

# King's Lynn Town Deal Local Assurance Framework

August 2021



Borough Council of  
King's Lynn &  
West Norfolk



# Local Assurance Framework for the King's Lynn Town Deal

## 1. Introduction

- 1.1. In June 2021, King's Lynn was awarded a £25m Town Deal by Central Government to deliver a range of programmes and projects that will provide 'interventions' which will result in economic productivity through urban regeneration, planning and land use, skills and enterprise infrastructure and connectivity.
- 1.2. The King's Lynn Town Deal Board (TDB) was established in January 2020 to support the development of the Town Investment Plan (TIP) for King's Lynn and identify and agree the funding priorities for a potential Town Deal. The TIP provides the vision and strategy for the framework for planning and implementing the regeneration of King's Lynn over the next 10 years.
- 1.3. The success and strong engagement of the TDB has led to recently updating the [Terms of Reference](#) to reflect their long term role to oversee the development of business cases and delivery of the Town Deal by 31<sup>st</sup> March 2026 and identify priorities in the TIP for future funding opportunities.
- 1.4. A requirement of a Town Deal is to implement a Local Assurance Process for the development and sign off of individual Business Cases, to finally be signed off by the Section 151 Officer and Town Deal Board Chair. This Local Assurance Framework (LAF) sets out the governance and decision-making structure of the King's Lynn Town Deal Board (the board) in relation to the Towns Fund.

Its purpose is to:

- Enable accountable decision-making
- Ensure value for money
- Provide for effective monitoring and evaluation

The Framework is underpinned by a suite of documents, including terms of reference, policies and procedures which apply to all the activities in which the King's Lynn Town Deal Board are involved. The Board works closely with the Borough Council of King's Lynn & West Norfolk (BCKLWN) as the Accountable Body for the King's Lynn Towns Fund programme in fulfilling its LAF.

The Framework is divided into three parts:

Section 1 - Introduction

Section 2 –King's Lynn Town Deal Board

Section 3 – Governance Section

## 2. King's Lynn Town Deal Board

- 2.1. The **King's Lynn Town Deal Board** is the strategic body working in partnership with BCKLWN. It will provide strategic direction to the development and implementation of the Towns Fund programme for King's Lynn. Specifically, it will be the vehicle through which the vision and strategy for the town is defined to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund.

Specific sub-groups or working groups have been established to develop the detail for certain towns fund themes or project business case and ensure wider community and stakeholder engagement. These sub groups will be chaired by a member of the TDB who will report to the main Board on the sub-group activity and progress.

The Board will approve each Town Deal business case to ensure alignment with the priorities set out in the TIP and to ensure they are developed with broad engagement with local communities and businesses.

