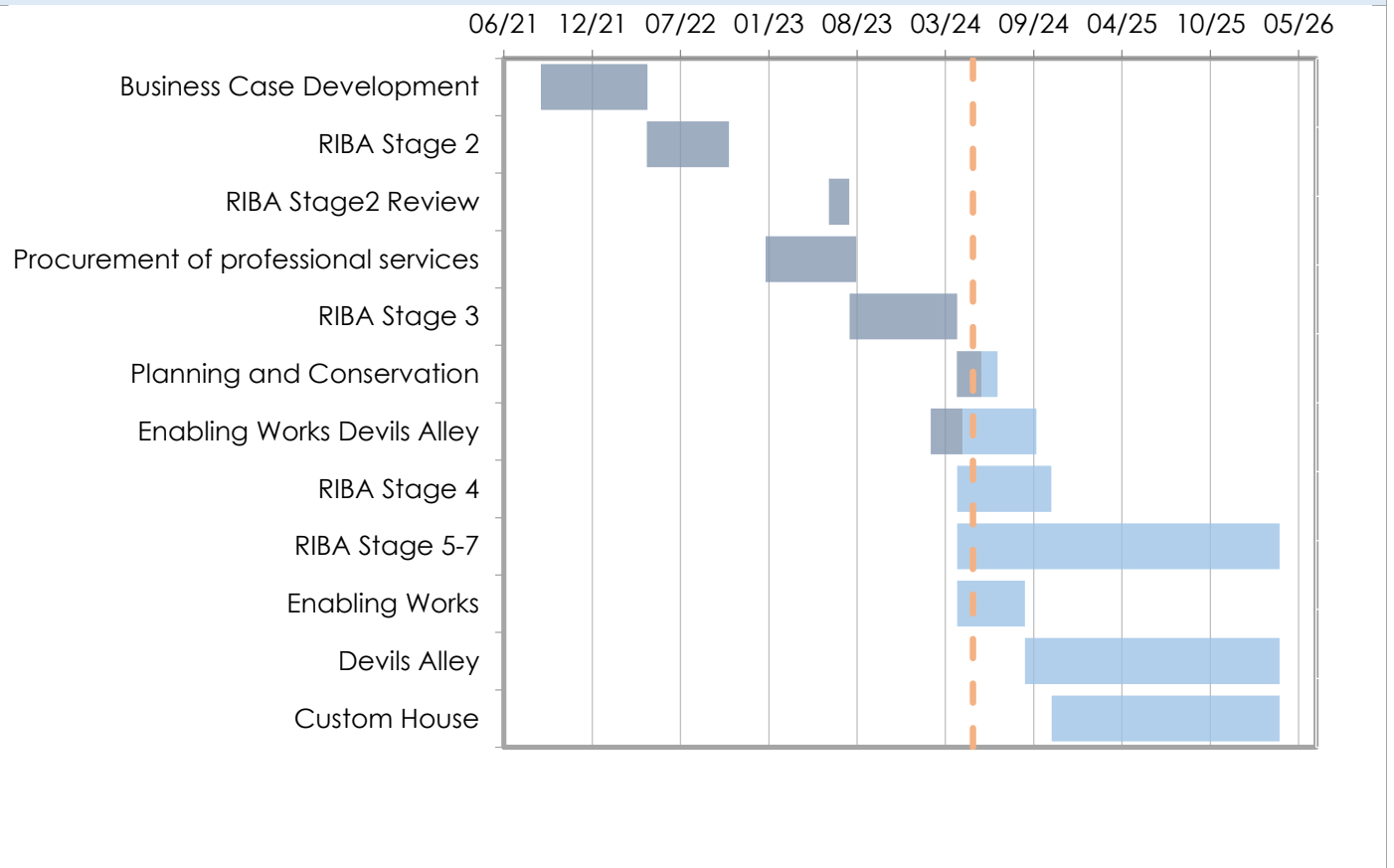
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

Financials are maintained at AMBER.

As previously reported, significant value engineering and options appraisals have been undertaken to bring the project into budget. Potential future financial risks include new lease terms for the Custom House.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently AMBER due to revision and reprofiling of project programme accounting for change in resources and change of procurement route for appointment of professional team resulting in completion in early 2026 which is within the required Town Deal timescales.

Programme risk relates to potential opposition to scheme from planning and conservation team. This has been mitigated as pre-app planning negotiations continue with Historic England and BCKLWN Conservation Team.

5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk.

6. Communications and Engagement

Report from We Are Placemaking expected following the workshop in April is expected 21st June. We are Placemaking have also assisted in setting some of the survey questions associated with the main works to gather background information and influences. The feedback has been shared and is being included in the response to the consultation.

Further resident engagement has taken place relating to the closure of Devil's Alley, licence for temporary closure now in place.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Amount of rehabilitated land	3000m2	
Number of sites cleared	1	
Number of public amenities / facilities created	1	
Number of historic landmarks and buildings refurbished	2	
Amount of floorspace (commercial, residential, industrial) created	4000m2	
Number of temporary FT jobs supported during project implementation	154	
Number of FTE jobs created and safeguarded	12.1	
Amount of public realm enhanced	7845m2	

7.2 Outcomes

Description	Target	Notes
Remediation and development of abandoned site		
Upgraded historic landmark site		
Improved perception of place by residents, visitors and businesses		

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 3 design progressing with public consultation complete. New cycle of consultation with Historic England, ahead of planning submission for Custom House. Dry Side Facilities planning application has been submitted. Devil's Alley planning submission was delayed slightly due new legislation around Biodiversity Net Gain, solution sought with BNG consultant and BCKLWN planning team. Devil's Alley planning application has now been submitted.
Procurement progress	Professional team: Architect Led Design Team: Graeme Massie Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Procurement strategy has been developed with three contracts. <ul style="list-style-type: none"> - an enabling and de-risking package for Devil's Alley – O'Connell's appointed under a framework contract - a public realm project and - a separate specialist contract for the Custom House. Consideration was given to linking to the Guildhall procurement but in was considered too high a risk tying the projects together and that the heritage part of the riverfront contract would be subservient and could be readily derailed by delays on the Guildhall which jeopardises two TD projects.
Proposed form of contract	JCT - Recommendation being considered includes an enabling works package for the below ground infrastructure at Devil's Alley, a traditional contract for the Custom House and a traditional contract with specialist contractor design for the remaining public realm works.
Proposed route to market	Use of Framework wherever possible
Surveys Status	Next surveys procured include <ul style="list-style-type: none"> • CCTV surveys of drainage around Custom House- May 16th. • Ecology bat surveys of Custom House- May 14th. • Intrusive Asbestos survey in custom house where opening up taking place • Mapping cellars as part of demolition of Devils Alley – end May 24
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community for late summer consultation including the inclusion of the consultation of the events programme
Local schemes / dependencies	Project to be aligned with Rail to River project works for consistency of materials etc.

