

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



Member Major Projects Board

Agenda

**Monday, 27th February, 2023
at 10.00 am**

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**

Available to view on You Tube:

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



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

17 February 2023

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Board which will be held on **Monday, 27th February, 2023 at 10.00 am** in the **Council Chamber, 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 from the previous meeting** (Pages 4 - 9)
3. **Declarations of Interest**
4. **Urgent Business under Standing Order 7**
5. **Members 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 on that item is taken.
6. **Chair's Correspondence (if any)**
7. **Project Overview Report** (Pages 10 - 11)

8. **Projects Highlight Reports** (Pages 12 - 47)

The Board will receive feedback from the Energy and Environment Officer will on the Refit 2 project.

9. **Schedule of Meetings 2023** (Page 48)

10. **Work Programme**

11. **Minutes from the Officer Major Projects Board** (Pages 49 - 52)

19 December 2022 – Meeting cancelled

30 January 2023 – draft attached, subject to Management Team approval

12. **Date of Next Meeting**

28 April 2023, 9.30 am, Council Chamber, Town Hall, King's Lynn.

To:

Member Major Projects Board: Councillors R Blunt (Chair), S Dark, A Dickinson (Vice-Chair), A Kemp, G Middleton, T Parish and A Ryves

Officers:

Alexa Baker, Monitoring Officer

Michelle Drewery, Assistant Director - Resources

Vanessa Dunmall, Corporate Projects Programme Manager

Russell Eacott, Interim Technical and Delivery Advisor

Lorraine Gore, Chief Executive

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

Chris Upton, Project Accountant

Wendy Vincent, Democratic Services Officer

Robert Wiseman, Energy and Environment Officer

CBOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

MEMBER MAJOR PROJECTS BOARD

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

PRESENT: Councillor R Blunt (Chair)
Councillors M de Whalley, A Dickinson (Vice-Chair), A Kemp, G Middleton and T Parish

Officers:

Vanessa Dunmall, Performance and Efficiency Manager
Russell Eacott, Interim Technical and Delivery Advisor
Matthew Henry, Assistant Director, Property and Projects
Chris Upton, Project Accountant
Wendy Vincent, Democratic Services Officer

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors S Dark and A Ryves, Alexa Baker and Lorraine Gore.

2 **MINUTES FROM THE PREVIOUS MEETING**

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The minutes from the meeting held on 7 October 2022 were agreed as a correct record.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

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

There were no Members present under Standing Order 34.

6 **CHAIR'S CORRESPONDENCE**

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The Chair referred to the email circulated to the Member Major Projects Board from Councillor Ryves and invited the Assistant Director, Property and Projects to respond.

The Assistant Director, Property and Projects explained that flagged the wider economic issues and the impacts on potential housing developments the Borough Council were currently progressing and added that the Project Officers and Senior Management Team were aware of this and there are were a number of Cabinet reports going through the democratic process that would pick up the issues and outlining any mitigating work that would be done during the first quarter of the next calendar year.

7

PROJECT AND PROGRAMME IMPROVEMENTS

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The Interim Technical and Delivery Advisor gave a presentation on Project Majority Assessment/Project Resourcing (copy circulated with the Agenda).

The Interim Technical and Delivery Advisor, Assistant Director – Property and Projects, Project Accountant and Corporate Projects Programmes Manager responded to questions in relation to:

- The temporary role of the Interim Technical and Delivery Advisor.
- Current and potential future role of the Member Major Projects Board (MMPB).
- Improvement Plan which outlined the process to obtain a better score and identify the skills gap.
- Definition of what was determined a major project.
- Common structure for reporting to avoid duplication of work where possible.
- Consistent approach to project management throughout the authority.
- Skills gaps and training requirements to address those gaps.
- Training for both officers and Councillors.
- Role of the Programme Management Office.
- Importance of MMPB receiving consistent accurate information in a timely manner.
- Resource required to support the project and programme process going forward.
- Better reporting of projects going forward.
- Number of projects the Borough Council was developing compared to other local authorities and capacity available for officers to progress projects.
- Understanding of risk management.

- Role of the Town Deal Board.

The Interim Technical and Delivery Advisor drew the Board's attention to pages 42 and 43 setting out to the proposed format for future reporting and invited feedback.

The Interim Technical and Delivery Advisor explained that the MMPB would see the project highlights report for the agreed major projects and a covering overall summary at the February 2023 meeting and then on a monthly basis going forward.

The Assistant Director Property and Projects responded to questions from Councillor Kemp as to why currently there was no legal attendance at the Officer Major Project Board meetings.