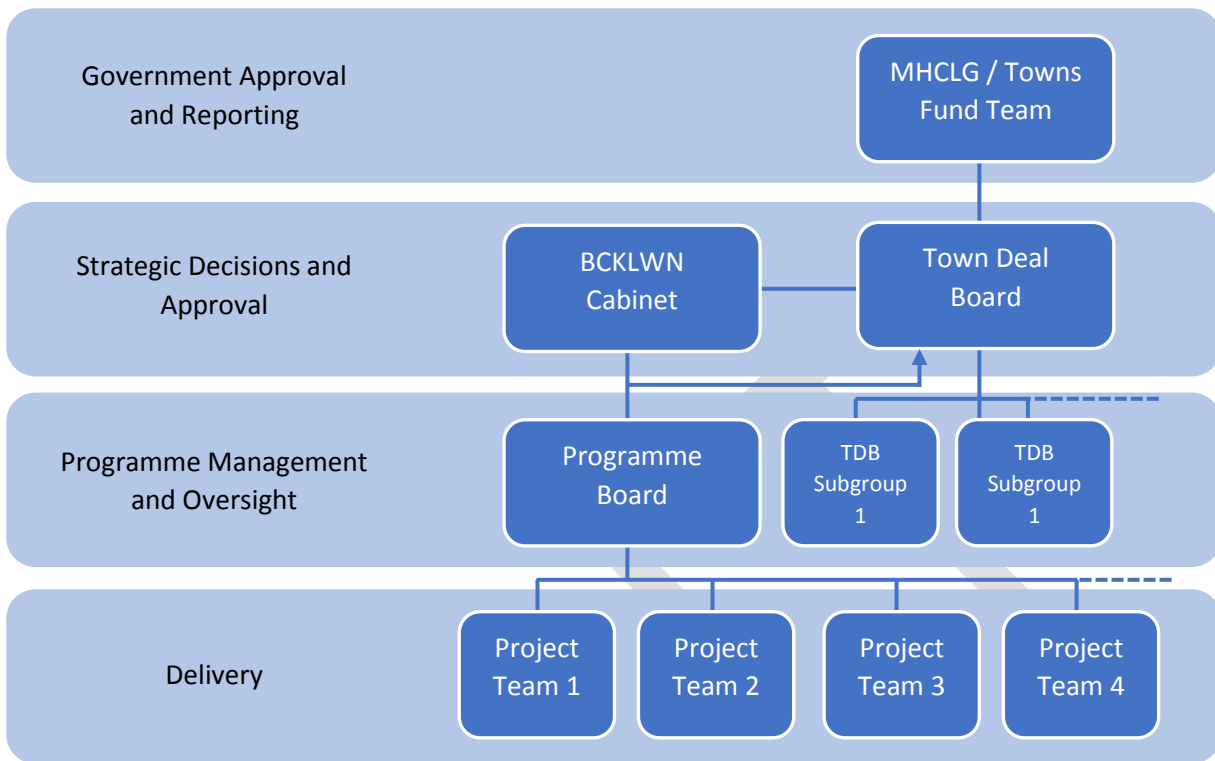
The Board will receive reports on the progress, key milestones and any issues/risk identified during the development of the detailed business cases.

The **Town Deal Programme Board**, a BCKLWN led board consisting of senior managers from different Council disciplines, the County Council and New Anglia LEP, including the S151 Officer will be responsible for approving the Business Cases on behalf of the accountable body. The Senior Responsible Officer, the Assistant Director for Housing, Regeneration & Place will manage programme information and activity between the Board, its sub-groups and panels and the Council delivery teams, Portfolio Holders and the Council's Cabinet.

The **Towns Fund Programme Manager** (AD for Housing, Regeneration & Place and Regeneration Programme Manager until appointed) will have day to day responsibility for the coordinating delivery of the Towns Fund projects on behalf of the TDB. Overarching responsibility for steering and overseeing the Town Deal and the TIP with the board.

Council Panels and Sub Groups and Working Groups to the Town Deal Board will act as a two way mechanism to inform and provide constructive feedback and recommendations to the TDB, Cabinet and Programme Board.

The diagram below describes the board structure and relationship between the Board and the Council.



If there is a real possibility of a dispute arising between the BCKLWN Cabinet and Town Deal Board with regard to the Strategic Decisions sought to be made by each respective body, the Monitoring Officer of BCKLWN shall arrange for a mediation process to resolve that dispute as quickly as possible.

### Town Deal Programme Board

The work programme required to deliver the £25m investment will also involve the commitment and resources of other public agencies, extensive stakeholder, member and community engagement and consultation to assist in the development and delivery of projects to ensure they meet the expectations of government and secure local support and buy in.

In order to provide support and oversight of the Town Deal and to the individual project teams/lead for Town Deal projects, a **Town Deal Programme Board** will be established to monitor and manage the delivery of the Town Deal. This will be supported by a dedicated **Programme Delivery Team** based in the Borough Council's Regeneration Service Area, supported by other internal departments from the borough and county council and specialist advisers as necessary.

The Terms of Reference are:

1. To work in partnership on the shared vision and priorities set out in the TIP and final projects to be delivered under the Towns Fund.