9. 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]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:					Oct 2022	March 24		
Approved by:					Cabinet/ TDB	TDB		

Last Approved Document: PID Update Oct 2022

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed



P-21.15 Rail To River - Public Realm Project Highlight Report

Project Name:	Rail To River - Public Realm	Project Manager:	Abigail Rawlings	Project Sponsor:	Heather Northey (interim)	Report covers period of:	June 2024
Capital Code:	C9064	Client Dept:	Regeneration	Lead Designer:	-	Cost Consultant:	-
Project Code:	P-21.15	End User (if applicable):	n/a	Contractor on Site:	-		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	A	G	A	G
Last Report	G	G	A	G	A	G

Project Definition

Project Stage: RIBA stage 3 – detailed design / procurement
Objectives: Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience
Scope: Rail to River route works include providing interventions such as pop-up facilities, art trail, fingerpost wayfinding, lighting, seating and planting.

1. Overall Status (high-level summary)

Overall Status currently GREEN due to
<ul style="list-style-type: none"> ▪ Manufacture of units for Purfleet Street works complete. Units on site w/c 4/3 but waiting installation of cladding and final detailing, currently in production with local company. Sewage connection to be finished w/c 15th July. ▪ Assessment of Business Rates in progress, marketing of units was being held until confirmation of rates/rent. Rent now being set on estimated rates, to avoid further delay to marketing. ▪ Licenses for Purfleet Street arch agreed with Boots. License for Ben Warren Properties complete ▪ Artwork at railway station and St James Pool installed on 18th and 19th June. ▪ Resolution of Purfleet Street arch delivery agreed. ▪ Works will be completed within allocated budget excluding the project management costs. BCKLWN to cover difference.

1.1 Decisions required by the Town Deal Board

<ul style="list-style-type: none"> ▪ None
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1.2 Achievements during this period

<ul style="list-style-type: none"> ▪ Artwork installed at St James Swimming Pool and Railway Station. ▪ Visit with school children who helped design the art. ▪ Pop ups door opening issues corrected. ▪ Met with Corten manufacturers to confirm size/design of sheets prior to instal. ▪ Date set for works to finalise sewage connection issue; new street works licence granted for works; exemption granted for additional works. Works to start 15th July. ▪ Information sent to Valuation Office to determine rateable value, which will determine the rents. Due to determining delay Town Centre manager has permission (from CEO) to set rates based on estimated value which will allow marketing of Pop Ups for hire. Town Deal Marketing lead will assist Public Open Space team with design and promotion of marketing. ▪ Meeting held with planners, operations staff and Arboricultural Officer to agree a way forward with the trees which have been condition in the planning permission. If trees in pots cannot be avoided, they need to be agreed with the tree officer. The current ones selected and bought were suggested by the previous tree officer are not felt to be suitable. These will be allocated to other areas of the town.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
0/22	No red or increasing amber					

