



Cabinet

Agenda

Wednesday, 10th August, 2022
at 2.00 pm

in the Council Chamber
Town Hall
Saturday Market Place
King's Lynn

Available for the public to view on [WestNorfolkBC on You Tube](#)



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CABINET AGENDA

DATE: CABINET - WEDNESDAY, 10TH AUGUST, 2022

**VENUE: COUNCIL CHAMBER, TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ**

TIME: 2.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Item 9 below will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services

1. APOLOGIES

To receive apologies for absence.

2. URGENT BUSINESS

To consider any business, which by reason of special circumstances, the Chair proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

3. DECLARATIONS OF INTEREST

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply

observing the meeting from the public seating area.

4. **CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

5. **MEMBERS PRESENT UNDER STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under 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 on that item is taken.

As the Panels considering the reports were cancelled due to the extreme weather, the Chair has agreed to accept questions rather than just statements on the items.

6. **MATTERS REFERRED TO CABINET FROM OTHER BODIES**

7. **ASSURANCE FRAMEWORK - TOWNS FUND** (Pages 6 - 26)

8. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

9. **EXTENSION TO THE MRF CONTRACT** (Pages 27 - 37)

To: Members of the Cabinet

Councillors R Blunt, S Dark (Chair), A Dickinson, P Kunes, A Lawrence, B Long, G Middleton (Vice-Chair) and S Sandell

For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk

King's Court, Chapel Street
King's Lynn PE30 1EX

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Richard Blunt			
		Other Members consulted: N/A			
Lead Officer: Alexa Baker, Monitoring Officer E-mail: alexa.baker@west-norfolk.gov.uk Direct Dial: 01553 616270		Other Officers consulted: Chief Executive and Assistant Director - Regeneration, Housing and Place Other Consultees: Chair of the Towns Board			
Financial Implications YES/NO	Policy/ Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO

Date of meeting: 10 August 2022

CHANGES TO THE LOCAL ASSURANCE FRAMEWORK FOR THE TOWNS BOARD

Summary

This report seeks approval to amend the Local Assurance Framework to make the governance processes more streamlined and fit for purpose.

Recommendation

To amend the King's Lynn Town Deal Local Assurance Framework by replacing the diagram on page 10 with the diagram set out at Appendix 2.

Reason for Decision

To ensure that the governance arrangements around the Towns Board are realistic and fit for purpose.

1 Background

- 1.1 A requirement of a Town Deal is to implement a Local Assurance process for the development and sign off of individual Business Cases for the Towns Deal projects, to finally be signed off by the Section 151 Officer and Town Deal Board Chair. This is a locally devised framework and therefore each town awarded a Towns Deal will have developed their own bespoke framework.
- 1.2 Cabinet approved King's Lynn's Towns Deal Local Assurance Framework (LAF) on 24 August 2021. The LAF is attached as Appendix 1. This LAF sets out the governance and decision-making structure in relation to the Towns Fund. Its purpose is to:

- Enable accountable decision-making
 - Ensure value for money
 - Provide for effective monitoring and evaluation
- 1.3 There is a diagram set out on page 10 of the LAF which shows the flow of the various stages of governance and decision making from submission of project confirmations to delivery. The stages largely deal with the decision making and governance around the development and submission of the business cases for each project.
- 1.4 The LAF was developed as a projection of how the governance and decision making would work, however given the concept of a 'Town Board' represented an entirely new way of working for the Council, this projection was not based on any relevant experience. Now that the Town Deal Programme Board has had experience of taking business cases through this governance framework, it has identified improvements that can be made to streamline the process without losing any of the governance oversight.
- 1.5 From engagement with external third parties who are also working on other town deals, the Programme Board has also received feedback that the King's Lynn's Local Assurance Framework is more extensive than what has been seen elsewhere. The Programme Board is therefore assured that there is scope to streamline the decision-making process without unduly impacting on governance and risk management. A selection of benchmarking from other Towns is attached at Appendix 3 for a point of reference.

