



Member Major Projects Board
Friday, 9th December, 2022 at 10.00 am
in the Assembly Room, Town Hall, Saturday Market
Place, King's Lynn PE30 5DQ

Reports marked to follow on the Agenda and/or Supplementary Documents

1. **RAG Monitoring Report - TO FOLLOW** (Pages 2 - 3)

Contact

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No.	Heading	Scheme	Brief description	Stage	RAG ratings as at end November 2022 (see definitions at end of report)	Main Funding Source	Original Budget 2021-22	Closing Budget 2021-22	Actual 2021-22	Finance Categorisation	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26	Total Estimated Spends 2021-26	Commentary on financial position / implications of project not being delivered / slippage
1	Carbon Reduction Strategy	RE:Fit Scheme	Phase 1 – energy efficiency schemes – streetlighting Phase 2 – carbon reduction schemes - funded by grant of £3.8m from Public Sector Decarbonisation Scheme (PSDS), covers various works over 9 sites.	Defects period	Overall RAG rating	Grant Funded	£3,851,680	£2,908,950	£2,908,950	Publicised - Major	£942,730				£3,851,680	The phase 2 project is essentially complete. All equipment installed and commissioned, some integration and control works remain outstanding to ensure successful integration with existing heating systems. Adjustments and fine-tuning still required to ensure performance as per expectations. 2.5% held as retention for 12 month defect period.
					Light Green											
					Delivery Spend Risk											
2	NORA & Enterprise Zone	Road infrastructure and utilities	Infrastructure – roads and services. Funded via Business Rates - deal with LEP and other Norfolk LA's via Business Rates scheme. Site commencement anticipated early 2022.	Delivery	Overall RAG rating	LEP Funding, Capital Receipts & Borrowing	£500,000	£91,730	£82,070	Publicised - Major	£6,008,270	£2,421,560	£0	£0	£8,511,900	Work started on site in October 2022 with a 36 week construction time frame
					Amber											
					Delivery Spend Risk											
3A	NORA & Enterprise Zone	Development of spec units	Phase 1 - Spec Build Units Will deliver 2no. 5,000 sqft. Offices and 2no. 10,000 sqft. light industrial units. LEP Funding Agreement in place.	Delivery	Overall RAG rating	LEP Funding, Capital Receipts & Borrowing	£0	£0	£0	Exempt	£0	£0	£0	£0	£0	Handover reliant on delivery of infrastructure which has been delayed.
					Amber											
					Delivery Spend Risk											
3B	NORA & Enterprise Zone	Development of spec units	Phase 2 - Spec Build Units 2no. 10,000 sqft. light industrial units – subject to LEP funding (TBC). Out to tender Autumn 2021.	Initiation	Overall RAG rating	LEP Funding, Capital Receipts & Borrowing	£0	£0	£0	Exempt	£0	£0	£0	£0	£0	Tender for construction of the units is now running, returns due by end of the year. Delivery RAG rating remains at 4 due to previous delays.
					Amber											
					Delivery Spend Risk											
4	Major Housing	NORA 4	Mixed tenure scheme total 105 dwellings. First units on this development being delivered December 2021. Completion anticipated May 2023.	On site	Overall RAG rating	Capital Receipts & Borrowing	£6,783,230	£4,335,700	£4,335,696	Publicised - Major	£9,716,820	£604,500	£0	£0	£14,657,016	No comments
					Green											
					Delivery Spend Risk											
5	Major Housing	Parkway, Western side, KL	New development of mixed housing. Currently awaiting determination by planning.	Pre-commencement	Overall RAG rating	Capital Receipts & Borrowing	£11,442,620	£547,880	£501,439	Publicised - Major	£6,800,000	£9,000,000	£9,000,000	£9,000,000	£34,301,439	Due to go to Cabinet 17.01.2023
					Light Green											
					Delivery Spend Risk											
6	Major Housing	Salters Road, King's Lynn (also known as Columbia Way)	Development of 78 units. Works have commenced on site.	On site	Overall RAG rating	Capital Receipts & Borrowing	£2,544,360	£2,026,460	£2,026,458	Publicised - Major	£2,026,458	£7,373,760	£4,929,700	£0	£16,356,376	Stage 2 commencement due shortly, following resolution of pre-contract issues with Freebridge
					Amber											
					Delivery Spend Risk											
