



Member Major Projects Board
Wednesday, 13th December, 2023 at 11.00 am
in the Council Chamber, Town Hall, Saturday Market
Place, King's Lynn PE30 5DQ

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

1. **For Information: Minutes from the Officer Major Projects Board Meetings - To follow (Pages 2 - 8)**

To receive the minutes from the meetings that have taken place since the last MMPB meeting.

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OFFICER MAJOR PROJECTS BOARD MEETING NOTES



Date: 20 th October 2023		Location: Via MS Teams			
Time: 10:00am		Chair: Oliver Judges			
Board Attendees					
Oliver Judges (OJ)	Michelle Drewery (MD)	Matthew Henry (MH)	James Arrandale (JA)	Vanessa Dunmall (VAD)	
Optional Attendees					
James Grant (JG)	Juliana Fox-River (JF-R)				

Apologies					

		Action Log Ref No
1.	Apologies – there were none.	
2.	Action Log – was reviewed, updates / new items noted onto the log and statuses updated accordingly.	
3.	Notes from the previous meeting – were reviewed and agreed. Discussion took place around producing an overall financial position for the projects monitored by OMPB – to give consistency and oversight. MD anticipates that her team will pull information direct from the Unit4 system although this is in development currently. Action: MD to progress production of a report to come to each OMPB to provide an overall financial position for the projects designated as 'Major Projects'.	28
4.	Post Project Evaluation – NORA 4 Background to the Post Project Evaluation process was discussed by the Board – the NORA 4 project is the first to go through the process agreed by OMPB / MMPB in late 2022. General points discussed included <ul style="list-style-type: none"> • When the evaluations should take place <ul style="list-style-type: none"> ○ the Board agreed that these should be started as the project completes, to ensure things are captured whilst still 'fresh' • Whether the project team should do the evaluation and / or whether someone external to the project team would also do a review <ul style="list-style-type: none"> ○ The Board agreed that having considered further, the project team should complete the review and then consideration can be given to someone removed from the project team could review that work, if appropriate • That the Council's panels have 'lessons learnt' within their Terms of 	

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	<p>Reference</p> <ul style="list-style-type: none"> • When Member input would be obtained <ul style="list-style-type: none"> ○ The Board agreed that this was key, and felt that MMPB may find it more useful to look at a draft completed document to give their input, particularly as we are aware there is no PID in place for the NORA 4 project <p>Action: Produce a covering report for MMPB to introduce the changes the OMPB have determined to the agreed process, which is around taking an early report to Members, and they input at that stage, rather than initially taking the Terms of Reference to Members initially.</p> <p>JG and JF-R joined the meeting for a discussion around the NORA 4 project and it was explained that the process for these reviews is being changed. Discussion took place around the report drafted to this point, including challenges around the different financial reporting required (eg to Homes England re ACP funding). Due to challenging timescales and capacity issues, it was agreed that the NORA4 post project evaluation report should be worked on and a separate meeting of OMPB will be booked in late November to review the report and be able to take the draft report to MMPB on 13th December. OJ commented that the draft could be 'incomplete' at that stage; discussion also took place around whether the item should/could be exempt due to the content.</p> <p>Action: Set up meeting in late November to bring NORA4 Post Project Evaluation report to separate OMPB mtg.</p> <p>Action: Decision required over which method to use, to present the Evaluation report to MMPB. Suggestion made to cover the process as a briefing, rather than being a meeting item.</p>	<p>29</p> <p>30</p> <p>31</p>
<p>5.</p>	<p>MMPB Deep Dives</p> <p>The Board determined that</p> <ul style="list-style-type: none"> • the items listed on the report covered everything required as a minimum for a 'deep dive' • future deep dives will use this list as a basis for presentations to MMPB 	
<p>6.</p>	<p>MMPB Action Log</p> <p>The Board agreed the concept of running an Action Log for MMPB, of putting it together and of sending it out relatively quickly after each MMPB meeting to respond to specific issues raised at the meeting. The Board reviewed the content of the inaugural log. Changes were required to the entry around Southend Road and how the local connection is being applied to the site. Subject to this change, it was agreed that the log can be sent to MMPB; and that it would additionally be</p>	