2 Options Considered

- 2.1 The current LAF provides that draft business cases are submitted to the Council's Panels and Cabinet before the Town Board. As a result of necessity for the progression of the Guildhall business case, this was reversed so that the Town Board saw the draft business case before it was submitted to the Regeneration & Development Panel and then Cabinet.
- 2.2 It was identified that this was a far preferable order for decision making as the Town Board is ultimately responsible for the strategic direction of the projects, and therefore it was an advantage that they had been able to comment on and approve the draft business cases before it was submitted to the Council's bodies. This enabled the Council's bodies to take account of the Town Board's decision and meant that they were considering a more finalised version of the business case.
- 2.3 The Guildhall business case was a well-developed project and benefited from being finalised far in advance of the deadline submission date. The remaining three business cases are being developed at pace and will only be ready far closer to their respective submission dates.

- 2.4 The Programme Board has identified now that compliance with the LAF process as it stands will not be feasible for the remaining business cases given the time and resource constraints. It has therefore reviewed the LAF process to see what changes could be made to streamline the process so that it can be achieved in a shorter timescale. The Programme Board is mindful that it is a contradiction in terms to abandon governance when it becomes inconvenient to follow it, as it is on those matters that are pressurised and decisions are required to be taken quickly that it is even more important that robust governance is in place. The Programme Board therefore does not wish to remove any stages of the assurance framework, but seeks to re-order them to achieve a more streamlined process.
- 2.5 Options are therefore:
- a) Do not make any changes to the LAF – this will lead to two outcomes, firstly non-compliance with the LAF in order to get the remaining business cases submitted in time. This will demonstrate a failure to follow our own governance arrangements for the Towns Deal in spite of a robust process having still been followed. The alternative is to comply with the LAF and thereby submit the business cases late, which puts the whole funding under risk of being withdrawn;
 - b) Make sweeping changes to remove whole sections of the governance framework, for example not submitting a full business case to the Towns Board or Panels/Cabinet, but a summary version. The Programme Board considers that this would unduly impact on governance and risk management;
 - c) Re-order the governance framework to achieve a more streamlined process without removing any stages of governance assurance.
- 2.6 Monitoring and evaluation is a significant part of the governance framework around the Town Deal, both internally through the Council's internal audit processes but also by Central Government who are assessing the delivery of these place-based funding initiatives. Accordingly, the Programme Board wishes to ensure that the LAF is fit for purpose and that every effort is undertaken to comply with it.

3 Policy Implications

- 3.1 There should be no policy implications arising from the re-ordering of the Local Assurance Framework.
- 3.2 It is likely that there will need to be further changes to the dates for meetings to cover council panel meeting and cabinet meetings. It may be necessary to introduce some special single agenda meetings in order to meet the requirements of the Local Assurance Framework, and challenging business case deadlines.

4 Financial Implications

There should be no financial implications to re-order the LAF as the same actions are being undertaken and resource applied, but just in a different order.

5 Personnel Implications

As above.

6 Environmental Considerations

None

7 Statutory Considerations

None

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

No impact.

9 Risk Management Implications

Risks for each project are set out in their respective business cases and updates are included within monthly project highlight reports and high-level updates. Prior to approval, each business case is subject to independent due diligence checks. The council has established a process to monitor the projects as the Accountable Body and has successfully provided Accountable Body status in previous regeneration activities. Once the final business cases are approved then the council as Accountable Body will be expected to monitor delivery of the expected outputs, outcomes, costs and milestones.

10 Declarations of Interest / Dispensations Granted

Cllrs Middleton and Blunt are the Council appointed representatives on the Town Board.

