



P-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:	December 23 & January 24
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	A	R	A	R	R	G
Last Report	A	A	A	A	R	A

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

- Continued delays to sectional completions being reported by Norfolk County Council project team.
- Continued delays to service provision (within infrastructure contract) impacting upon handover of Phase I spec build units and potential to impact NHS development.
- NCC reporting potential significant overspend due to continuing 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

- Good progress being made on installation of foul and surface water drainage.
- Stabilisation and wet soil mix columns (piles) largely complete - 853 installed / 150 remaining.
- Removal of Phosphor Gypsum in both infrastructure and plots complete.
- Installation of foul pumping main complete.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/22)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
22/23	Potential for delays to impact upon NHS development	Delay in delivery of infrastructure has potential to impact upon delivery of NHS	A	Time and cost	Infrastructure project team fully engaged with NHS property	01.02.24 fortnightly meetings scheduled between NHS / NCC / BCKWLN – NHS delivery potentially delayed due to later start on site but working extended hours to recover programme

		development				
23/24	Potential for continued delays to impact upon handover of Phase I units.	Delay in delivery of infrastructure has potential to impact upon handover of Phase I units.	A	Time and cost	BCKLWN actively managing relationship with incoming tenant.	01.02.24 meeting scheduled with incoming tenant 26.02.24.
24/24	NCC reporting potential overspend.	A number of issues causing potential overspend, AWS, Cadent, UKPN and requirement to remove Phosphor Gypsum.	R	Cost	Currently in dialogue with senior officers at NCC. Investigating the potential appointment of a forensic QS to review costs and claims. Secured additional funding via Cabinet to deal with Phosphor Gypsum.	01.02.24 Meeting with QS scheduled for 12.02.24. Additional funding secured via Cabinet to deal with Phosphor Gypsum removal which has now been dealt with.

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (2/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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.	01.02.24 fortnightly meetings scheduled between NHS / NCC / BCKLWN.
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	01.02.24 Outstanding issues being closed off – AWS in receipt of all information and responses – awaiting AWS response.
3/3	Cadent approval	Approval of protection slab over high pressure gas main by Cadent	A	Time and cost	NCC actively engaged with Cadent	01.02.24 Live issue that NCC are actively engaged with Cadent to resolve.

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

3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
Current Month:								
Capital Expenditure	£13,228,536	£8,508,845	£4,719,691	£7,568,720	£5,627,568	£7,568,720	0	£271,857
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-£498,000	-£498,000	0	-£498,000	-£498,000	-£498,000	0	0
Other Income*	-£268,192	-£268,192	0	0	0	0	0	0
Net position	£12,462,344	0	0	£7,070,720	£5,129,568	£7,070,720	0	£271,857
Last Month:								

Net position	£12,462,344	£7,049,414	£8,233,464	£7,070,720	£2,996,499	£7,070,720	0	£627,286
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*will vary for each project

3.1 Project Financials

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

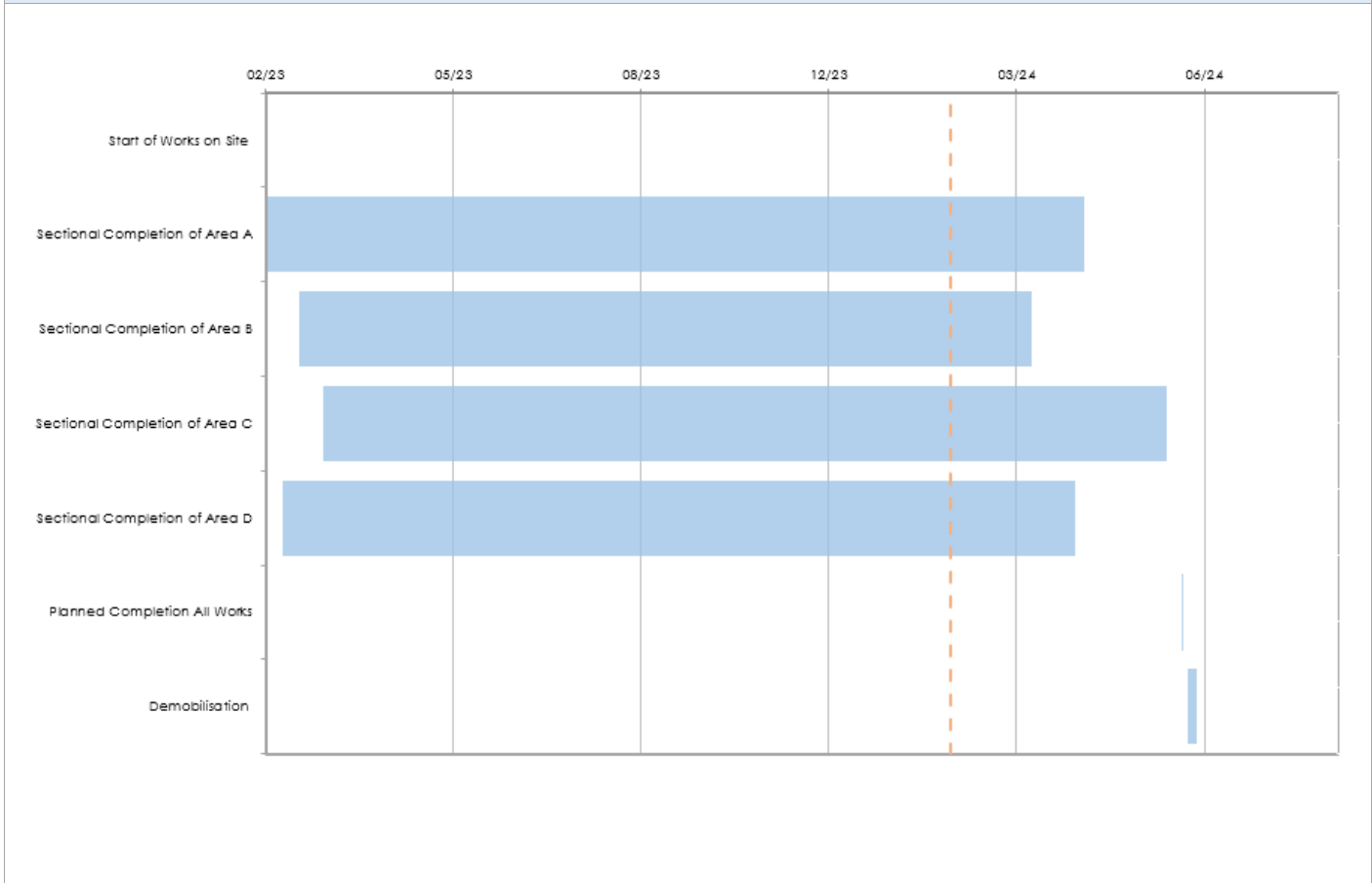
3.2 Project Contingency and Change Control

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



4.1 Timelines Commentary

Timelines RAG status is Red due to NCC reporting continued delays in infrastructure delivery, 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.

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.

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