

Borough Council of  
**King's Lynn &  
West Norfolk**



# **Member Major Projects Board**

## **Agenda**

**Wednesday, 10th November, 2021  
at 2.00 pm**

in the

**Assembly Room  
Town Hall  
Saturday Market Place  
King's Lynn**

Also available to view on:

<https://www.youtube.com/user/WestNorfolkBC>



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX  
Telephone: 01553 616200

2 November 2021

Dear Member

**Member Major Projects Board**

You are invited to attend a meeting of the above-mentioned Board which will be held on **Wednesday, 10th November, 2021 at 2.00 pm** in the **Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

1. **Apologies for absence**
2. **Minutes of the previous meeting** (Pages 5 - 10)
3. **Declarations of Interest**
4. **Members Pursuant to Standing Order 34**
5. **Cabinet Report: Member Major Projects Board - Review of Terms of Reference** (Pages 11 - 23)
6. **Date of Next Meeting**  
3 December 2021, 11 am in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.
7. **Exclusion of Press and Public**

To consider passing the following resolution:

"That under Section 100(A)(4) of the Local Government Act, 1972, the press

and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act”.

**8. For Information Only: Agendas from the Officer Project Board Meetings**

For information only: Agendas and Minutes from the Officer Major Projects Board held on:

19 July 2021  
16 August 2021  
16 September 2021  
20 October 2021

**9. Officer Major Projects Board Meeting - 19 July 2021** (Pages 24 - 30)

**10. Officer Major Projects Board Meeting 16 August 2021** (Pages 31 - 34)

**11. Officer Major Projects Board 16 September 2021** (Pages 35 - 39)

**12. Officer Major Projects Board Meeting 20 October 2021** (Pages 40 - 45)

To:

**Member Major Projects Board:** Councillors Mrs J Collingham, S Dark, A Dickinson, C Joyce, A Kemp, J Lowe and T Parish

**Officers:**

Alexa Baker, Monitoring Officer  
Vanessa Dunmall, Performance and Information Officer  
Lorraine Gore, Chief Executive  
Matthew Henry, Assistant Director, Property and Projects

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**MEMBER MAJOR PROJECTS BOARD**

**Minutes of the Meeting of the above held on Thursday, 29th July, 2021  
at 2.00 pm in the Assembly Room, Town Hall, Saturday Market Place, King's  
Lynn PE30 5DQ**

**PRESENT:**

Councillor Mrs J Collingham, S Dark, Mrs A Dickinson, C Joyce, A Kemp, J Lowe  
and T Parish

**PRESENT UNDER STANDING ORDER 34:**

Councillors M de Whalley, C Morley and A Ryves

**OFFICERS:**

D Gates (via Zoom), L Gore, G Hall (via Zoom), M Henry, W Vincent

		<b><u>ACTION</u></b>
<b>1</b>	<b><u>APPOINTMENT OF CHAIR</u></b>  <b>RESOLVED:</b> Councillor S Dark be appointed Chair for the Municipal Year 2021/2022.	
<b>2</b>	<b><u>APPOINTMENT OF VICE CHAIR</u></b>  <b>RESOLVED:</b> Councillor Mrs A Dickinson be appointed Vice-Chair for the Municipal Year 2021/2022.	
<b>3</b>	<b><u>APOLOGIES FOR ABSENCE</u></b>  Apologies for absence were received from Alexa Baker and Vanessa Dunmall.	
<b>4</b>	<b><u>MINUTES FROM THE PREVIOUS MEETING</u></b>  The minutes of the meeting held on 31 July 2020 were agreed as a correct record.	
<b>5</b>	<b><u>DECLARATIONS OF INTEREST</u></b>	