11 Background Papers

None

**Appendix 1 – Local Assurance Framework for King’s Lynn approved by
Cabinet on 24 August 2021**

Appendix 2 – Proposed Local Assurance Framework

The diagram below presents a visual outline of the Local Assurance process:



Appendix 3 – Benchmarking information from other Towns Fund recipients

Information provided by Mott Macdonald:

Local authority	Local assurance framework comments
Oldham Metropolitan Borough Council	Oldham used a core team of people closely connected to each project to review the draft cases to produce a final draft. Several of these drafts were subjected to a Critical Friend Review from an appropriate body, generally an internal team within the Council, of people who had not worked on developing the project to that point. Following these reviews, the finalised business cases went to the town deal board.
Carlisle City Council	Carlisle used a small team from the Council's economic development team who reviewed the business cases before they went to the Town Deal Board. This is a very simplified process but was successful as the project specialists were involved in reviewing the business case drafts, so by the time the full drafts got to the final review, they were already finalised.
Sandwell Metropolitan Borough Council	Sandwell utilised a complex process including internal and external review boards.
Worcester City Council	Worcester used a similar process to Sandwell but without the external review boards, instead Worcester's process was all internal.
Hastings Borough Council	Hastings relied more heavily on external reviewers, with few internal reviews prior to the submission of the business cases to the Town Deal Board.
Mendip District Council	Glastonbury used a very simplified system whereby the business cases, once reviewed by the project leads, would be sent directly to the Town Deal Board.

As the above shows, there is a great deal of variety in local assurance processes and ultimately, the most appropriate structure is the one that meets the requirements of the Council.

Pre-Screening Equality Impact Assessment

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



Name of policy/service/function	Local Assurance Framework setting out the local governance of the Towns Fund programme.				
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 is rigidly constrained by statutory obligations	A requirement of a Town Deal is to implement a local assurance process for the development and approval of individual business cases, to finally be signed off by the Section 151 Officer and Town Deal Board Chair prior to submission to Government. The Local Assurance Framework sets out the governance and decision-making structure of the King's Lynn Town Deal Board in relation to the Towns Fund.				
Question	Answer				
<p>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?</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			<input checked="" type="checkbox"/>	
	Disability			<input checked="" type="checkbox"/>	
	Gender			<input checked="" type="checkbox"/>	
	Gender Re-assignment			<input checked="" type="checkbox"/>	
	Marriage/civil partnership			<input checked="" type="checkbox"/>	
	Pregnancy & maternity			<input checked="" type="checkbox"/>	
	Race			<input checked="" type="checkbox"/>	
	Religion or belief			<input checked="" type="checkbox"/>	
	Sexual orientation			<input checked="" type="checkbox"/>	
	Other (eg low income)			<input checked="" type="checkbox"/>	

Question	Answer	Comments
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?	No	<p>The revised process is a reordering of existing steps to develop and approve business cases.</p> <p>The specific projects will have positive impacts upon people from one or more groups identified by the protected characteristics. Each business case has an individual equality impact assessment.</p>
3. Could this policy/service be perceived as impacting on communities differently?	No	The revised process is a reordering of existing steps to develop and approve business cases.
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	The revised process is a reordering of existing steps to develop and approve business cases.
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions?</p> <p>If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	Actions:
		Actions agreed by EWG member:
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>		
Assessment completed by:		
Name	Ged Greaves	
Job title	Corporate Performance Manager	
Date	29 July 2022	

