

**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**

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

Apologies for absence were received from Councillor Ware

2 **MINUTES FROM THE PREVIOUS MEETING**

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

**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 9<sup>th</sup> 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)**

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

The Board noted the minutes.

11                    **WORK PROGRAMME 2024/2025**

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

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

Item Update on PMO was added to the Work Programme.

12                    **DATE OF NEXT MEETING**

12<sup>th</sup> 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**

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

**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**