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

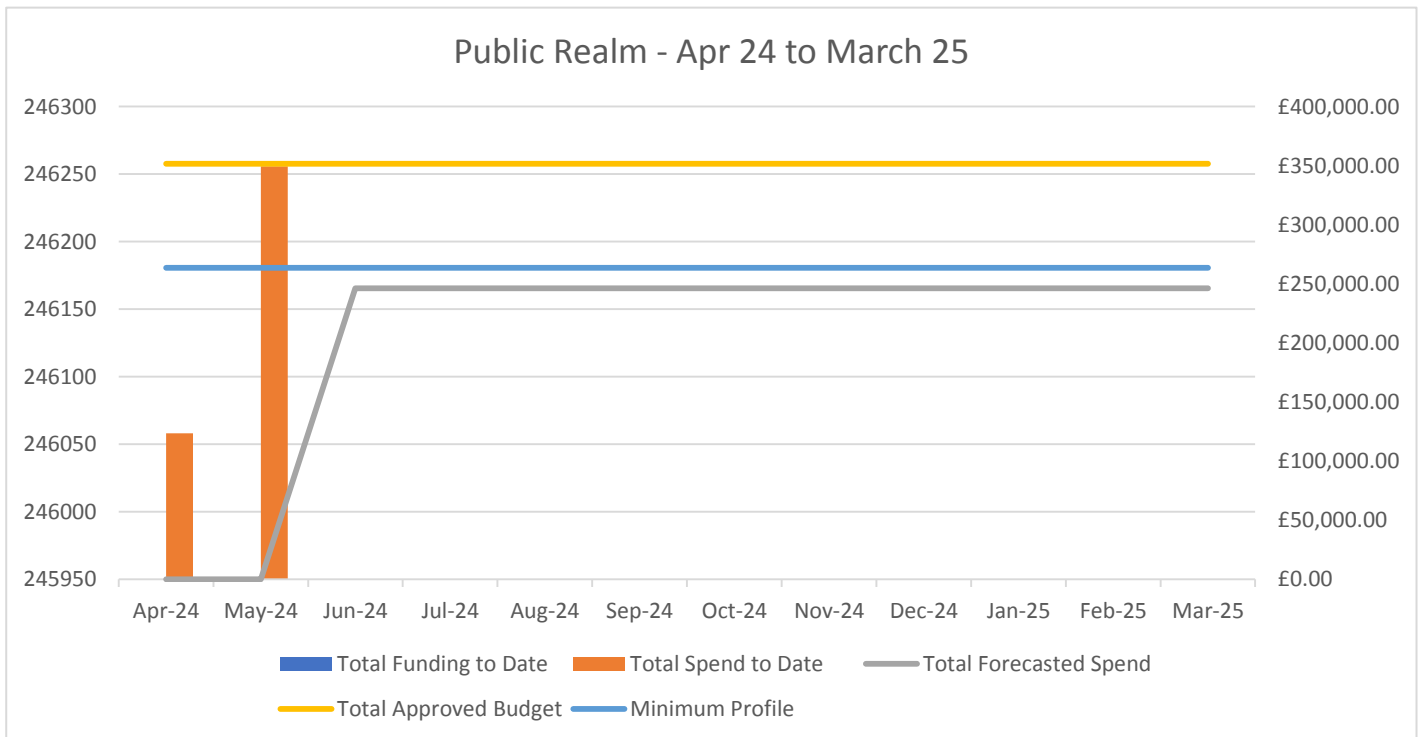
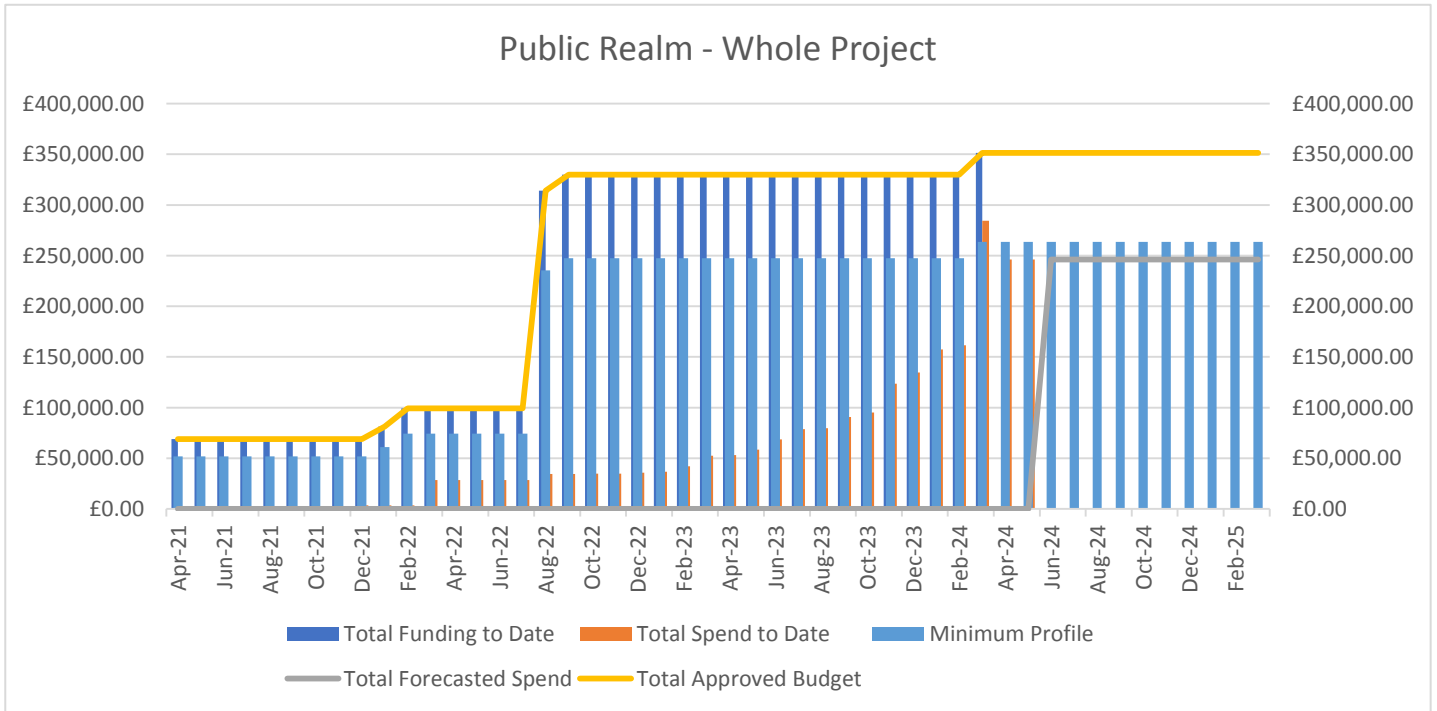
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2/5	Delay to manufacture of the Purfleet street Arch	Cutter employed by Fransham Forge on maternity leave from end February 2024	A	Delay to programme	Programming work unable to be completed before cutter went on maternity leave, so earliest date for manufacture given as summer 2024. Agreed with Supplier that cutter will return in summer during maternity leave to do programming and then arch can be made and installed in late summer. Regular contact with the Forge to ensure plan remains in place.	03/07/2024
	Delay to pop up sewer connection being finalised.	Complex issue with sewer connection from F&B Pop Up units is not yet resolved. Requires additional work permit and exemption.	A	Delay to programme	Resolution has been found, work permit granted and date set for 15 th July for works to begin. Work to be overseen by BCKLWN Energy and Environment Officer	03/07/20/24

3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£
Current Month:								
Capital Expenditure	75,000	-95,193	75,000	0	351,473	189,322	351,473	0
Revenue Expenditure	£0	0	0	0	0	0	0	0
Grant Income	£0	0	0	0	-245,000	-263,043	-245,000	0
Other Income*	£0	0	0	0	-106,473	-21,473	-106,473	0
Net position	75,000	-95,193	75,000	0	0	-95,193	0	0
Last Month:								
Net position	75,000	-38,259	75,000	0	0	-38,260	0	0

*Note: will vary for each project.