	There were no declarations of interest.	
6	<p><b><u>MEMBERS PURSUANT TO STANDING ORDER 34</u></b></p> <p>Councillors M de Whalley, C Morley and A Ryves (via Zoom) were presented under Standing Order 34.</p>	
7	<p><b><u>PROCESS/INTRODUCTION/OVERVIEW OF THE MEMBER MAJOR PROJECTS BOARD</u></b> (Pages 8 - 24)</p> <p><a href="#">Click here to view a recording of this item on You Tube</a></p> <p>Councillors M de Whalley, C Morley and A Ryves (via zoom) were in attendance under Standing Order 34.</p> <p>Councillor Kemp thanked the Assistant Director for the presentation and referred generally to risk management and the lessons learned report, that recommended particular officer's attendance at the Officer Major Projects Board Meeting and added that it may be a recruitment issue, Eastlaw were not always present and there was also a continuing issue regarding the register and charges against council property. The Assistant Director explained that the last 18 months had been tricky and it was fair to say that there had been capacity issues, particularly in relation to legal services and that sometimes attendance at meetings was difficult. The Chief Executive commented that legal support was an issue and explained that recently a report had been considered at the Corporate Performance Panel and would be presented to Cabinet 3 August for the appointment of a full-time Monitoring Officer. Currently the council only had a part-time Monitoring Officer arrangement with Eastlaw and the council was therefore conscious of the need to sure up the legal support.</p> <p>Councillor Collingham made the following observations:</p> <ul style="list-style-type: none"> <li>• How the council's major housing projects compared with other similar councils. It would be useful to have a summary of projects prior to the commencement of the meeting and what the council hoped to achieve. It was also be useful if the side bar could be collapsed so the presentation could be seen on the whole screen.</li> <li>• Use of consultants – Councillor Collingham commented she been involved with the Regeneration and Development Panel over the past 11 years and had yet to feel comfortable regarding the money spent on consultants. The council had a lot of experience in the meeting room and beyond and through working groups, together with officers could do the grass roots work ourselves.</li> </ul> <p>Under Standing Order 34, Councillor Morley addressed the Board</p>	

and highlighted the following issues:

- Resourcing – and referred to the last Audit Committee meeting when the S151 officer said that following questions I raised, the reserve fund was not as badly affected as was thought because of staff efficiencies, I commented that this was not efficiencies as the council had just lost staff and had not yet been replaced and that was noticed in reactions received through Members Inquiries Box and elsewhere that resource of officers was an issue at the moment and needed addressing.
- Staff change programme – associate staff had not taken risk mitigation processes as seriously as they should have and gave examples. The staff training change programme should set out personal objectives and performance management structures. The last Corporate Risk Register highlighted that it had not taken seriously West Winch or Parkway and also presented misleading information regarding the major projects programme and provided examples, including due diligence not undertaken regarding subsidiaries. Councillor Morley commented that he was waiting assurances from the Monitoring Officer that Eastlaw had been operating appropriate governance and also Project Managers themselves.
- In his view, the Member Major Projects Board was definitely an overview and scrutiny board and it should be given the credence and priority that other scrutiny panels had at the moment and deserved in the future and to say that it was not a scrutiny board denied that overview, monitoring, scrutiny affects that there was within that board and asked that someone look at this point as part of the review of the overview and scrutiny processes which were to be updated.

The Chair thanked Councillor Morley for his comments regarding the scrutiny function of the Member Major Projects Board and undertook to look at the points raised.

Councillor Parish commented that he was new to the Board and had listened with interest and added that it would be easier if presentations were sent to Councillors to enable them to view on their iPad. Councillor Parish made general comments on the impact of getting a major project wrong and gave examples of the King's Lynn Innovation Centre and Parkway and when a decision was made to stop a major project. However, going forward re major projects he hoped that opposition members were listened to. In conclusion, Councillor Parish raised questions regarding staff doing their day job as well as being appointed as a project lead for specific projects.

Councillor Joyce stated that the Member Major Projects Board was neither a scrutiny or decision making body and that the terms of reference should be reviewed by the Corporate Performance Panel, Audit Committee and Council. Councillor Joyce highlighted that a decision cannot be scrutinised before a been made and clarification was therefore required. Councillor Joyce also referred to projects

both within the public and private sector and the borrowing/ return of investment available to the council.

Under Standing Order 34, Councillor Ryves addressed the Board and stated that after listening to the comments made by Councillor Joyce, there seemed to be opportunity to review the Terms of Reference of the Member Major Projects Board. Reference was made to the absent advantage this council and other councils had in the availability of competitive borrowing rates which presented an opportunity to undertake a significant number of major projects which would generate income and also have the benefit of making the borough a better place. Councillor Ryves also outlined the importance of each project having a viability study and monitoring arrangements. Reference was also made to the benefits of the current King's Lynn Innovation Centre building, the proposal for the provision of an incubation centre and the importance of developing and nurturing new businesses.

