



# **Member Major Projects Board**

## **Agenda**

**Wednesday, 23rd March, 2022**  
**at 10.00 am**

in the

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

Available to view on

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



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

15 March 2022

Dear Member

**Member Major Projects Board**

You are invited to attend a meeting of the above-mentioned Board which will be held on **Wednesday, 23rd March, 2022 at 10.00 am** 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**
2. **Minutes from the Previous Meeting** (Pages 5 - 10)
3. **Declaration of Interest**
4. **Urgent Business under Standing Order 7**  
To consider any business which, by reason of special circumstances, the Chair proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.
5. **Members Present Pursuant to Standing Order 34**  
Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision is taken.
6. **Chair's Correspondence (if any)**

7. **Follow up from Member Briefings - to set the work programme**

8. **Date of Next Meeting**

25 May 2022, 10 am in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.

9. **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 paragraph 3 of Part 1 of Schedule 12A to the Act".

10. **For information only: Minutes from the Officer Major Projects Board**

To receive the minutes from the Officer Major Projects Board:

- 29 November 2021
- 13 December – meeting cancelled
- 19 January 2022

11. **Officer Major Projects Board 29 November 2021** (Pages 11 - 14)

12. **Officer Major Projects Board 13 December 2021 - Cancelled**

13. **Officer Major Projects Board 19 January 2022** (Pages 15 - 21)

To:

**Member Major Projects Board:** Councillors R Blunt, S Dark, A Dickinson, C Joyce, G Middleton, T Parish and A Ryves

**Officers:**

Alexa Baker, Monitoring Officer

Michelle Drewery, Assistant Director, Resources

Vanessa Dunmall, Corporate Programmes Manager

Lorraine Gore, Chief Executive

Matthew Henry, Assistant Director, Property and Projects/Management Team Representative

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

**MEMBER MAJOR PROJECTS BOARD**

**Minutes from the Meeting of the Member Major Projects Board held on  
Friday, 3rd December, 2021 at 11.00 am in the Council Chamber, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor S Dark  
Councillors R Blunt, A Dickinson, G Middleton, T Parish and A Ryves

**Under Standing Order 34:**  
Councillors M de Whalley, C Joyce (zoom), A Kemp

**Officers:**  
Alexa Baker, Monitoring Officer (zoom)  
Vanessa Dunmall, Corporate Projects Manager  
Lorraine Gore, Chief Executive  
Geoff Hall, Executive Director, Development and Environment (zoom)  
Carl Holland, Financial Services Manager  
Wendy Vincent, Democratic Services Officer

1 **APOLOGIES**

Apologies for absence were received from Councillor C Joyce, M Drewery and H Henry.

2 **MINUTES OF THE PREVIOUS MEETING**

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The minutes of the meeting held on 10 November 2021 were agreed as a correct record.

3 **DECLARATIONS OF INTEREST**

There was no urgent business.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

5 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors M de Whalley, C Joyce (via Zoom) and A Kemp were present under Standing Order 34.

6 **CHAIR'S CORRESPONDENCE (IF ANY)**

There was no Chair's correspondence.

7 **LIST OF PROJECTS**

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The Chief Executive explained that the list of projects had been presented to the Board at their previous meeting on 10 November, details of which had also been included in a Cabinet report.

The Chief Executive advised that the role of the Board was to prioritise the list and monitoring those projects going forward.

The Chair informed the Board that the list of projects was a living document and that projects would be added as time went on.

Officers responded to questions in relation to the following projects:

- 4: Major Housing, NORA 4 – 1,000 cumulative total number of homes to be delivered under the contract with Lovells.
- 5: Major Housing, Parkway – western side, King's Lynn – number of homes would require planning permission and would information then be updated.

Under Standing Order 34, Councillor Joyce commented that there had been no legal representative present at previous Officer Board Meetings. In response, the Chief Executive explained that the Officer Major Projects Board Terms of Reference would be reviewed which would require a legal representative to be present.

Under Standing Order 34, Councillor Kemp also commented that there had been no legal representative present at previous Officer Board Meetings.

**RESOLVED:** The Member Major Projects Board to prioritise the 11 projects for their future Work Programme.

8 **WAY FORWARD - DISCUSSION ON MONITORING ARRANGEMENTS OF THE MEMBER MAJOR PROJECTS BOARD**

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The Chair introduced the item and outlined the key points and the role of the Member Major Projects Board (MMPB).

The Board received a presentation (a copy of which had been circulated to the Board prior to the meeting) prepared by the Assistant Director, Property and Projects which was presented by the Chief Executive.

Officers responded to questions and comments in relation to:

- Importance of the following information being available to the MMPB – overall picture including finance, partners, revenue, risk, implications of project, risk, timescale for delivery, etc.
- Role and function of the MMPB to monitor major projects designated as such by Cabinet and highlighted any actions which may be required.
- Process for management of projects – brief overview of PRINCE2.
- Role of Policy and Development/Scrutiny Panels – opportunity to ask for interim reviews as required.
- Frequency of MMPB meetings – suggestion of two monthly.
- Proposal for future MMPB meetings – the Board to receive a detailed presentation on maximum two projects per meeting. MMPB to determine order of projects for each meeting. It was noted it may be necessary to go into exempt session for questions asked relating to commercial sensitivity.
- Financial Plan – revised capital programme and financial requirements.
- Agreement by MMPB of performance measures.
- Importance of due diligence being undertaken by relevant officers.
- Frequency of OMPB meetings and access to the minutes of the OMPB.
- Operational officer meetings to discuss projects which were informal and not minuted.
- Performance measures – budget/costs, timescales, milestones, project scope, risk, impact on 3<sup>rd</sup> party organisations/finance/resource/borrowing/funding/revenue impact, public perception, internal and external factors, Officer Major Projects Board – decisions, recommendations Management Team.
- Understanding of interdependencies/relationship on other major projects.
- Mitigation measures if required to ensure delivery of projects.
- Council's whistleblowing policy and how information on investigations relating to major projects could be reported to the MMPB if necessary.