3.1 Project Financials



3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

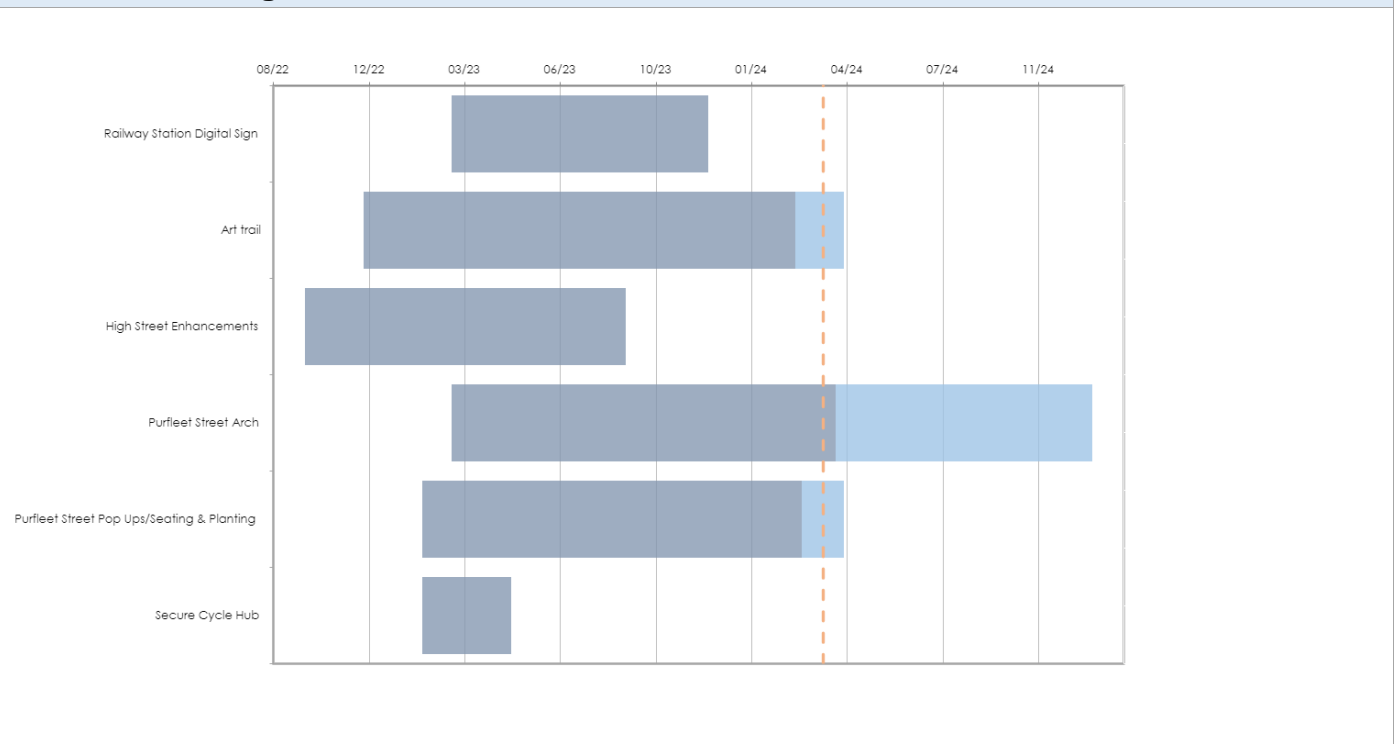
3.3 Financial Commentary

Financials RAG is now GREEN as all costs are now known substantively. The project is due to be substantially complete in May 2024. The Purfleet Street arch will be completed in next financial year. The project is within the target budget excluding fees for PM works as previously reported. The purchase order is in place, but funds will be called for in 2024/5.

This budget management excludes any capital costs for project management fees which will be covered elsewhere. The capital variance figure in the financial table reflects these PM costs. Anticipated total spend c£342k on works.

Current project budget is £351,473 comprising £245,000 from Towns Fund, £69,000 Welcome Back Funding, £21,473 from UK Shared Prosperity Fund and £16,000 from Norfolk County Council. New Legal fees for licenses included with Boots (£6.2k) and Cashino (£1.5-2k) at present.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently RAG Rated AMBER.

Major items are all now installed or diarised for completion. Delay to units being completed and marketed due to issue with sewage connection requiring additional works (plus street permit and exemption from procurement which have now been granted) and a delay in manufacture of Corten for units (now manufactured). Units could not be marketed until rent is set; rent cannot be set until business rates have been assessed. Due to delays in this it has been decided to market the units using a rent set on estimated rates (estimates taken from the business case). The Pop ups will be marketed by the Town Centre team with additional comms support from Michelle Gant, who will produce leaflets, mail shots and social media posts.

Both pieces of artwork were installed on 18th-19th June 2024.

Delays over issues with manufacture of the Purfleet Street arch as previously reported. Whilst this one element of the work is delayed, all of the Towns Fund support was committed by March 2024 and the Arch is substantially funded from the Shared Prosperity Fund with match funding from the borough council.

5. Resources Commentary

Resources currently RAG rated Green.

6. Communications and Engagement

Press release was published for the installation of artwork.

Press release has been produced following the visit from school children to the art. This will be sent after the election.

Support in place from Town Deal Comms officer for marketing the pop up units for hire- leaflet, mail shot, social media posts and press release. The marketing of the pop ups is to be released once the Corten is installed during w/c 22/7.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Increased footfall in the town centre	5%	
Footfall counts	1	
Number of transport nodes with new multimodal connection points (cycle storage)	1350m ²	
Amount of public realm improved m ²	5	
No of businesses supported	5	There are 4no pop up units now.
No of trees planted	5	Note Arboriculture officer does not want trees in pots, so the trees purchased for Purfleet Street to be repurposed elsewhere.
Number of Finger post installations	30	
Number of artwork installations	3	Including archway

7.2 Outcomes

Description	Notes
Increased footfall in the town centre	
Improve the accessibility and attractiveness of key routes	
Improve the perception of the place by residents, visitors and businesses	