Councillor Kemp stated that she would like to see an appreciation of financial, environmental, social and reputational risks. Councillor Kemp gave examples of the Housing Access Road proposed for West Winch and the Town Investment Plan and highlighted the importance of consultation, the overarching need on the impact on the building in the town as well as the required infrastructure, pressures on roads and commented that there was a need to look at the overall cumulative risk.

At the invitation of the Chair, Councillor Dickinson, Portfolio Holder for Finance addressed the Board and commented that she had listened to comments made by Councillors and wished to illustrate what the Administration had in mind to mitigate some of issues raised today by Councillors. As Portfolio for Finance, it had fallen to me to take major projects a lot more seriously than perhaps in past and focus to be on major projects and to treat them with the respect that they deserved. It was therefore important to realign issues relating to with major projects to ensure conformity with previous recommendations, for example, each project should be properly appraised for capital spend, funding, long term financial implications, particularly relating to revenue, had the appropriate documentation and cross-referenced to other council corporate documents such as the corporate business plan and risk register. My take was that the council should start with the approved Capital Programme and add to it as new schemes were approved as the Capital Programme forms part of the financial plan that cabinet and council approved in February each year and any new schemes that come on board subsequent to that require approval in the same way. In her view Councillor Dickinson stated that she thought that Member Major Projects Board must scrutinise decisions and therefore there was a need for the terms of reference to be changed and a review would be carried out in the near future.

	<p>In relation to the comments made by the Assistant Director on a contingency and the current Capital Programme and no specific contingency would be something to take on board in future, whether it was a single line or scheme specific and could look into that in more detail. Councillor Ryves mentioned Parkway which had a long history and was not without problems and it was fair to say Members should look at Cabinet agenda for 3 August 2020 as Parkway was on the agenda and there was a detailed appraisal of the project contained in the papers. Councillor Dickinson made reference to resourcing and current issues and outlined the importance of understanding how savings worked on vacancies.</p> <p>The Chair summarised the points raised above and commented that in his view as Chair it was important to get together and move the work forward. The Chair provided background information and advised that Cabinet would consider a report of the review of the Terms of Reference of the Member Major Projects Board on 24 September 2021. The Chair also stated that he agreed with the comments made by Councillors Dickinson and Morley that the Member Major Projects Board needed to be a scrutiny body but highlighted the requirement not to tread on other scrutiny panels. It was highlighted that it would be necessary to look at the confidentiality of the Member Major Projects Board. In conclusion, the Chair proposed following the 24 September 2021 Cabinet meeting that an additional Member Major Projects Board meeting be scheduled for the last week of September/early October 2021.</p> <p>Councillor Joyce stated that Cabinet Members could not participate in the scrutiny process by law and therefore could not be a member of a scrutiny and overview committee.</p>	
8	<p><b><u>WORK PROGRAMME</u></b></p> <p><a href="#">Click here to view a recording of this item on You Tube</a></p> <p>An additional meeting of the Member Major Projects Board would be scheduled during the last week of September/early October 2021.</p>	WV
9	<p><b><u>DATE OF NEXT MEETING</u></b></p> <p>It was noted that the next scheduled meeting of the Member Major Projects Board will take place on 3 November 2021, 10.00 am in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.</p> <p>An additional meeting would be scheduled end September/early</p>	



	October 2021.	WV
10	<p><b><u>EXCLUSION OF PRESS AND PUBLIC</u></b></p> <p><a href="#">Click here to view a recording of this item on You Tube</a></p> <p><b>RESOLVED:</b> That under Section 100(A) of the Local Government Act, 1972, the press and public be excluded from the meeting on the grounds that it involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.</p>	
11	<p><b><u>FOR INFORMATION ONLY: AGENDAS AND MINUTES FROM THE OFFICER PROJECT BOARD MEETINGS</u></b></p> <p>The Member Major Projects Board received the Agendas and the Minutes from the Officer Project Board meetings held on:</p> <p>12 August 2020  17 September 2020  16 December 2020  20 January 2021  25 February 2021  25 March 2021  21 April 2021  24 May 2021  21 June 2021</p> <p>Officers present responded to questions and comments from the Member Major Projects Board on the Confidential Minutes of the Officer Major Projects Board meetings.</p>	