King's Lynn Town Deal Local Assurance Framework

August 2021

Local Assurance Framework for the King's Lynn Town Deal

1. Introduction

- 1.1. In June 2021, King's Lynn was awarded a £25m Town Deal by Central Government to deliver a range of programmes and projects that will provide 'interventions' which will result in economic productivity through urban regeneration, planning and land use, skills and enterprise infrastructure and connectivity.
- 1.2. The King's Lynn Town Deal Board (TDB) was established in January 2020 to support the development of the Town Investment Plan (TIP) for King's Lynn and identify and agree the funding priorities for a potential Town Deal. The TIP provides the vision and strategy for the framework for planning and implementing the regeneration of King's Lynn over the next 10 years.
- 1.3. The success and strong engagement of the TDB has led to recently updating the [Terms of Reference](#) to reflect their long term role to oversee the development of business cases and delivery of the Town Deal by 31st March 2026 and identify priorities in the TIP for future funding opportunities.
- 1.4. A requirement of a Town Deal is to implement a Local Assurance Process for the development and sign off of individual Business Cases, to finally be signed off by the Section 151 Officer and Town Deal Board Chair. This Local Assurance Framework (LAF) sets out the governance and decision-making structure of the King's Lynn Town Deal Board (the board) in relation to the Towns Fund.

Its purpose is to:

- Enable accountable decision-making
- Ensure value for money
- Provide for effective monitoring and evaluation

The Framework is underpinned by a suite of documents, including terms of reference, policies and procedures which apply to all the activities in which the King's Lynn Town Deal Board are involved. The Board works closely with the Borough Council of King's Lynn & West Norfolk (BCKLWN) as the Accountable Body for the King's Lynn Towns Fund programme in fulfilling its LAF.

The Framework is divided into three parts:

Section 1 - Introduction

Section 2 –King's Lynn Town Deal Board

Section 3 – Governance Section

2. King's Lynn Town Deal Board

- 2.1. The **King's Lynn Town Deal Board** is the strategic body working in partnership with BCKLWN. It will provide strategic direction to the development and implementation of the Towns Fund programme for King's Lynn. Specifically, it will be the vehicle through which the vision and strategy for the town is defined to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund.

Specific sub-groups or working groups have been established to develop the detail for certain towns fund themes or project business case and ensure wider community and stakeholder engagement. These sub groups will be chaired by a member of the TDB who will report to the main Board on the sub-group activity and progress.

The Board will approve each Town Deal business case to ensure alignment with the priorities set out in the TIP and to ensure they are developed with broad engagement with local communities and businesses.

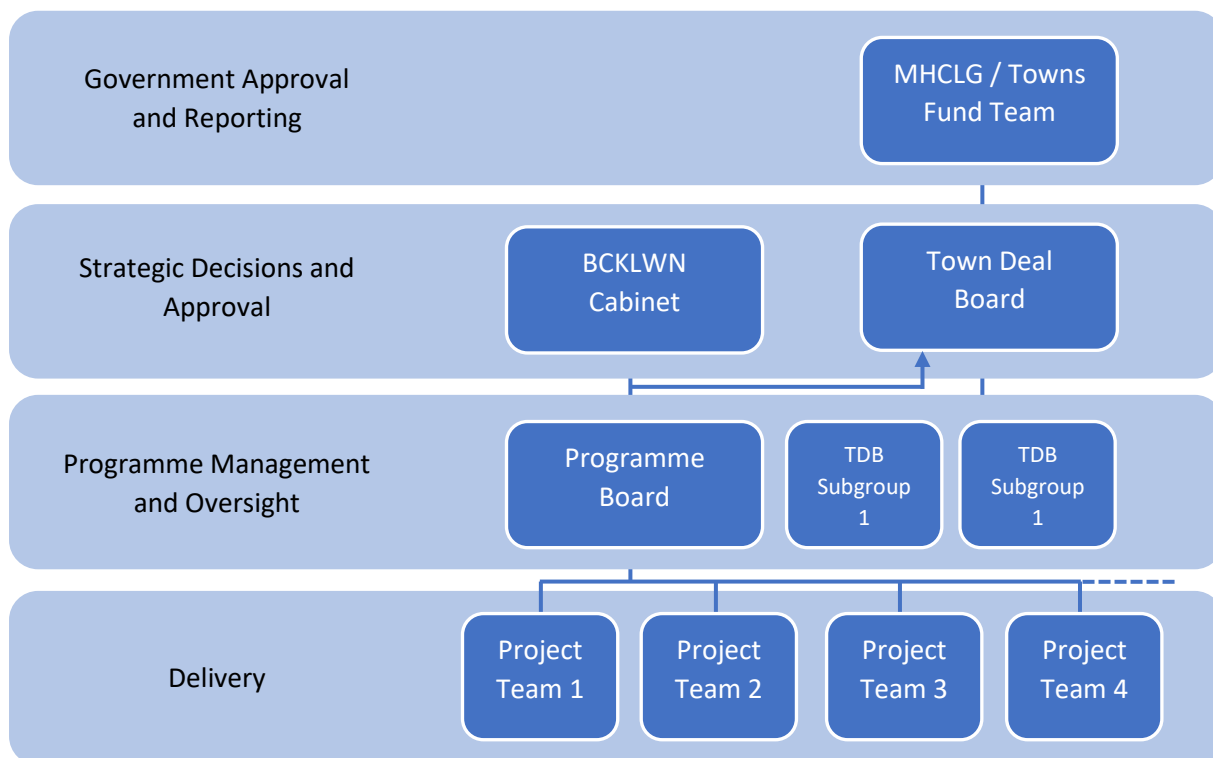
The Board will receive reports on the progress, key milestones and any issues/risk identified during the development of the detailed business cases.