8. Other Matters

Item	Comment
General stage progress	Design and installation: Railway Station Benches and planting – complete Digital Sign – complete Artwork x 2 – complete Purfleet Street Arch – licenses issued for revue and sign off. All planning and NCC licenses in place. Delay in manufacturing to late summer 2024. Purfleet Street Pop Ups and street furniture installed. Utilities – water and electricity installation ready for connection. Installed Cycle hub – complete
Procurement progress	Individual project elements; with in house co-ordination. Remaining orders to place – chairs and tables for Purfleet Street, and manifestations for pop ups
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	A variety of contracts will be used. In some cases, they are suppliers T&C's, in other they are on standard council terms. As we do not have a one stop shop approach, each element is procured independently, and the council is acting as the contractor.
Proposed route to market (e.g., IOTT, Framework i.e. DPS, HPCS, LCP)	Single source supply for digital sign, containers, steelwork cladding, and archway. Other - Invitations to Quote, Locally Advertised, and approved local contractors as per standing orders.
Legal progress	Licensing process artwork with Network Rail and license to fix arch to Boots and Cashino buildings with legal. Flyover licenses with NCC for archway. Pitch licenses with NCC and Street trading licences for pop ups. All complete. Application for tables and seating required by NCC.- in progress
Local schemes / dependencies	Licensing process for digital signage with Network Rail has conditional approval. Final information of as fitted drawing and fire stopping report needed from Hollywell to complete sign off.

9. 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]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:	Jan 2022					Feb 2023		
Approved by:	TBD					TDB		

Latest approved document: PID February 2023

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed



P.21-16 Multi-User Community Hub (MUCH) Project Highlight Report

Project Name:	Multi-User Community Hub (MUCH)	Project Manager:	Verity Bennett	Project Sponsor:	Sarah Rhoden	Report covers period of:	June 2024
Capital Code:	C8435	Client Dept:	NCC Community Services	Lead Designer:	Hudson Architects		
Project Code:	P.21-16	End User (if applicable):	King's Lynn residents and visitors to the town	Cost Consultant:	Turner and Townsend		
				Contractor on Site:	Mace		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	G	G	G
Last Report	A	A	A	G	G	G

Project Definition

Project Stage: RIBA Stage 4 in progress

Objectives:

- Develop a co-located 'community multi-use hub' facility in the town centre of King's Lynn
- Provide skills and educational opportunities for residents starting at entry level. Develop new community adult learning education and higher education courses that meet skills needs in the Town.
- Develop new community partnerships to provide a variety of programming and community support offers from the hub
- Provide services and facilities for start-ups and local businesses

Scope: To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre.

1. Overall Status (high-level summary)

Overall Status rated as Amber, due to the risks and issues reported. Other aspects of the project are progressing well, including:

- Façade redevelopment in progress
- Full planning application expected to be submitted mid July
- Project team are producing visuals of a realistic street scene scenario if public realm works are not coordinated with the project.
- Project team are working with a heritage consultant as requested by the conservation officer
- Pre-application submitted and feedback received.
- The Project Board are looking to move focus from construction to planning and partnerships.
- Project costs have risen to £14.2m. The additional funding has been approved by NCC Cabinet

1.1 Decisions required by the Town Deal Board

- No decisions required this month

1.2 Achievements during this period

Overall Status rated as Amber, due to the risks and issues reported. Other aspects of the project are progressing well, including:

- Façade redevelopment in progress
- Full planning application expected to be submitted mid July

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/25)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
23	Timely removal of Airwave telecoms mast to allow enabling works and construction	Construction works could be delayed (Surveys/Demolition/ strip out etc.) if the AirWaves mast is not relocated in good time and this would have an impact on the project timeline and cost.	A	Technical	Contractors have agreed a 'workaround plan' as an interim whilst timings are confirmed.	01.07.24
25	Baxters Plain development	Concerns remain around the public realm outside of the MUCH building and potential for uncoordinated works and/or no works	A		Project team to produce visuals of worst case scenario (no development of public realm space)	01.07.24

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (1/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2	Airwave Mast: uncertainty around decommissioning timelines	There is a mast on the current Argos Building which needs to be moved prior to partial demolition works. The issue is that there is a long lead time on new masts and Airwaves have not been able to give definite timings to the Project Team although they had indicated that the mast would be removed by the end of June.	A	Technical	Contractors have agreed a 'workaround plan' as an interim whilst timings are confirmed.	01.07.24

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

3. Financial Summary

	Current year				Total project (incl current year)			
	Approved budget 2024/25	Total spend / income to date	Current year forecast 2024/25	Current year variance between budget and forecast	Total approved budget (includes contingency)	Total spend / income to date	Forecast final spend	Projected total variance to date
	£	£	£	£	£	£	£	£

Current Month:

Capital Expenditure	6,229,175	1,545,760	£6,229,175	0	14,200,000	3,596,298	14,245,842	45,842
Revenue Expenditure	0	0	0	0	0	0	0	0
Towns Fund	-2,709,175	0	-2,709,175	0	-7,400,000	-1,952,679	-7,400,000	0
Grant Income	0	0	0	0	0	0		0
Other Income*	-3,520,000	0	-3,520,000	0	-6,800,000	0	-5,000,000	1,800,000

Net position	0	1,545,760	0	0	0	1,643,619	1,845,842	1,845,842
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Last Month:

Net position	0	0	670,825	-670,825	1,000,000	2,853,400	-1,085,784	-2,085,784
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*Note: will vary for each project

3.1 Project Financials

Graphs are not available for this period.