7	Major Housing	Bus Station and NCC Library Site (St Edmunds Terrace), Hunstanton	Development of 47 units and a new library site. Scheme will also include a 'changing place' as part of the accessible toilet (public conveniences). Planning achieved earlier in 2021.	Under review	Overall RAG rating	Capital Receipts & Borrowing	£4,508,970	£293,550	£293,550	Publicised - Major	£4,573,130	£6,000,000	£358,250	£0	£11,224,930	The Scheme is currently being reviewed to understand if this Project is still viable. Due to go to Cabinet 17.01.2023
					Amber to red											
					Delivery Spend Risk											
8	Major Housing	Southend Road coach / car park, Hunstanton - potential new development of mixed housing.	Potential for 32 units, 15% of which need to be affordable. Planning achieved earlier in 2021.	On site	Overall RAG rating	Capital Receipts & Borrowing	£0	£0	£0	Exempt	£0	£0	£0	£0	£0	No comments
					Light Green											
					Delivery Spend Risk											
9	West Winch Growth Area	West Winch. Between 3,500-4000 New Dwellings allocated in local plan.	BCKLWN leading in an overall collaboration agreement with the multiple owners of the land identified within the Local Plan Allocation to deliver a strategic housing allocation. Significant infrastructure requirements. Working with NCC and Homes England.	Development Stage	Overall RAG rating	Business Rates Pool & Revenue	£500,000	£0	£500,000	Publicised - Major	£0	£0	£0	£0	£0	Project Budget is £1million is made up of £500k from Borough Council & £500k from NCC Business Rates Pool. All funding should be utilised by March 2023 and Borough Council project elements complete. Some of the £1million will be recovered from land owners over a period of upto 18 years. Exact percentages/proportions currently are being considered.
					Dark Amber											
					Delivery Spend Risk											
10	Regeneration	South Gate area regeneration	Redevelopment of gateway site into King's Lynn. Includes potential acquisition of sites, master-planning, road scheme and infrastructure. Cabinet agreement to progress summer 2020. Links to NCC Levelling Up Fund application for the roundabout.	BID	Overall RAG rating	Borrowing	£150,000	£89,440	£89,445	Publicised - Major	£540,560	£0	£0	£0	£630,005	The LUF bid outcome is now expected by the end of December. This has led to changes to delivery timetable, but the original outputs will still be delivered. There have been some increased costs - supplementary work by the consultants, but not more than 15% variance of original forecast as at end of June.
					Light Green											
					Delivery Spend Risk											
11	Town Deal*	St George's Guildhall & Creative Hub	Refurbishment of the Guildhall and provision of co-working & studio space in the White Barn	Development	Overall RAG rating	Town Deal Grant	£0	£77,600	£77,601	Publicised - Major	£321,060	£795,830	£1,899,800	£7,579,800	£10,674,091	Business case now approved by DLUHC. Now in development phase, looking to appoint lead design team to develop detailed designs. Following the outcome of the unsuccessful HLF application, project team currently undertaking a review of the programme and activities.
					Amber											
					Delivery Spend Risk											
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	Development	Overall RAG rating	Town Deal Grant	£278,000	£219,330	£219,328	Publicised - Major	£1,136,860	£1,856,190	£2,967,250	£0	£6,676,958	Business case now approved by DLUHC. Now in development phase, RIBA Stage 2/3 detailed design under way for active travel hubs. Detailed feasibility for LC WIP schemes under way by NCC. Employers recruited and initial survey work completed for some businesses signed up to active travel planning scheme.
					Light Green											
					Delivery Spend Risk											
13	Town Deal*	Heritage Significance	First phase, including Outer Purfleet and Custom House exhibition space, 'Sail the Wash' dry side infrastruct., South Quay public realm	Development	Overall RAG rating	Town Deal	£0	£0	£0	Publicised - Major	£0	£0	£0	£0	£0	Commencement of Project Delivery phase delayed. Project Management delivery resources trying to be procured. Framework arrangement explored however too expensive. Authority to secure interim resource has been secured. Initial discussions with candidates during week commencing 05.12.22. Statement of Heritage Significance being progressed - will feed into the final
					Amber											
					Delivery Spend Risk											