The **Town Deal Programme Board**, a BCKLWN led board consisting of senior managers from different Council disciplines, the County Council and New Anglia LEP, including the S151 Officer will be responsible for approving the Business Cases on behalf of the accountable body. The Senior Responsible Officer, the Assistant Director for Housing, Regeneration & Place will manage programme information and activity between the Board, its sub-groups and panels and the Council delivery teams, Portfolio Holders and the Council's Cabinet.

The **Towns Fund Programme Manager** (AD for Housing, Regeneration & Place and Regeneration Programme Manager until appointed) will have day to day responsibility for the coordinating delivery of the Towns Fund projects on behalf of the TDB. Overarching responsibility for steering and overseeing the Town Deal and the TIP with the board.

Council Panels and Sub Groups and Working Groups to the Town Deal Board will act as a two way mechanism to inform and provide constructive feedback and recommendations to the TDB, Cabinet and Programme Board.

The diagram below describes the board structure and relationship between the Board and the Council.



If there is a real possibility of a dispute arising between the BCKLWN Cabinet and Town Deal Board with regard to the Strategic Decisions sought to be made by each respective body, the Monitoring Officer of BCKLWN shall arrange for a mediation process to resolve that dispute as quickly as possible.

Town Deal Programme Board

The work programme required to deliver the £25m investment will also involve the commitment and resources of other public agencies, extensive stakeholder, member and community engagement and consultation to assist in the development and delivery of projects to ensure they meet the expectations of government and secure local support and buy in.

In order to provide support and oversight of the Town Deal and to the individual project teams/lead for Town Deal projects, a **Town Deal Programme Board** will be established to monitor and manage the delivery of the Town Deal. This will be supported by a dedicated **Programme Delivery Team** based in the Borough Council's Regeneration Service Area, supported by other internal departments from the borough and county council and specialist advisers as necessary.

The Terms of Reference are:

1. To work in partnership on the shared vision and priorities set out in the TIP and final projects to be delivered under the Towns Fund.

2. Identify the resources required (and available for each project) and, where necessary, work together to secure additional resources to ensure delivery of the Town Deal.
3. Prepare a Town Deal Delivery Plan and Local Assurance Process to allocate resources and oversee the delivery of the Town Deal and the implementation of the component projects.
4. Ensure effective co-ordination between the activities and actions of the agencies and organisations involved.
5. Be responsible for managing and implementing projects, commissioning and managing consultants for projects as directed by the Board.
6. To monitor and review the progress of the TIP and effectiveness of the actions.
7. To monitor risks, issues and assumptions and risks to ensure successful delivery of the Town Deal projects.
8. To monitor the financial profile, cash flow and budgets of all projects
9. To receive updates, comment and provide strategic direction on the development the Town Deal project business cases.
10. To monitor the effectiveness of the Communication & Engagement Plan to ensure members, stakeholders and the community are actively engaged throughout the delivery of the Town Deal.
11. To receive bi annual reports on the Monitoring and Evaluation being achieved as a result of the investment, against the planned outputs and outcomes submitted to MHCLG at project confirmation stage.