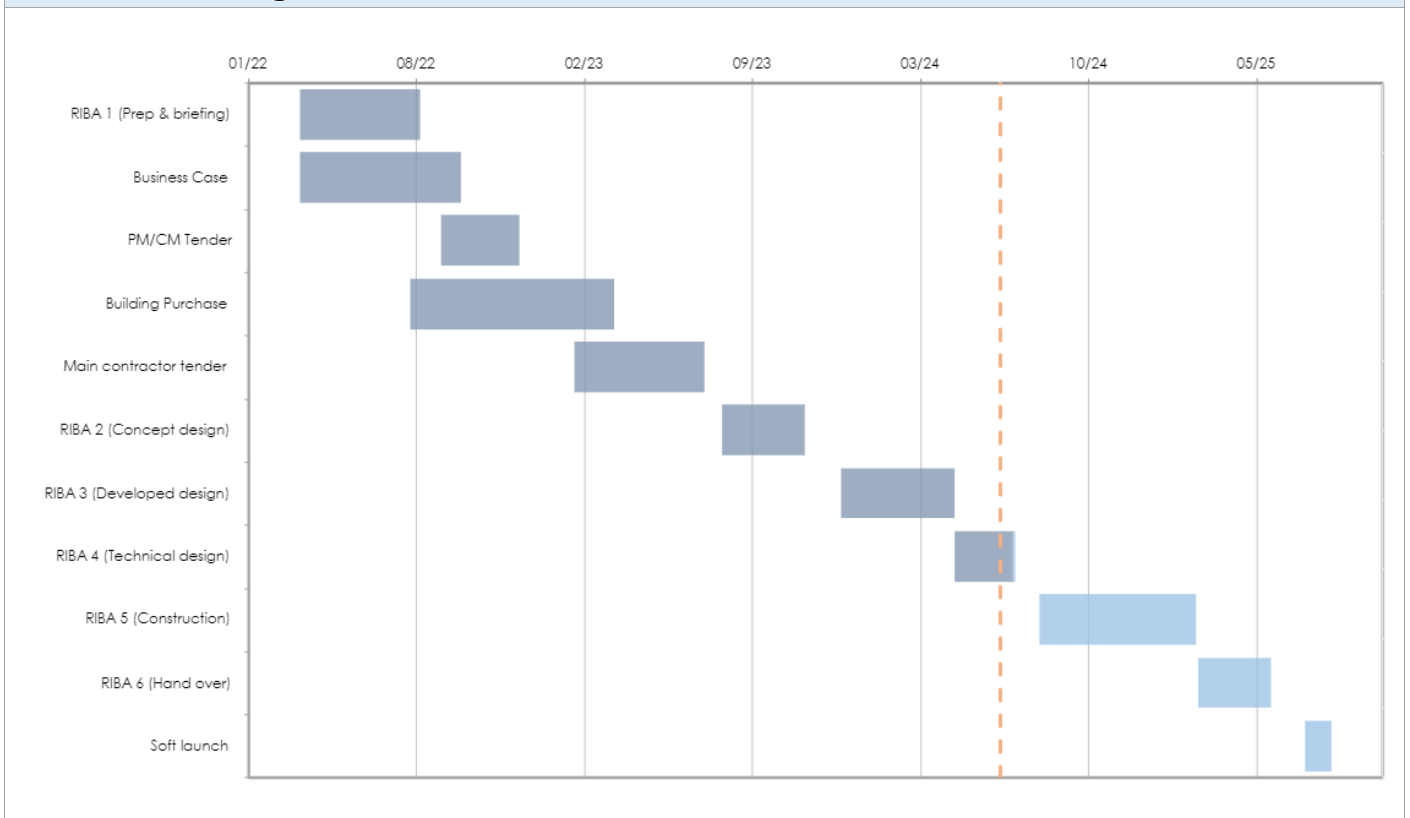
3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

3.3 Financial Commentary

To reflect the improved design the project cost for the MUCH is £14.2m, of which £7.4m is funded by the Town's Deal. Funding has been taken from existing budgets

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The programme remains on time to complete before the proposed September 2025 launch date.

5. Resources Commentary

Resources remain Green rated due to Project Manager, Cost Manager and Main Contractor being appointed

6. Communications and Engagement

- Comms and engagement activities on hold during pre-election period with exception of informative newsletter from Mace
- The Project Board is looking at Partnerships and Planning across the categories; Hardship and vulnerability, Skills and employment, Health and wellbeing, Aspirations and Social mobility and Support for Business.
- The first of the above topics to be explored is health and wellbeing.

7. Outputs and Outcomes

Outcomes		
Description	Target	Notes
Amount of capacity of new or improved training or education facilities	5,200	
Number of learners enrolled in new education and training courses	100pa	
Number of learners / trainees / students enrolled at improved education and training facilities	350pa	
Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	100pa	
# of potential entrepreneurs assisted to be enterprise ready	32pa	
Improved perceptions of place by residents, visitors, and businesses	70%	
Increased footfall to the town centre	200,000 pa ²⁵	

Outputs

Description	Target	Notes
Number of new cultural facilities	1	
Number of derelict buildings refurbished	1	
Number of public amenities / facilities created	1	
Amount of new office space – meeting rooms and hot desking	400sqm	
Amount of floor space repurposed (commercial) – spaces available for commercial hire	425sqm	
# of transport nodes with new multimodal connection points	1	

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 3, Pre-application submitted
Procurement progress	As above
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT Design and Build (D&B)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Legal progress	Exchange and Completion on building complete
ICT, FF&E update	
Stakeholder engagement (comms)	
Local schemes / dependencies	RIBA Stage 1 and 2, Concept study of Baxters Plain public realm (outside scope of MUCH)

9. 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]	Final PID [post tender]
Status:	✓	✓	✓	✓	✓			
Date Approved:		Sept 22	Nov 22	May 23	July 23	Jun 24		
Approved by:		TDB	TDB	PB	PB	PB		

Last approved document: PID May 2023

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be merged



P-23.08 Lynnsport 1 (Valentine Park) Project Highlight Report

Project Name:	Lynnsport 1 (Valentine Park)	Project Manager:	Juliana Fox-River	Project Sponsor:	Oliver Judges	Report covers period of:	Q1 2024-25
Capital Code:	C8125	Client Dept:	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	Lynnsport 1 (Valentine Park)	End User (if applicable):	N/A	Contractor on Site:	LPL		

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	G	G
Last Report	n/a	n/a	n/a	n/a	n/a	n/a

Project Definition

Project Stage: RIBA Stage 5: Construction
Objectives: Delivery of ninety-six mixed tenure properties at Lynnsport 1 site, King's Lynn
Scope: Housing delivery on the former hockey pitches site, delivered as part of BCKLWN Major Housing Programme, with Level Partnerships Ltd

1. Overall Status (high-level summary)

Overall Status currently Green.
<ul style="list-style-type: none"> ▪ This is the first Project Highlight Report for this site ▪ Ground Engineering contractor started mobilising plant on 1st July.