**The meeting closed at 4.13 pm**

**REPORT TO CABINET**

<b>Open</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	Operational	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		NO	
Lead Member: Cllr Stuart Dark (Leader) E-mail:		Other Cabinet Members consulted: Cllr Angie Dickinson, Cllr Richard Blunt			
		Other Members consulted:			
Lead Officer: Matthew Henry (Assistant Director Property & Projects) E-mail: Direct Dial:		Other Officers consulted: Lorraine Gore (Chief Executive), Alexa Baker (Monitoring Officer)			
Financial Implications	Policy/ Personnel Implications	Statutory Implications	Equal Impact Assessment	Risk Management Implications	Environmental Considerations
NO	NO	NO	NO	YES	NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 16 November 2021

**MEMBER MAJOR PROJECTS BOARD – REVIEW OF TERMS OF REFERENCE**

**Summary**

The Council set up a Member Major Projects Board (MMPB) during 2019 to provide more formal over-sight and monitoring of the delivery of the Council's major projects and the programme of major projects.

The operation and effectiveness of this Board has been hampered particularly by the Covid-19 pandemic, with many projects being stalled or delayed and Board meetings being cancelled.

The Council's Cabinet recognises the important role projects have in helping to deliver its aims and objectives and wants to ensure that these projects are delivered successfully and in an appropriate way. Cabinet considers that a Project Board comprising a broad spectrum of Members/Councillors will help to provide greater over-sight and management of the Council's programme of major projects.

This report seeks to provide a greater degree of clarity in respect of the role of the MMPB and particularly its relationship with other existing Panels and Committees within the Council. To this end revised Terms of Reference for the Member Major Projects Board are set out within this report.

**Recommendation**

It is recommended that :

Cabinet note the content of this report and approve the revised Terms of Reference for the Member Major Projects Board.

### **Reason for Decision**

The Terms of Reference for the Member Major Projects Board needed to be reviewed to provide greater clarity in respect of its purpose and function. It is important that the format and function of the Member Major Projects Board does not impinge, or impact upon the role of the existing Panels and Committees of the Council.

## **1.0 Background**

- 1.1 The Council's Member Major Projects Board (MMPB) was set up by Cabinet at its meeting on 18<sup>th</sup> June 2019, following recommendations made by the Audit Team in its review of the council's handling of one particular project : the delivery of the King's Lynn Innovation Centre (KLIC).
- 1.2 The Cabinet Report also set out that an Officer Major Projects Board (OMPB) would be created that would allow Senior Management Team and relevant professional officers to review and monitor the council's major projects and the overall programme of projects.
- 1.3 The Terms of Reference for both the MMPB and the OMPB were set out within the Cabinet Report and it was proposed that the Officer Board would sit monthly and the Member Board would sit quarterly.
- 1.4 Unfortunately the MMPB has only been convened three times since it was formed : October 2019, July 2020 and July 2021. A number of meetings needed to be cancelled mainly relating to the Covid pandemic.
- 1.5 It is important to note that many projects being undertaken by the council were delayed, or postponed, owing to the impact of Covid, with council resources being diverted to deal with issues affecting borough residents.
- 1.6 When the MMPB was formed by Cabinet it was always intended to review the MMPB and its Terms of Reference, and this was placed on the Cabinet's Forward Decisions list.
- 1.7 This report sets out some of the options considered and makes recommendations to Cabinet for consideration.

## **2.0 Options Considered**

- 2.1 There has been a suggestion that MMPB should be a free standing Overview and Scrutiny body, rather than being a sub-committee of Cabinet. This report therefore seeks to provide clarification around

how the MMPB fits within the overall governance arrangements in the council structure.

- 2.2 The review process has re-flagged the issue that the MMPB seems to overlap with the functions of other established Panels and Committees such as Regeneration & Development Panel, Corporate Performance Panel (both of which are Overview and Scrutiny bodies) and Audit Committee. Cabinet could therefore re-consider the appropriateness of the MMPB, and whether this Cabinet Sub-Committee should continue, if its functions can be fulfilled by other Council Bodies.
- 2.3 The Panels and Committees mentioned in 2.2 above currently deal with policy development and scrutiny and these issues sit within their existing Terms of Reference. For example :
  - 2.3.1 Regeneration and Development Panel (R&D), Environment and Community Panel (E&C), and Corporate Performance Panel's (CPP) Terms of Reference also state :