3.2 Membership of the Programme Board will include;

Borough Council of King's Lynn & West Norfolk	Chief Executive	Lorraine Gore
	Executive Director	Geoff Hall
	Executive Director	Debbie Gates
	Assistant Director / S151	Michelle Drewery
	Assistant Director	Duncan Hall
	Assistant Director	David Ousby
	Assistant Director	Matthew Henry

	Regeneration Programmes Manager	Jemma Curtis
	Monitoring Officer	Alexa Baker
Norfolk County Council	Executive Director	Vince Muspratt
New Anglia LEP	Head of Strategy	Lisa Roberts

3.3 Meeting frequency will be fortnightly initially. The Chair and Vice Chair of the Town Deal Board, Portfolio Holder will be invited to attend the Programme Board to monitor progress of busi

3.4 To progress and deliver the Town Deal, the Programme Board will need to have wide ranging support and clear lines of accountability. It is proposed that;

- The Borough Council chairs the Programme Board as the accountable body for finance, funding, administration and performance monitoring of the Town Deal.
- The Programme Board should have delegated authority within agreed tolerances to deliver the Town Deal within agreed budgets and funding attracted in accordance with a 5 year Delivery Plan which may need the approval of partner organisations.
- The Programme Board will provide update reports to the Town Deal Board as the overarching partnership body for the Town Investment Plan. Individual partners will need to determine the need for reporting arrangements to their parent organisations.
- Representatives will have the ability to influence and/or deliver the Town Deal and Delivery Plan. The Group will have a key influencing role and be a senior officer interface between the Programme Delivery Team and the TDB to ensure the provision of technical expertise prior to making recommendations to the TDB.
- Board Members will be identified to act as programme and project sponsors on the basis that their powers and responsibilities make them the most appropriate lead individual projects.

3.5 Resource and Key Milestones

Below are the Towns Fund projects approved by government which the TDB can prioritise for funding under the signed Heads of Terms offer.

Towns Fund Programme	Intervention	Lead Authority
Town Centre Repurposing	Repurposed units	BCKLWN
King's Lynn Youth & Retraining Pledge	Support youth skills, youth employment and adult workforce development.	Norfolk County Council
Town Centre Public Realm	Create quality and distinctive public realm	BCKLWN

St George's Guildhall Complex	St Georges Guildhall Refurbishment	BCKLWN
	Creative Hub	BCKLWN
Active & Clean Connectivity	Local Cycling & Walking infrastructure plan priority route improvements	Norfolk County Council / Borough Council
	Active Travel Hub	BCKLWN
	Gyratory	Norfolk County Council
	Travel Plan Fund	Norfolk County Council
Riverfront Regeneration	South Quay Public Realm	BCKLWN
	Outer Purfleet infrastructure	BCKLWN
	Custom House	BCKLWN
	Sail the Wash Dryside infrastructure	BCKLWN
	Boal Quay Flood Defences	BCKLWN
Multi User Community Hub	Repurposing vacant town centre property for new library and one stop shop for multi agency services & support	Norfolk County Council
Innovation & Collaboration Incubator*	Incubator workshop space for high growth potential businesses.	BCKLWN

**Project Approved by MHCLG but not prioritised to be taken forward under Town Deal funding offer at Project Confirmation Stage.*

The Town Deal Delivery Plan will set out the resources, programme and key milestones for each intervention which the Town Deal Programme Board will monitor progress against.

4. Governance Arrangements

4.1 Decision Making

Stage 1. Town Investment Plan (*completed*)

The Board will be responsible for signing off each stage of the development of the TIP, this includes the decisions relating to the project prioritisation process and final selection of projects for inclusion in the Town Deal.