1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> ▪ N/A

1.2 Achievements during this period

<ul style="list-style-type: none"> ▪ Contract with Level Partnerships Ltd signed on 19th June.
--

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
0/29		No red or increasing amber risks currently				

2.2 Key Issues [all red and increasing amber] *An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
0/0		No red or increasing amber risks currently				

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

3. Financial Summary

3.1 Project Financials

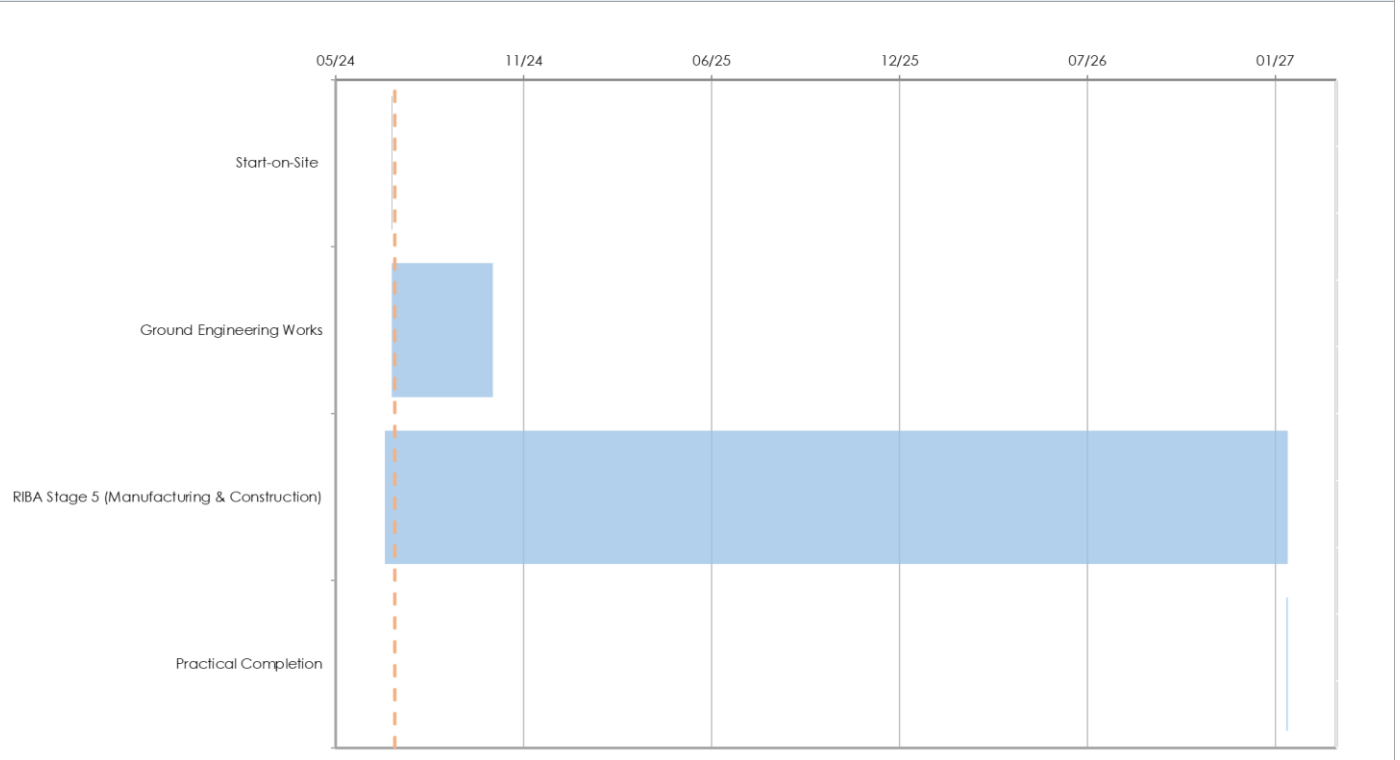
3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

3.3 Financial Commentary

Financials currently Green, initial subcontractor packages let in accordance with project budgets.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently Green due to recent start on site. No issues anticipated.

5. Resources Commentary

Resources currently Green. Project being delivered by Corporate Projects Team and Lovell Partnerships Ltd, all resources in place.

6. Communications and Engagement

- News release on both council's and Lovell's websites when contracts were signed;
- Initial newsletter to the residents issued in the period;
- Letter to neighbouring residents, offering a condition survey, issued in the period. Surveys being carried out.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Housing: delivery of		
Open Market Sales units	63	65%
Affordable Rent units	10	11%
First Home units	3	3%
Shared Ownership unit	1	1%
Private Rental units	19	20%
Total	96	

Road Adoption		Construction during the project lifecycle and subsequent adoption from NCC Highways
Public Open Spaces		Areas delivered during the project lifecycle and subsequent adoption from Public Open Space team
Management Company		Establishment and handover to the residents