*“(c) post implementation reviews of major projects and significant policy changes and the introduction of new policies.”*, and

*“(f) question members of the Cabinet and senior officers about their decisions and performance, whether generally in comparison with Directorate plans and targets over time, or in relation to particular decisions, initiatives or projects,”*
  - 2.3.2 Audit Committee's Terms of Reference (under its “Core Functions”) state :

*“b. Monitor action taken on risk-related issues identified by management, auditors and inspectors (notably through monitoring progress identified on risks included in the corporate risk register). “*
- 2.4 Noting the above, Cabinet has potentially two main options :
  - 2.4.1 Disband the Member Major Projects Board and for CPP, E&C, R&D and Audit Committee to undertake their functions under their existing Terms of Reference; or
  - 2.4.2 Continue with the MMPB, but with greater clarity in terms of its role and the boundaries within which it operates.
- 2.5 Noting the volume of projects currently underway, and those in early concept development, together with the new Central Government

funding streams such as Town Deal and potentially Levelling Up Fund, the Council will be dealing with multiple, complex projects and programmes of projects. Noting this, it is considered appropriate to recommend to Cabinet that the Member Major Project Board is not disbanded and continues to contribute to the governance and improvements to the delivery of the council's major projects, and the programme of projects.

### **3.0 Clarification on the role of the MMPB**

3.1 During the MMPB on 29<sup>th</sup> July 2021 the Board Members debated the function of the MMPB, and it was apparent that there was a lack of clarity about the Board's role and how it sat in relation to other Panels and Committees, particularly Corporate Performance Panel (CPP), Regeneration and Development Panel (R&D) and Audit.

3.2 The above issues have been reviewed and discussed between Cabinet Members, the council's Section 151 Officer, Monitoring Officer, Democratic Services Manager and members of Senior Management Team.

3.3 For clarity the Member Major Projects Board (MMPB) :

3.3.1 is a Board set up as part of the Cabinet function i.e. it is a "sub-committee" of Cabinet;

3.3.2 can invite non-administration councillors to join the Board;

3.3.3 can only make recommendations to Cabinet.

3.4 The role of the MMPB does not relate to :

3.4.1 Decision-making in respect of which projects are delivered – this is a Cabinet function.

3.4.2 Does not deal with policy development – this is a Panel function.

3.4.3 Does not have a scrutiny function – this too is a Panel function.

3.5 One of the important issues to arise from reviewing the Terms of Reference for the MMPB is the role of the Panels, particularly their scrutiny functions. The current Terms of Reference for the MMPB includes that the Chair of R&D and the Chair of Audit Committee form part of the Board membership. Concern has been expressed about the conflict this may create in the Panels' scrutiny function, as such it is proposed that the Chairs of Audit and R&D will no longer be invited to join the MMPB.

3.6 To replace the Chairs of Audit and R&D it is proposed that relevant

Cabinet Portfolio Holders are invited to form part of the MMPB. This ensures that the Chairs of Audit and R&D remain unfettered in their scrutiny and monitoring of Major Projects on their own respective Committees.

3.7 In terms of a project’s “life-cycle”, below sets out in broad terms how the Panels, Cabinet and the MMPB relate :

<b>Project Stage</b>		<b>Governance</b>
<b>Project Conception</b>	Initial proposals and ideas	Portfolio Holders and Officers.
<b>Project Definition &amp; Planning</b>	Development and shaping of a potential project. Development of the Outline Business Case for the project Project Brief	Portfolio Holders and Officers.  Relevant Panel i.e. CPP or R&D
<b>Business Case</b>	Setting out the: Viability Budget estimates Risk issues Timelines Milestones Outputs Project Initiation Document (subject to decision being made)	Portfolio Holders and Officers.  Relevant Panel i.e. CPP or R & D
<b>Project Launch</b>	Decision made (on the basis of the Business Case) to proceed with the project. Decision made on whether the project is considered to be a “Major Project”.	Cabinet  [Potentially Full Council too depending upon relevant factors]  [Note: CPP, R&D, and Audit retain their over-view and scrutiny functions as set out within their own Terms of Reference]
<b>Project Performance &amp; Over-sight</b>	Status Tracking Key Performance Indicators eg cost and time Variations and impacts	Officer Major Projects Board  <b>Member Major Projects Board</b>

	to Business Case Recommendations to Cabinet	[Note: CPP, R&D, and Audit retain their over-view and scrutiny functions as set out within their own Terms of Reference]  [Note: CPP and R&D, retain their right to exercise their over-view and scrutiny functions on the operations and activities of the MMPB]
<b>Project Close</b>	Review outcome and outputs from completed project. Identify “lessons learned”	<b>Member Major Projects Board</b>  Corporate Performance Panel, Regeneration & Development Panel and/or Audit Committee