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	sent out with the MMPB agenda papers, for full transparency. Action: Verify that the wording on the Southend Road entry does correctly reflect the Cabinet decision, prior to issue.	32
7.	<p>Project Highlight Reports (PHRs)</p> <p>The Board discussed the importance of ensuring that financial information is updated to MD as S151 in good time. It was also proposed by JA that the Project Highlight reports should show the date that the report was put together. Action: update PHR template with date of completion next time a revised template is issued.</p> <p>Insufficient time was available to review the reports within the meeting, it was agreed that Board Members would feed back any queries to VAD by end of the month. Action: Feed back queries/comments by end of October</p> <p>Additionally, it was noted that the Salters Road and STARS Project Highlight Reports were incomplete and these would be reconsidered by OMPB formally in November before going to MMPB in December. Action: Salters Road and STARS reports to come to November OMPB meeting.</p>	<p>33</p> <p>34</p> <p>35</p>
6.	AOB None raised	
	Date of next meeting: Weds 15th November 2023, 10:45 via Teams Fri 24 th November 2023 via Teams	

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Borough Council of
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West Norfolk



Date: 24 th November 2023		Location: Via MS Teams			
Time: 10:00am		Chair: Oliver Judges			
Board Attendees					
Oliver Judges (OJ)	Michelle Drewery (MD)	Matthew Henry (MH)	James Arrandale (JA)	Vanessa Dunmall (VAD)	
Optional Attendees					
James Grant (JG)	Juliana Fox-River (JF-R)				

Apologies					

		Action Log Ref No
1.	Apologies – there were none.	
2.	Action Log – was reviewed, updates / new items noted onto the log and statuses updated accordingly.	
3.	Notes from the previous meeting – were reviewed briefly at the online meeting as they hadn't been circulated (in an oversight). It was agreed that these would be sent round and agreed / etc via email.	
4.	<p>Post Project Evaluation – NORA 4</p> <p>JG and JF-R joined the meeting for a discussion around the NORA 4 post project evaluation. It was agreed that the report was not ready to go to the MMPB as financial elements would not be complete, due to the complexities around the sales etc, before papers would be needed for the December meeting. It was agreed that MMPB would wish to see the financials correctly set out and therefore this report would be taken to the next meeting. It was agreed that the NORA4 Post Project Evaluation report (with the MMPB Chair's agreement) to be taken to MMPB in March 2024.</p>	
5.	<p>Financial Table on Project Highlight Reports</p> <p>Proposed changes to the Financial Table on Project Highlight Reports were discussed. Main points outlined / agreed were</p> <ul style="list-style-type: none"> - Changes to the process, to draw up the financial information in Excel and then 'snip' into the (MS Word) Project Highlight Reports - A forecast column has been added into the Total Project section - It was discussed that variance now shows more clearly, but discussed that 	