Agenda Item 8

14	Town Deal*	Riverfront Regeneration		Development	<table border="1"> <tr><th>Delivery</th><th>Spend</th><th>Risk</th></tr> <tr><td>3</td><td>4</td><td>3</td></tr> </table>	Delivery	Spend	Risk	3	4	3	Grant		£0	£0	£0	Publicised - Major	£300,000	£1,000,000	£2,100,000	£178,940	£4,178,940	Statement of heritage significance being progressed – will feed in to the final design process and planning application. Apt will be made w/c 05.12.22. Estimated timeframe for completion of this 8 – 10 weeks from appointment.						
Delivery	Spend	Risk																											
3	4	3																											
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.	Delivery	<table border="1"> <tr><th colspan="3">Overall RAG rating</th></tr> <tr><td colspan="3">Dark Amber</td></tr> <tr><th>Delivery</th><th>Spend</th><th>Risk</th></tr> <tr><td>4</td><td>5</td><td>2</td></tr> </table>	Overall RAG rating			Dark Amber			Delivery	Spend	Risk	4	5	2	Town Deal Grant	£19,000	£28,430	£28,430	Publicised - Major	£216,570	£0	£0	£0	£245,000	Project is in delivery phase. Delays with pop ups and rail station digital sign due to failed procurement exercise initially and difficulties in securing suitable contractors/designers, resulting in overall delay in delivery, but still expected to deliver against the original outputs and budget.	
Overall RAG rating																													
Dark Amber																													
Delivery	Spend	Risk																											
4	5	2																											
16	Town Deal*	Multi-User Community Hub <i>(accountable body role only)</i>	New town centre ‘one-stop-shop’ for a range of services inc relocated library, to provide skills and training opportunities.	Development	<table border="1"> <tr><th colspan="3">Overall RAG rating</th></tr> <tr><td colspan="3">Amber</td></tr> <tr><th>Delivery</th><th>Spend</th><th>Risk</th></tr> <tr><td>2</td><td>4</td><td>3</td></tr> </table>	Overall RAG rating			Amber			Delivery	Spend	Risk	2	4	3	Town Deal Grant	£982,000	£22,320	£22,324	Publicised - Major	£977,680	£2,400,000	£3,000,000	£1,000,000	£7,400,004	Project lead is Norfolk County Council - BCKLWN role is accountable body for Town Deal funding only. Business case has been approved by DLUHC. Procurement of design and build contractor underway. Acquisition of building almost complete. Spend against Town Deal grant is pending, awaiting completion of funding agreement with NCC, after which spend is anticipated to meet projected spend.	
Overall RAG rating																													
Amber																													
Delivery	Spend	Risk																											
2	4	3																											
17	Town Deal*	Youth & Retraining Pledge <i>(accountable body role only)</i>	A package of support for youth skills and adult retraining provision for the immediate and short-term impact of Covid-19.	Delivery	<table border="1"> <tr><th colspan="3">Overall RAG rating</th></tr> <tr><td colspan="3">Amber</td></tr> <tr><th>Delivery</th><th>Spend</th><th>Risk</th></tr> <tr><td>1</td><td>3</td><td>1</td></tr> </table>	Overall RAG rating			Amber			Delivery	Spend	Risk	1	3	1	Town Deal Grant	£0	£0	£0	Publicised - Major	£0	£0	£0	£0	£0	£0	In delivery phase with a package of support for youth skills and adult retraining provision. The Borough Council financial impact is limited. Norfolk County Council are lead partners with the Town Deal supporting £442k of revenue costs. Soft start to the project and therefore expenditure currently below year 1 spend profile. Spend will accelerate over the life of the project. Re-profile of year 1 spend to be agreed with DLUHC.
Overall RAG rating																													
Amber																													
Delivery	Spend	Risk																											
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18	Sports Facilities	3G pitch	Development of additional 3G pitch to provide extra capacity for football provision	Development	<table border="1"> <tr><th colspan="3">Overall RAG rating</th></tr> <tr><td colspan="3">Amber</td></tr> <tr><th>Delivery</th><th>Spend</th><th>Risk</th></tr> <tr><td>3</td><td>1</td><td>3</td></tr> </table>	Overall RAG rating			Amber			Delivery	Spend	Risk	3	1	3	Borrowing & Grant Funded	£0	£0	£0	Publicised - Major	£350,000	£0	£0	£0	£350,000	Survey work starting soon, this will take 8-10weeks. Planning and public consultation stages will then commence.	
Overall RAG rating																													
Amber																													
Delivery	Spend	Risk																											
3	1	3																											

6

RAG Guidance					
Delivery	Score	Spend	Score	Risks	Score
Major issues causing significant delays (more than 6 months); processes interrupted or not carried out as planned (e.g. planning permission not secured); or significant changes to project. Project likely to under-deliver on forecast outputs.	5	A variance of over 50% against profiled financial forecast (total expenditure) or significant changes to project finances required (increases or decreases) due to poor or delayed delivery.	5	Project contains significant risks that are both high impact and high likelihood. Risk response not yet planned.	5
Issues arising causing long delays to the timetable (3 to 6 months) but no significant changes required to overall project. Outputs may still be deliverable but challenging.	4	A variance of between 30% & 50% against profiled financial forecast (total expenditure). Budget changes have been required due to issues with project delivery.	4	Project has significant risks that are either high impact or high likelihood. Risk responses planned but not implemented.	4
Issues arising causing some short delays to the timetable (less than 3 months). Outputs still deliverable but require re-scheduling.	3	A variance of between 15% & 30% against profiled financial forecast. Some budget changes have been required.	3	Project contains some risks that have medium impact and/or medium likelihood. Risk responses planned and implemented.	3
Minor issues have arisen causing only small delays. Project is on track to deliver outputs.	2	A variance of between 5% & 15% Small re-profiling changes to budget required.	2	Project has some risks that have medium impact but low likelihood. Risk responses planned and implemented.	2
No problems. Project is on track to deliver outputs and keeping to schedule.	1	A variance of up to 5% . Spend is largely on track with any minor slippage expected to be picked up by end of next quarter.	1	All risks are tolerable with low impact and likelihood and do not require a response.	1