The Corporate Projects Programme Manager commented that it may be helpful to look at the timing of future MMPB meetings in view of the framework being proposed in order to ensure the information was available, although it was acknowledged that if the cycle of meetings didn't quite match up as proposed, there would still be information available for the Board to view.

The Assistant Director Property and Projects gave an overview of the work being undertaken by the Interim Technical and Delivery Advisor and officer roles going forward.

In response to comments made on the definition of a major project and list of projects, the Assistant Director, Property and Projects explained that a year or so ago the role of the MMPB was clarified in a Cabinet report so that more flexibility could be given in relation to smaller projects. The Assistant Director, Property and Projects added that a further report may be considered by Cabinet to re-define what was a major project and review the terms of reference of MMPB. Following further comments, the Assistant Director, Property and Projects invited the Vice-Chair to discuss the definition of a major project outside of the MMPB meeting.

The Chair commented that it was important to bring Cabinet up to date on the change in process.

AGREED: The Assistant Director, Property and Projects, the Corporate Projects Programme Manager and the Democratic Services to look at the schedule of meetings for 2023 in consultation with the Chair and the Vice-Chair.

8

RAG MONITORING REPORT

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The Corporate Projects Programme Manager informed the MMPB that there were 17 projects on the list and that item 13 –Town Centre Repurposing had been removed from the Town Deal Programme through the Cabinet process. It was explained that some of the changes discussed at the last MMPB had not been progressed due to work being undertaken by the Interim Technical and Delivery Advisor relating to programme and project management and that other format reports would be presented to the next meeting.

The Corporate Projects Programme Manager explained that since the last meeting an additional column had been inserted at the request of the Board – status which set out what stage the project had reached.

The Board was advised that of the 17 projects, 12 had moved to either amber or dark amber which reflected the move of many of the Town Deal Projects from business case development stage into initiation/delivery and also the wider economic conditions which the Board was aware of and affecting issues such as procurement and gave an example of the Town Deal Project Public Realm had experienced some delays on procurement as well as the Nar Ouse Speculative Units project.

The Corporate Projects Programme Manager, the Interim Technical and Delivery Advisor and Project Accountant responded to questions and comments in relation to:

- Streamlined monitoring reports to be presented to the next meeting of the MMPB.
- Town Deal project – Rail to River and why the risk was scored so low.
- Reprofitting spend of some of the Town Deal projects.
- Mechanism to be identified for reporting exempt projects.
- Bus Station and NCC Library Site, Hunstanton.
- Explanation why there was a certain RAG rating for some projects.

The Chair advised Councillor Kemp to direct questions relating to West Winch Growth Area risk and significant infrastructure requirements including the housing access road to the West Winch project team.

9

DRAFT SCHEDULE OF MEETINGS 2023

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The Board considered the draft schedule of meetings for 2023.

The Corporate Projects Programme Manager outlined that based on the currently agreed cycle of meetings based on the February 2023 meeting the information presented would be as at the 31 December 2022 and added that the further through the month the MMPB

meetings were scheduled it was more likely that information could be presented as at the end of the previous month.

The Interim Projects – Technical and Delivery Adviser explained that going forward it would be beneficial for meetings to be scheduled for week 4 of the projects cycle now agreed internally, but on a 2 monthly basis.

The Corporate Projects Programme Manager outlined the timescales, reporting and schedule of meetings for the Town Deal projects.

AGREED: The Corporate Projects Programme Manager and Interim Projects – Technical and Delivery Adviser to liaise with Democratic Services in consultation with the Chair and Vice-Chair to review the draft Schedule of Meetings for 2023.

10 **WORK PROGRAMME 2023**

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The following items were identified:

- Bus Station, Hunstanton.
- Guildhall, King's Lynn – MMPB to advise of specific questions required to be addressed.
- Ferry project.

11 **MINUTES FROM THE OFFICER MAJOR PROJECTS BOARD**

[Click here to view a recording of this item on You Tube](#)

The Board received the minutes from the Officer Major Projects Board for 19 October and 17 November 2022.

19 October 2022

Officers responded to questions in relation to:

- Length of time of meeting.
- Guildhall – Project Initiation Document (PID) which had not been approved and was being updated and working towards completion 31 December 2022.
- Guildhall, risks and steps taken to identify alternative funding streams.
- Role of the MMPB – highlighted was not a decision making group.
- Legal charges within projects.

AGREED: The Guildhall PID to be presented at the next meeting of the MMPB.

12 **DATE OF NEXT MEETING**

To be advised.