3.8 For the avoidance of doubt, the MMPB is a sub-committee of Cabinet. It is for Cabinet to decide if a project should be considered to be a “Major Project”. For example, a project may be of relatively low value i.e. below the value set out within the current definition of a “major project”, however there may be specific risks, or significant impacts identified, therefore, Cabinet may consider it appropriate for the MMPB to monitor this project as part of their work programme.

3.9 During this review of the Member Major Projects Board, the programme of Major Projects has also been reviewed. The project list attached to this report is the Major Projects Programme, as at the date of this report. As Cabinet makes decisions on new projects to deliver, and Cabinet considers these to be “major projects” they will be added to the programme.

#### **4. Policy Implications**

4.1 None

#### **5. Financial Implications**

5.1 None in relation to the way that Major Projects are managed and monitored. All financial implications for the projects themselves will follow the usual process.

**6. Personnel Implications**

6.1 None

**7. Statutory Considerations**

7.1 Statutory provisions are not altered

**8. Equality Impact Assessment (EIA)**

8.1 Pre-screening report attached. No requirement for a full equality impact assessment necessary.

**9. Risk Management Implications**

9.1 Risk management is built-in to each project, with Management Team, the Corporate Risk Register and the Audit Committee all featured within the process and the proposed Member Major Projects Board.

**10. Declarations of Interest / Dispensations Granted**

10.1 None

**11. Background Papers**

11.1 Cabinet Report (18<sup>th</sup> June 2019) : “Major Projects within the Borough Council”.



# Pre-Screening Equality Impact Assessment



Name of policy/service/function	Process for dealing with Major Projects				
Is this a new or existing policy/ service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened.  Please state if this policy/service rigidly constrained by statutory obligations	Process for dealing with Major Projects, including set up of Major Projects Member Board				
<b>Question</b>	<b>Answer</b>				
<p><b>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income)			✓	
<b>Question</b>	<b>Answer</b>	<b>Comments</b>			
<b>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</b>	No				
<b>3. Could this policy/service be perceived as impacting on communities differently?</b>	No				
<b>4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</b>	No				
<p><b>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</b> If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<b>Actions:</b>			
		<b>Actions agreed by EWG member:</b> .....			
<b>Assessment completed by:</b> <b>Name Matthew Henry</b>					
<b>Job Title : Assistant Director Property &amp; Projects</b>	<b>Date 27.10.21</b>				

## Revised Terms of Reference for Member Major Projects Board

### 1. Composition

The Member Major Projects Board is a sub-committee of Cabinet shall consist of 7 elected members as shown below, subject to proportionality considerations.

<b>Board members:</b>	<b>Number</b>
• Leader of the Council	1
• Deputy Leader of the Council	1
• Portfolio Holder Development & Regeneration	1
• Portfolio Holder Finance	1
• Representative(s) from other political groups <sup>1</sup>	3
<b>TOTAL</b>	<b>7</b>

The Member Major Projects Member Board shall:

- Appoint its own Chair and Vice-Chair
- Meet quarterly
- Be supported by officers including Management Team representative, S151 Officer, Internal Audit, Legal and lead officers for specific projects

### 2. Aims and Terms of Reference

2.1 The objective of the Member Major Projects Board, subject to statutory provision, is to:

- (a) monitor the delivery of the Council's Major Projects, once Cabinet has approved a project and once Cabinet has identified the project as a "major project";
- (b) operate on behalf of the Cabinet, to provide assurance that the council's major projects programme is run in accordance with the Officer Major Projects Board<sup>2</sup> Terms of Reference
- (c) form an integral part of the governance of the major projects programme.