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	<p>narrative is needed from the Project Manager to support / explain the information presented. It was noted that there is a commentary box connected to the financial table, Project Managers need to ensure this is used effectively.</p> <ul style="list-style-type: none"> - The Project Accountant post would be the person who works with the Project Managers to complete the table, and also ensures that the financial commentary explains the position clearly. - Some amends were made to headings to help clarify contents - The Current Year and Total Project sections were to be swapped <p>It was agreed to make changes at the end of the year to allow time to obtain input from the Portfolio Holder.</p> <p>Action: arrange meeting to talk through revised financial table with Cllr Beales</p>	36
6.	<p>Project Tiering definitions</p> <p>The Board reviewed a paper covering definitions of project tiering used within the Place Directorate, which had been requested by MMPB at its last meeting. MD briefly outlined changes being considered, to restructure the capital programme and discussions took place around this and how it may be applied. The definitions outlined in the paper were agreed, subject to adding information to cover the planned changes, and confirmation that the definitions will be adjusted and aligned to the changes to the Capital Programme, in due course. Consideration was given to whether this item should be deferred for MMPB to align the change to the Capital Programme. However, it was decided to present what we currently have in place but notify the MMPB that further developments are on the horizon.</p> <p>Action: Adjust the definitions paper prior to issue to MMPB to outline the change to Capital Programme.</p>	37
7.	<p>Project Highlight Reports (PHRs) covering Aug / Sept for</p> <ol style="list-style-type: none"> a. <u>P-21.06 Salters Road</u> Updated report was agreed b. <u>P-2110b STARS</u> Updated report was agreed 	
8.	<p>Proposed agenda items for MMPB</p> <p>Items were reviewed; pre-meeting to take place with Chair and Vice-Chair for their input / agreement</p>	
6.	<p>AOB</p> <p>None raised</p>	
	<p>Date of next meeting: Thurs 30th November 2023 via Teams (additional meeting)</p>	

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Borough Council of
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Date: 30 th November 2023		Location: Via MS Teams			
Time: 12:30pm		Chair: Oliver Judges			
Board Attendees					
Oliver Judges (OJ)	Michelle Drewery (MD)	Matthew Henry (MH)	James Arrandale (JA)	Vanessa Dunmall (VAD)	
Optional Attendees					
Jemma Curtis	Abigail Rawlings	Tim Fitzhigham	Mike Auger		

Apologies					

		Action Log Ref No
1.	Apologies – there were none.	
2.	<p>Guildhall project – end of RIBA Stage 2 sign off</p> <p>A presentation was delivered, that covered the agreed RIBA Stage 2 checklist, it was noted that the presentation had also been to the Town Deal Programme Board. Key discussion points that were specific to this presentation were</p> <ul style="list-style-type: none"> - Haworth Tomkins (HT) and Pulse Project Management appointed, HT are running the delivery side, Pulse the project execution plan - The PID is being updated around how the wider project is being managed and overseen - The wider engagement programme is being developed by the internal team - The CIO has been progressed by the internal team - Project Costings Summary was reviewed – three options were outlined - In the process of appointing a funding consultant to help map out the various opportunities for funding - Key dates - Consultation and engagement <p>Discussion took place around Cabinet views around funding and how important the timings for the formal change to the underwriting position are, in order not to jeopardise the council's position with other funders, whilst recognising the stated position of Cabinet members. It was noted that funding is highly likely to come "in drips" not in one large chunk.</p> <p>The importance of knowing where the break points are, was discussed, and it was</p>	

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	<p>noted that in order to go out to tender in summer 2024, the project scope will need to be very clear.</p> <p>It was confirmed by the project team that progressing to RIBA stage 3 would include development of phasing options, assessment of those options against requirements of funding, identification of necessary repairs as part of the lease agreement, needs of a Business Plan for the future operation and sustainability of the site; and setting out of funding requirements, phasing options and identification of potential funders. It was noted that the timing of a Project Adjustment Request to DLUHC, taking into account the impacts of these factors would also need to be considered.</p> <p>The Board agreed that the project should progress to RIBA Stage 3, subject to OJ speaking with the CEX/Leader to confirm this is happening.</p>	
3.	<p>Guildhall – CIO</p> <p>The Board discussed the request from MMPB to have information on the Guildhall CIO, with the Project Team, and a way forward was agreed, this will be going to the MMPB in December 2023.</p>	
4.	<p>Southgates – Deep Dive for MMPB</p> <p>The Board reviewed the content of the slide presentation being taken to MMPB in December 2023 and agreed it, subject to a few small changes which would be made prior to publication.</p>	
5.	<p>AOB</p> <p>There was none.</p>	
	<p>Date of next meeting: Thurs 14th December 2023 via Teams</p>	