Stage 2. Heads of Term Agreement /Town Deal (*in progress*)

The KLTDB will be responsible for decisions relating to the agreement of a Town Deal with government and the subsequent development of the detailed business cases for Town Deal projects. The Board will oversee each step of this process and along with BCKLWN (as the Accountable Body), will have responsibility for reaching a final Heads of Term Agreement with government.

Stage 3. Town Deal Project Business Cases

Following the Heads of Term Agreement, the TDB will oversee the development of full business cases for all the TIP projects. The business case development will be carried out by an accountable lead, a project manager appointed by the Project Lead Partner supported by the **Programme Delivery Team** comprising of all the project leads, specialist consultancies and any external partners. This process will be managed by the **Town Deal Programme Manager** who will provide progress reports to the TDB.

A key component of the Business Case process will be to assess Green Book compliant Value for Money Assessments, including calculation so Benefit Cost Ratios (BCRs) for individual projects.

Further community & stakeholder consultation and engagement under the **Vision King's Lynn** brand will take place during full business case development to ensure the community and stakeholders remain active in shaping the projects.

Independent appraisal of the business cases will be carried out prior to submission to government to give the necessary assurance to the TDB. Once the business cases have been approved by the Ministry of Housing Communities and Local Government (MHCLG) Towns Fund Team, the projects will move onto the delivery stage.

Stage 4. Delivery of Town Deal projects

BCKLWN will be responsible for the day to day delivery and operational decisions for the Towns Fund programme and any funding agreements with partners who will delivery Town Deal projects on behalf of the BCKLWN. The TDB will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Heads of Terms Agreement with government.

Each Town Deal project will be led by an appointed Project Manager who will work with a **Programme Delivery Team** made up of relevant internal and external stakeholders for this project. The Programme Manager will provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Council. Regular programme monitoring and evaluation reports will be provided to the TDB , MHCLG, Portfolio Holders and Members. Key programme decisions will require final approval by the relevant Portfolio holder and Programme Management Board.

The diagram below presents a visual outline of this process:



4.2 Scrutiny

The Programme Board is made up of Senior managers, responsible for ensuring that the programme aligns to the wider business of the Council and its policies and procedures. There is representation from specialist areas like legal, finance and communications, they act on behalf of the accountable body and will scrutinise the performance of the Towns Fund programme to ensure appropriate compliance to Council, MHCLG and Towns Fund policies and processes.

Additional scrutiny of the programme will be carried out through programme reviews by the Internal Major Projects Board.

4.3 Financial Regulations

BCKLWN is the accountable body for the Town Deal. BCKLWN must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. BCKLWN statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place.

The financial management of the Town Deal will be in accordance with Borough Council of King's Lynn & West Norfolk's Contract Standing Orders and Financial regulations. The Borough Council of King's Lynn & West Norfolk will account for financial resources granted or to be applied for in the name of the Town Deal Board.

BCKLWN's financial regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

The Delivery Plan will include or be accompanied by financial profile and budget forecasts as appropriate.

Further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

4.4 Risk Management

BCKLWN proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. BCKLWN continually develops its risk management processes. A programme delivery risk assessment will be completed and reviewed quarterly at the Town Programme Board as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

4.5 Register

A Risk Register will record the Towns Fund programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review. The register is used for reporting and monitoring of risks at a variety of levels and is configured in risk groups aligned to the directorate structure of BCKLWN. It is

overseen by the Policy Team, who will also maintain evaluations of BCKLWN wide and confidential risks. Key risks are also be recorded in BCKLWN 's Corporate Risk Register and are escalated to Management Team as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

4.6 Procurement

As a public sector body, BCKLWN and NCC employs rigorous procurement processes which fully comply with the Public Procurement regulations on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Towns Fund programme will follow the Council's [procurement procedures](#).

Document is Restricted