Councillor Dickinson suggested that two or three projects as well as an overview of projects at each meeting and two monthly meetings rather than quarterly. Councillor Blunt commented he supported two monthly meetings of the Board and that a detailed briefing be scheduled to bring the Board up to date. Councillor Middleton supported the

suggestions put forward by Councillors Dickinson and Blunt to schedule a detailed briefing in late January/February 2022. Councillor Ryves supported the suggestions put forward.

Councillor Dickinson highlighted the importance, in her view, of the Board being up to speed on the projects by the time the Financial Plan was presented to Cabinet/council because it would contain the revised capital programme and the capital financing requirement which would then pull the information altogether to enable the MMPB by the time a more formal setting so Members would be up to speed and could move forward. In response, the Chief Executive provided an overview of the proposed format of future MMPB meetings. The Chief Executive advised that if the detailed briefing was to be provided by the time the Financial Plan was presented, then it would require a full day for the MMPB to receive such a briefing and invite officers to attend on a time slot basis for each specific project.

Under Standing Order 34, Councillor Kemp commented that it was important that due diligence was carried out, a feasibility study, cost benefit analysis, environment/social risk and reputational risks were undertaken. In response, Councillor Blunt explained that the above points would be considered during the Cabinet approval process.

Councillor Kemp also referred to the officer resource, specifically in relation to the recruitment to the Towns Fund. The Chair thanked Councillor Kemp for her comment and added that the council would look into any areas of threat relating to staff and capacity.

Under Standing Order 34, Councillor de Whalley highlighted the importance of due diligence being carried out in order to meet the tight timescales for delivery specifically the Towns Fund. The Chair explained that the council recognised that the timescales were tight but that the projects were deliverable. Councillor Blunt added that the process for putting together the Town Deal business cases was defined by government guidelines and the council had to follow them and therefore the due diligence was built into that process.

Under Standing Order 34, Councillor Joyce commented on the importance of due diligence being carried out by Officer Major Projects Board. With regard to the detailed briefing for the Board as no decision was required, Councillor Joyce asked if it was a requirement for Members to be present in person or whether Members could also be present on zoom. Councillor Joyce also commented on the possibly exempt session for a question and answer session. In response, the Monitoring Officer advised that where there was one way information being provided and no decision was required, briefings could be received virtually. The Monitoring Officer added that if a formal meeting was called and there was a quorum of Members present in person in the meeting room, other Members could join remotely.

In response to questions from Councillor Joyce on exempt session with regard to council development, the Monitoring Officer explained that with regard to the council's own developments this was only where planning permission had not already been granted. The Monitoring Officer explained that it would be necessary to take a view on a question by question basis and then assess if the exempt rules applied or not.

The Corporate Projects Programme Manager outlined the information contained in a draft template – project monitoring and invited Members to identify information which was required by the MMPB.

The Corporate Projects Programme Manager noted the information which the MMPB would require and would be brought back to a future meeting. The Chair commented he would like to see the information in dashboard format and to ensure officers completed the information to a similar level of detail for consistency.

The general consensus of the Board was that future formal board meetings would be held in person and be held on a more frequent basis. Any informal updates could be held virtually.

The Chair thanked Members and officers for their input into the meeting.

**RESOLVED:** 1) A one-day detailed briefing session (or two half-days as diaries allow) to enable MMPB to receive an overview on the projects currently on the designated Major Projects Programme list to be scheduled January/February 2022 in person. Officers would be given a time slot to attend in person or virtually.

2) Meetings to be scheduled on a two monthly basis and would be held in person during 2022. It was recognised that the meeting dates would require to be flexible.

3) MMPB to prioritise list of projects and identify order of specific projects to be considered at each meeting to determine its future work programme. The lead officer would attend and give a detailed presentation accordingly at future MMPB meetings.

4) Question and Answer Session - if questions were to be asked which were deemed to be of a commercially sensitive nature, then there would a requirement to go into exempt session.

5) The draft project monitoring template be amended to include the comments made by the MMPB and be brought back to a future meeting.

6) Whistleblowing Policy – Officers to explore a mechanism for reporting any investigations relating to major projects to the MMPB.

9        **DATE OF NEXT MEETING**

Date to be confirmed by the Chair following consultation with the Chief Executive.

10       **EXCLUSION OF PRESS AND PUBLIC**

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**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 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.

11       **FOR INFORMATION ONLY: MINUTES FROM THE OFFICER MAJOR PROJECTS BOARD**

The Member Major Projects Board received the minutes from the Officer Major Projects Board.

Officers responded to questions and comments from the Board.

12       **OFFICER MAJOR PROJECTS BOARD 19 JULY 2021**

13       **OFFICER MAJOR PROJECTS BOARD 16 AUGUST 2021**

14       **OFFICER MAJOR PROJECTS BOARD 16 SEPTEMBER 2021**

15       **OFFICER MAJOR PROJECTS BOARD 20 OCTOBER 2021**

**The meeting closed at 1.57 pm**

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