2. Identify the resources required (and available for each project) and, where necessary, work together to secure additional resources to ensure delivery of the Town Deal.
3. Prepare a Town Deal Delivery Plan and Local Assurance Process to allocate resources and oversee the delivery of the Town Deal and the implementation of the component projects.
4. Ensure effective co-ordination between the activities and actions of the agencies and organisations involved.
5. Be responsible for managing and implementing projects, commissioning and managing consultants for projects as directed by the Board.
6. To monitor and review the progress of the TIP and effectiveness of the actions.
7. To monitor risks, issues and assumptions and risks to ensure successful delivery of the Town Deal projects.
8. To monitor the financial profile, cash flow and budgets of all projects
9. To receive updates, comment and provide strategic direction on the development the Town Deal project business cases.
10. To monitor the effectiveness of the Communication & Engagement Plan to ensure members, stakeholders and the community are actively engaged throughout the delivery of the Town Deal.
11. To receive bi annual reports on the Monitoring and Evaluation being achieved as a result of the investment, against the planned outputs and outcomes submitted to MHCLG at project confirmation stage.

3.2 Membership of the Programme Board will include;

Borough Council of King's Lynn & West Norfolk	Chief Executive	Lorraine Gore
	Executive Director	Geoff Hall
	Executive Director	Debbie Gates
	Assistant Director / S151	Michelle Drewery
	Assistant Director	Duncan Hall
	Assistant Director	David Ousby
	Assistant Director	Matthew Henry
	Regeneration	Jemma Curtis

	Programmes Manager	
	Monitoring Officer	Alexa Baker
Norfolk County Council	Executive Director	Vince Muspratt
New Anglia LEP	Head of Strategy	Lisa Roberts

3.3 Meeting frequency will be fortnightly initially.

3.4 To progress and deliver the Town Deal, the Programme Board will need to have wide ranging support and clear lines of accountability. It is proposed that;

- The Borough Council chairs the Programme Board as the accountable body for finance, funding, administration and performance monitoring of the Town Deal.
- The Programme Board should have delegated authority within agreed tolerances to deliver the Town Deal within agreed budgets and funding attracted in accordance with a 5 year Delivery Plan which may need the approval of partner organisations.
- The Programme Board will provide update reports to the Town Deal Board as the overarching partnership body for the Town Investment Plan. Individual partners will need to determine the need for reporting arrangements to their parent organisations.
- Representatives will have the ability to influence and/or deliver the Town Deal and Delivery Plan. The Group will have a key influencing role and be a senior officer interface between the Programme Delivery Team and the TDB to ensure the provision of technical expertise prior to making recommendations to the TDB.
- Board Members will be identified to act as programme and project sponsors on the basis that their powers and responsibilities make them the most appropriate lead individual projects.

3.5 Resource and Key Milestones

Below are the Towns Fund projects approved by government which the TDB can prioritise for funding under the signed Heads of Terms offer.

<b>Towns Fund Programme</b>	<b>Intervention</b>	<b>Lead Authority</b>
Town Centre Repurposing	Repurposed units	BCKLWN
King's Lynn Youth & Retraining Pledge	Support youth skills, youth employment and adult workforce development.	Norfolk County Council
Town Centre Public Realm	Create quality and distinctive public realm	BCKLWN
St George's Guildhall Complex	St Georges Guildhall Refurbishment	BCKLWN
	Creative Hub	BCKLWN

Active & Clean Connectivity	Local Cycling & Walking infrastructure plan priority route improvements	Norfolk County Council / Borough Council
	Active Travel Hub	BCKLWN
	Gyratory	Norfolk County Council
	Travel Plan Fund	Norfolk County Council
Riverfront Regeneration	South Quay Public Realm	BCKLWN
	Outer Purfleet infrastructure	BCKLWN
	Custom House	BCKLWN
	Sail the Wash Dryside infrastructure	BCKLWN
	Boal Quay Flood Defences	BCKLWN
Multi User Community Hub	Repurposing vacant town centre property for new library and one stop shop for multi agency services & support	Norfolk County Council
Innovation & Collaboration Incubator*	Incubator workshop space for high growth potential businesses.	BCKLWN

*\*Project Approved by MHCLG but not prioritised to be taken forward under Town Deal funding offer at Project Confirmation Stage.*

The Town Deal Delivery Plan will set out the resources, programme and key milestones for each intervention which the Town Deal Programme Board will monitor progress against.