The meeting closed at 11.50 am

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end January 2023 (Definitions shown on Project Highlight reports)	Overall status commentary
P-21.01	Carbon Reduction Strategy	RE:Fit Scheme	Phase 1 – energy reduction schemes / streetlighting	- Part of Climate Change Strategy & Action Plan to Cabinet Sept 2021 - Grant funding accepted	21-Sep-21	Environment	Stuart Ashworth	Grant Funded	Overall RAG rating	- Practical completion issued in June (as per PSDS funding deadline), at which point all heat pumps were installed and commissioned. This was before heat pumps could be 'stress tested' and observed under full load. - Since we have entered into colder weather, a number of sites have struggled when running on heat pumps. Additionally, some BMS/control works remain outstanding, owing to long lead time on equipment delivery. For these reasons, it has been difficult to integrate heat pumps with existing heating systems and some sites have needed to revert to boilers to maintain temperature. - Remedial works/control strategy reviews needed for heat pumps to perform to expectations and achieve anticipated savings. - Requirement to report to Salix (who administer the PSDS grant scheme) on savings in June 23.
			R							
P-21.02	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-Sep-19	Development & Regeneration	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating	- Delays anticipated to sectional completions but nothing formally reported via Norfolk County Council project team at this time. - Delays to service provision impacts upon Phase I handover.
									A	
P-21.03A	NORA & Enterprise Zone	Development of spec units	Phase 1 - Spec Build Units Will deliver 2no. 5,000 sqft. Offices and 2no. 10,000 sqft. light industrial units. LEP Funding Agreement in place.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24-Sep-19	Development & Regeneration	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating	- Delays to handover due to delay in street naming and numbering process leading to timeline pressures. Big Sky and Aecom (retained consultants (contract administration & cost consultant)) reviewing options to potentially bring this forward to minimise delay - Financial early warning for costs associated with delay to handover
									R	
P-21.03B	NORA & Enterprise Zone	Development of spec units	Phase 2 - Spec Build Units 2no. 10,000 sqft. light industrial units – subject to LEP funding (TBC). Out to tender Autumn 2021.	- Delivery of business premises to accommodate local or other businesses - Contractually committed	24-Sep-19	Development & Regeneration	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating	- Tender return circa £2m over allocated budget, ongoing review of costs and approach underway - Delay to tender award associated with above which impacts on NALEP conditions of funding and expiry of tender acceptance period
									R	
P-21.04	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	04-Feb-20	Development & Regeneration	David Ousby	Capital Receipts & Borrowing	Overall RAG rating	Overall Status currently Green due to: - Project continues to progress well despite difficult market conditions - Disposal route for all properties identified and subject to contract (subject to Cabinet decision on refugee housing) - Short delay to practical completion resulting from sub-contractor progress likely, but not confirmed - Houses price inflation has outpaced build cost inflation on this project due to decisions made by the project team to secure materials in bulk as early as possible. Project expected to be significantly more profitable than original expectations. - Project to be delivered by experienced team familiar with project and Major Housing Programme. - Whilst risks and issues remain they are decreasing and can be managed. Whilst delay would be unfortunate the additional costs would be minimal in the scale of the project. Whilst the adoption on the sewers and road remains very important to the Council, who do not wish to retain this asset, its immediate adoption does not pose a risk to project success.
									A	
10 P-21.05	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 Business Plan objective no 2	15-Jun-21	Development & Regeneration	David Ousby	Capital Receipts & Borrowing	Overall RAG rating	Overall status currently Amber due to the scale of the development, the current local opposition for the site and the impact that this might have on project success. - Project risks and issues need attention to ensure that the project meets ACP funding deadlines - Delays in signing the contract may have significant impact on meeting ACP deadlines and procuring materials in the most cost-effective manner - Scheme costs need managing carefully to ensure scheme viability - Timescales for the project remains tight but deliverable - Resources are suitable for the project
									A	
P-21.06	Major Housing	Salter's 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	16-Mar-21	Development & Regeneration	David Ousby	Capital Receipts & Borrowing	Overall RAG rating	Overall status currently Amber. - Risks largely relate to current construction market conditions and the potential for price inflation. - Technical and legal issues remain regarding the delivery of the project that require resolution. However, issues are manageable. - Project finances currently remain as expected. - Project timelines need careful management to ensure ACP requirements are met. - Team resources are sufficient to successfully deliver the scheme.
									A	
P-21.07	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	02-Feb-21	Development & Regeneration	David Ousby	Capital Receipts & Borrowing	Overall RAG rating	Overall Status currently Red due to: - Risk and Issues remain complex with no simple route to resolution. Awaiting cabinet report to abort scheme. - Scheme viability is poor with complex design requirements, including the need of a sprinkler system, negatively impacting build costs. - Timelines are critically behind due to project pause. - Resources are available should the project proceed.
									R	
P-21.08	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	16-Mar-21	Development & Regeneration	David Ousby	Capital Receipts & Borrowing	Overall RAG rating	Overall Status currently Amber due to: - Project risks and issues remain on site that require ongoing monitoring. - Project viability is being significantly changed by inflation in the labour and materials market. - The project is experiencing delays because of technical approvals needed to proceed with some elements of the works. - Long term sickness absence is putting pressure on the Clerk of Works function. The senior CoW should return before superstructure is completed and will therefore be able to monitor key aspects of finishing works.
									A	
P-21.09	West Winch Growth Area	West Winch. Between 3,500-4000 New Dwellings allocated in local plan.	BCKLWN leading in an overall collaboration agreement with the multiple owners of the land identified within the Local Plan Allocation to deliver a strategic housing allocation. Significant infrastructure requirements. Working with NCC and Homes England.	- This Growth Area is the main allocation for housing in the local plan - To meet priorities housing need, and the F40 objectives of the Norfolk Suffolk Economic Strategy as a Growth Location - Supporting Borough and County economic growth	13-Nov-18	Development & Regeneration	Geoff Hall	Business Rates Pool & Revenue	Overall RAG rating	TBC
									TBC	
			Redevelopment of gateway site into King's Lynn. Includes potential acquisition of sites, master-planning, road scheme and infrastructure. Cabinet agreement to progress summer 2020.	- Within the Town Investment Plan (TIP) - Forms Part of HAZ programme - Funding secured for master-planning from Business Rates Pool					Overall RAG rating	The overall status is currently Green as: - The timescales and financials are at the level of BCKLWN expectations. Risk and Issues are at a similar level to last month with the Cabinet paper going to Cabinet in March to agree a set of next steps for the project. - Masterplan Development Brief Document (masterplan) developed through extensive consultation and detailed site