7.2 Outcomes

Description	Target	Notes
Social: Apprenticeships/ Trainees created	To be agreed, likely 5 per year	
Social: College & School engagements	To be agreed, likely 2 per year	
Social: Affordable Homes (S106 Commitment)	As per Section 106 Agreement	
Social: Volunteering/ Community Support	To be agreed, approximately 40 hours per year	
Social: Training – staff development (in weeks)	To be agreed, approximately 300 weeks	
Social: Training – skills (in person-hours)	To be agreed, approximately 200 total hours to staff per year	
Social: Community Engagement	Minimum of 4 newsletters per year + 10 hours miscellaneous	
Environment: Electric Vehicle Charging Points (at least “EV-ready”)	To be agreed + 1-2 on site compound for use during construction	
Environment: Solar Panels	To be agreed	
Environment: Accessible Green Space	As per Section 106 Agreement	
Environment: Waste diverted from landfill	>=95%	
Environment: CCS (Considerate Constructors Scheme - Independent inspection score)	Score >=42	
Environment: HVO (Hydrotreated Vegetable Oil) fuel in Lovell plant	100%	
Environment: EcoCabins as site cabins	100%	
Environment: Sustainable procurement policies in contracts	100%	
Economic: Subcontractor base location	60% Norfolk 33% West Norfolk 40% within 30 miles	
Economic: Supplier base location	40% Norfolk 33% West Norfolk 35% within 30 miles	
Economic: Subcontractor classified as a SME (Small and medium-sized enterprise)	25%	
Economic: Estimated Workforce (monthly average on site)	To be agreed	
Economic: Living Wage	100%	
Economic: Promoting Responsible Business Practices	100%	
Economic: Ethical Business Training (for Major Housing Partnership staff)	To be agreed, likely 10/ year person-hours on training on subjects such as Modern Slavery, Bribery and Anti-Corruption	

8. Other Matters

Item	Comment
General stage progress	Started on site on 01/07/2024
Procurement progress	First trades procured
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Sales of units to Open Market or WNPL or WNHC, depending on the tenure
Legal progress	Procurement of legal services required for conveyancing
Surveys Status	Pre-commencement surveys carried out
Statutory updates	Pre-commencement planning conditions submitted/ to be submitted shortly
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor
ICT, FF&E update	N/A
Stakeholder engagement (comms)	Newsletters and letters to the residents
Local schemes / dependencies	Delivered as part of the Major Housing Programme

9. 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]	Final PID [post tender]
Status:	✓							✓
Date Approved:	06.02.24							24.03.24
Approved by:	Cabinet							OMP

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed

OFFICER MAJOR PROJECTS BOARD MEETING NOTES



Date: 22 nd July 2024		Location: Via MS Teams			
Time: 12:30pm		Chair: Oliver Judges			
Board Attendees					
Oliver Judges (OJ)	Matthew Henry (MH)	James Arrandale (JA)	Vanessa Dunmall (VAD)		
Optional Attendees					

Apologies					
Michelle Drewery (MD)					

		Action Log Ref No
1.	Apologies – MD	
2.	Action Log The Board reviewed the Action Log and it was updated accordingly.	
3.	Notes from the previous meeting Notes from the two April 2024 meetings were considered; these had been reviewed in May by MH before sending for publication to MMPB due to condensed timings.	
4.	Project Highlight Reports Project Highlight Reports covering Q1 2024/25 as follows, were reviewed. As a general point, the Board noted that the financial figures on the reports needed to be reviewed by MD on return from leave. This is across all reports, so not commented on below – but applies to all. Action: request that John Barrett, interim Project Accountant reviews the figures shown on the reports between 23 rd and 26 th July; then MD to have final agreement (upon return from leave) prior to the reports being issued to MMPB on 1 st August. a. P-21.02 NORA EZ – Road Infrastructure - Risk table comments to be updated - Subject to the requested changes/checks, report agreed. b. P-21.03a NORA EZ – Development of spec units	43

OFFICER MAJOR PROJECTS BOARD MEETING NOTES

	<ul style="list-style-type: none"> - Financial information to be checked again - Subject to the requested changes/checks, report agreed. c. P-21.05 Major Housing – Parkway (Florence Fields) <ul style="list-style-type: none"> - Update to wording in overall summary required - Subject to the requested changes/checks, report agreed. d. P-21.06 Major Housing – Salters Road <ul style="list-style-type: none"> - Amendment required to phrasing in the overall summary - Subject to the requested changes/checks, report agreed. e. P-21.08 Major Housing – Southend Road <ul style="list-style-type: none"> - Subject to the requested check, report agreed. f. P-21.09 West Winch Growth Area <ul style="list-style-type: none"> - Subject to the requested check, report agreed. g. P-21.10a Southgates – Place Making <ul style="list-style-type: none"> - Subject to the requested check, report agreed. h. P-21.10b Southgates – STARS <ul style="list-style-type: none"> - Report agreed. i. P-23.08 Lynnsport 1 <ul style="list-style-type: none"> - Subject to the requested check, report agreed. <p>The Board noted that Project Highlight Reports covering Town Deal projects for June 2024 had been reviewed and agreed at the Town Deal Programme Board held previously on 17.07.24.</p>	
5.	<p>Agree items for MMPB meeting to be held on 12.08.2024</p> <ul style="list-style-type: none"> - Standing items for MMPB were noted. - Proposed items: <u>CIO – proposed governance process</u> – DH to attend pre-meet on 24.07.24 to discuss item with MMPB Chair and Vice-Chair <p>Other items noted on the agenda are to remain as ‘to be programmed’ items.</p>	
6.	<p>Forward Work Programme</p> <p>This was reviewed.</p>	
	<p>Date of next meeting: Weds 16th October 2024 @ 10:45 via Teams</p>	

MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2024 - 2025

DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
13 th May 2024					2 nd May 2024	3 rd May 2024
Post Project Evaluation Report NORA 4		Post Project Evaluation NORA 4	Report	James Grant		
Project Focussed Presentation- Southend Road, Hunstanton		Housing Site Southend Road, Hunstanton	Presentation	James Grant		
12 th August 2024					1 st August 2024	2 nd August 2024
Report relating to the Guildhall CIO		Report relating to the Guildhall CIO including: Process around Governance Agreement & Copy of Heads of Terms		Duncan Hall Robin Lewis		

11 th November 2024					31 st October 2024	1 st November 2024
Overview of Process and Definition of Projects		Overview of process/ oversight of projects including definition of projects		Vanessa Dunmall		
Major Project Engagement with Planning and Conservation						
→ 10 February 2024					30 th January 2025	31 st January 2025
12 th May 2025					1 st May 2025	2 nd May 2025

Forthcoming items to be scheduled:

Update on PMO

Focused Project Presentation- Riverfront

Focused Project Presentation- Guildhall -Duncan Hall & Robin Lewis