## 4. Governance Arrangements

### 4.1 Decision Making

#### **Stage 1. Town Investment Plan (*completed*)**

The Board will be responsible for signing off each stage of the development of the TIP, this includes the decisions relating to the project prioritisation process and final selection of projects for inclusion in the Town Deal.

#### **Stage 2. Heads of Term Agreement /Town Deal (*in progress*)**

The KLTDB will be responsible for decisions relating to the agreement of a Town Deal with government and the subsequent development of the detailed business cases for Town Deal projects. The Board will oversee each step of this process and along with BCKLWN (as the Accountable Body), will have responsibility for reaching a final Heads of Term Agreement with government.

#### **Stage 3. Town Deal Project Business Cases**

Following the Heads of Term Agreement, the TDB will oversee the development of full business cases for all the TIP projects. The business case development will be carried out by an accountable lead, a project manager appointed by the Project Lead Partner supported by the **Programme Delivery Team** comprising of all the project leads, specialist consultancies and any external partners. This process will be managed by the **Town Deal Programme Manager** who will provide progress reports to the TDB.

A key component of the Business Case process will be to assess Green Book compliant Value for Money Assessments, including calculation so Benefit Cost Ratios (BCRs) for individual projects.

Further community & stakeholder consultation and engagement under the **Vision King's Lynn** brand will take place during full business case development to ensure the community and stakeholders remain active in shaping the projects.

Independent appraisal of the business cases will be carried out prior to submission to government to give the necessary assurance to the TDB. Once the business cases have been approved by the Ministry of Housing Communities and Local Government (MHCLG) Towns Fund Team, the projects will move onto the delivery stage.

#### **Stage 4. Delivery of Town Deal projects**





BCKLWN will be responsible for the day to day delivery and operational decisions for the Towns Fund programme and any funding agreements with partners who will delivery Town Deal projects on behalf of the BCKLWN. The TDB will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Heads of Terms Agreement with government.

Each Town Deal project will be led by an appointed Project Manager who will work with a **Programme Delivery Team** made up of relevant internal and external stakeholders for this project. The Programme Manager will provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Council. Regular programme monitoring and evaluation reports will be provided to the TDB , MHCLG, Portfolio Holders and Members. Key programme decisions will require final approval by the relevant Portfolio holder and Programme Management Board.

The diagram below presents a visual outline of this process:





## 4.2 Scrutiny

The Programme Board is made up of Senior managers, responsible for ensuring that the programme aligns to the wider business of the Council and its policies and procedures. There is representation from specialist areas like legal, finance and communications, they act on behalf of the accountable body and will scrutinise the performance of the Towns Fund programme to ensure appropriate compliance to Council, MHCLG and Towns Fund policies and processes.

Additional scrutiny of the programme will be carried out through programme reviews by the Internal Major Projects Board.

## 4.3 Financial Regulations

BCKLWN is the accountable body for the Town Deal. BCKLWN must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. BCKLWN statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place.

The financial management of the Town Deal will be in accordance with Borough Council of King's Lynn & West Norfolk's Contract Standing Orders and Financial regulations. The Borough Council of King's Lynn & West Norfolk will account for financial resources granted or to be applied for in the name of the Town Deal Board.

BCKLWN's financial regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

The Delivery Plan will include or be accompanied by financial profile and budget forecasts as appropriate.

Further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

#### **4.4 Risk Management**

BCKLWN proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. BCKLWN continually develops its risk management processes. A programme delivery risk assessment will be completed and reviewed quarterly at the Town Programme Board as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

#### **4.5 Register**

A Risk Register will record the Towns Fund programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review. The register is used for reporting and monitoring of risks at a variety of levels and is

configured in risk groups aligned to the directorate structure of BCKLWN. It is overseen by the Policy Team, who will also maintain evaluations of BCKLWN wide and confidential risks. Key risks are also be recorded in BCKLWN 's Corporate Risk Register and are escalated to Management Team as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

#### 4.6 Procurement

As a public sector body, BCKLWN and NCC employs rigorous procurement processes which fully comply with the Public Procurement regulations on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Towns Fund programme will follow the Council's [procurement procedures](#).