P-21.10	Regeneration	South Gate area regeneration	Links to NCC Levelling Up Fund application for the roundabout.	Rates Pool	15-Jun-21	Development & Regeneration	Duncan Hall	Borrowing	G	Masterplan development and business case (masterplan developed through extensive consultation and detailed site analysis, has been finalised. A preferred option has been developed which had strong public support during public consultation. - NCC's LUF bid application has been successful, with £18,945,900 allocated to the Southgates out of £24m awarded. - Application to be progressed to the 2nd round of the Brownfield Land Release Fund (BLRF2) for funding to remediate the site. - Request to quote has gone out for a consultant to support the BLRF2 application. BDP (with Urban Flow) have been contracted to work with BCKLWN, NCC and WSP for the OBS stage of the STARS LUF project, to ensure that the design being developed to support the business case process, accords to the objectives and key design principles of the Southgates Masterplan.
P-21.11	Town Deal	St George's Guildhall & Creative Hub	Refurbishment of the Guildhall and provision of co-working & studio space in the White Barn	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating R	Overall status is Red. - Of the est. £12,174,091 cost of the full development, £3.3m identified in the NLHF application is currently underwritten by BCKLWN while further funding options are explored and is subject to a further decision being taken on the final project scope and extent of funding required - Delay issuing the Lead Design Team Invitation to Tender (ITT) to allow for additional work and legal checks. ITT issued 30/1/2023 with an appointment due March/April 2023. - Alongside the unsuccessful NLHF application, delay to Lead Design Team appointment means the project is currently behind the projected project for 22/23. The project is seeking permission from the DLUHC to reprofile.
P-21.12	Town Deal	Active & Clean Connectivity	Package of measures to support active & clean connectivity including priority schemes from the Local Cycling & Walking Infrastructure Plan inc Active Travel Hub and Travel Plan Fund	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	David Ousby	Town Deal Grant	Overall RAG rating A	- Finance position overall planned to be on budget but profile in year is behind target hence Amber. - Active Travel Hub timeline behind initial target dates due to introduction of Baker Lane site and desire to align both sites for one procurement process at Design and Build RIBA 4 onwards. - LCWIP works slipped to start in April 23 from Q4 22/23 to align with NCC resources - Active Travel Plans 2 remaining businesses to be signed up to programme giving data on commuting habits.
P-21.14	Town Deal	Riverfront Regeneration	First phase, including Outer Purfleet and Custom House exhibition space, 'Sail the Wash' dry side infrastruct., South Quay public realm	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Geoff Hall	Town Deal Grant	Overall RAG rating A	- This project is currently RAG rated Amber because there are pressures on the budgets due to inflation which is affecting construction costs. We are also aware that the assumptions made for the operating costs of the Custom House and potential event spaces are also at risk due to increasing prices eg energy. The piecemeal nature of the work and lots of small elements means it may be possible to prioritize and mitigate these issues whilst still achieving the overall project objectives. - The programme is being stretched but still achievable overall within the time-frame set by Towns Fund protocols. This is due to the recent resourcing issues and ensuring the period for procurement of new professional team is factored in.
P-21.15	Town Deal	Public Realm – 'Rail to River'	Improve the perception of the town centre 'Rail to River' route to create a distinctive and quality public realm.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	David Ousby	Town Deal Grant	Overall RAG rating A	Overall Status currently RAG rated AMBER due to: - Programme prolongation to late autumn due to requirements for licenses, and planning consent being factored in, including likely committee dates (June 2023). Lead in times for digital signage 14-16weeks, leading to installation and commissioning in October which extends the project by 2m. - Increasing costs – updated quotations being sought for late install items e.g., digital signage. Installation costs rising due to inflation.
P-21.16	Town Deal	Multi-User Community Hub <i>(accountable body role only)</i>	New town centre 'one-stop-shop' for a range of services inc relocated library, to provide skills and training opportunities.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating G	The overall status remains Green as all measurables are controlled and within expected levels. - Turner and Townsend have been appointed as Cost and Project Manager for the scheme and are working with Norfolk County Council on the tender for main contractor. - Engagement continues with the library team as future main tenants of the building and champions of the project.
P-21.17	Town Deal	Youth & Retraining Pledge <i>(accountable body role only)</i>	A package of support for youth skills and adult retraining provision for the immediate and short-term impact of Covid-19.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating A	Spend and Delivery are rated as Amber due to the delay at the start of the project. The Project is waiting to hear whether a reprofile of the budget is approved.
P-21.18	Sports Facilities	3G pitch	Development of additional 3G pitch to provide extra capacity for football provision	- Assist with community cohesion and social engagement through sport	16-Nov-21	People & Communities	Neil Gromett (Alive WN)	Borrowing & Grant Funded	Overall RAG rating G	- CIL funding agreed as the partnership contribution funding for this project. - Funding requirement reduced to £250k due to the proposed site being in an area of deprivation. - Key Stakeholders the Football Foundation and the FA fully committed to this project as their top priority highlighted in the Local Football Facilities Plan for West Norfolk. - Surveys of the site have now begun and once complete, the project timeline can be established. - Fields in Trust have confirmed the project can be developed on the River Lane site.