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<sup>1</sup> To achieve appropriate proportionality

<sup>2</sup> An officer Board, consisting of Executive Directors and representatives from Property Services, Legal, Planning and Finance

- 2.2 To achieve its aims, the Member Major Projects Board shall:
- (a) consider the agenda items and minutes produced from the previous meetings<sup>3</sup> of the Officer Major Projects Board and decide whether appropriate recommendations have been made by the Board and subsequently agreed by Management Team on those specific items and report to Cabinet as appropriate;
  - (b) consider the exception reporting that the Officer Major Projects Board have received at its previous meetings and whether appropriate action has been identified and taken place;
  - (c) consider the forward programme for the Member Major Projects Board and review where/whether enhanced oversight and monitoring should be focused and vary the Board's forward programme accordingly;
  - (d) consider post project evaluations and lessons learned (note these findings may need to feed into the relevant Panel or Committee and/or reported through to Cabinet for further consideration);
  - (e) consider risk associated with delivery of the major projects programme.
  - (f) make reports and/or recommendations to Cabinet in connection with the discharge of any of their functions.

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<sup>3</sup> This would usually be the three previous meetings; as this Member group is due to meet quarterly.

## Major Projects Programme [October 2021]

DRAFT – Some details yet to be added

No.	Heading	Scheme	Description	Strategic fit	Cabinet date(s)	Lead Portfolio
1	Carbon Reduction Strategy	RE:Fit Scheme	Phase 1 – energy efficiency schemes – streetlighting to be completed Phase 2 – carbon reduction schemes - funded by grant of £3.8m from Public Sector Decarbonisation Scheme (PSDS), covers various works over 9 sites.	- Part of Climate Change Strategy & Action Plan to Cabinet Sept 2021 - Grant funding accepted	21 September 2021	Environment
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.	- Helps deliver strategic employment development land - Contractually committed	24 September 2019	Development & Regeneration
3 20	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. Earthworks commenced Summer 2021. Main contract to commence Autumn 2021. LEP Funding Agreement in place.  Phase 2 - Spec Build Units 2no. 10,000 sqft. light industrial units – subject to LEP funding (TBC). Out to tender Autumn 2021.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24 September 2019	Development & Regeneration
4	Major Housing	NORA 4	Mixed tenure scheme total 105 dwellings. First units on this development being delivered December 2021. Completion anticipated May 2023.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	TBC	Development & Regeneration
5	Major Housing	Parkway, Western side, KL	New development of mixed housing. Currently awaiting determination by planning.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate	TBC	Development & Regeneration

No.	Heading	Scheme	Description	Strategic fit	Cabinet date(s)	Lead Portfolio
				Business Plan objective no 2		
6	Major Housing	Salters Road, King's Lynn (also known as Columbia Way)	Development of 78 units. Works have commenced on site.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	TBC	Development & Regeneration
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.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	TBC	Development & Regeneration
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.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	TBC	Development & Regeneration
21						
9	Major Housing	Lynnport 1	Planning application underway for this site. Planned to provide c.96 dwellings.	- Development partnership with Lovells to deliver 1,000 homes - Fits with Corporate Business Plan objective no 2	TBC	Development & Regeneration
10	West Winch Growth Area	West Winch. 3,500 units allocated in local plan.	BCKLWN taking the lead 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. Joint BCKLWN & NCC Cabinet briefing took place in October 2021.	- This Growth Area is the main allocation for housing in the Local Plan	TBC	Development & Regeneration
11	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	- Within the Town Investment Plan (TIP). - Forms part of HAZ	Summer 2020 Exact date tbc	Development & Regeneration

No.	Heading	Scheme	Description	Strategic fit	Cabinet date(s)	Lead Portfolio
			agreement to progress summer 2020. Links to NCC Levelling Up Fund application for the roundabout.	programme - Funding secured for master-planning from BRP		
12	Town Deal	Various projects / programmes of work	<p>£25m of Town Deal Funding to enhance the long-term economic outlook and growth of King's Lynn.</p> <p>Projects/programmes of work are:</p> <ul style="list-style-type: none"> <li>- Multi-user community hub</li> <li>- Youth and retraining pledge</li> <li>- St George's Guildhall Complex</li> <li>- School of Nursing</li> <li>- Active and clean connectivity</li> <li>- Riverfront regeneration</li> <li>- Town centre repurposing</li> <li>- Public realm</li> </ul>	- Agreed under the Town Deal with government	24 August 2021	Business, Culture & Heritage

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