Re:Fit – Carbon Reduction Project Highlight Report

Project Name:	Re:Fit - Carbon Reduction	Project Manager:	Robert Wiseman	Project Sponsor:	Matthew Henry	Reporting Month:	Jan 2023	Capital Code:	C1421	Client Dept:	Property Services	Lead Designer:	Ameresco
								Project Code:	P-21.01	End User (if appl):		Cost Consultant:	Ameresco
												Contractor on Site:	Ameresco

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	R	R	A	R	A
Last Report	G	G	-	G	G	-

Project Definition	
Project Stage:	RIBA Stage 6: Handover
Objectives:	Decarbonisation works across 11 sites.
Scope:	Installation of heat pumps, solar PV, insulation upgrades and domestic hot water controls.

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID	PID Update	PID Update	PID Update	Forward Plan	Final PID
Status:	✓	✓	✓	N/A	N/A	N/A	N/A	N/A	N/A
Date Approved:		16.3.21	16.3.21						
Approved by:		Cabinet	Cabinet						

Latest approved document: Investment Grade Proposal (IGP), Submission date: 26th May 2021

Decisions required this period	
12	No decisions required.

Key achievements during this period	
	Ameresco commissioning engineer on site 30 th and 31 st January and, again, 15 th February. Proposals forthcoming for remedial works and control strategy proposals to facilitate successful integration. Regular meetings with Ameresco to discuss/progress.

1. Overall Status (high-level summary)	
	<ul style="list-style-type: none"> Practical completion issued in June (as per PSDS funding deadline), at which point all heat pumps were installed and commissioned. This was before heat pumps could be 'stress tested' and observed under full load. Since we have entered into colder weather, a number of sites have struggled when running on heat pumps (particularly with air handling units). Additionally, some BMS/control works remain outstanding, owing to long lead time on equipment delivery. For these reasons, it has been difficult to integrate heat pumps with existing heating systems and some sites have needed to revert to boilers to maintain temperature. Remedial works/control strategy reviews needed for heat pumps to perform to expectations and achieve anticipated savings. Requirement to report to Salix (who administer the PSDS grant scheme) on savings in June 23. BCKLWN to appraise Ameresco's proposals for remedial works/control strategy revisions to integrate heat pumps with existing buildings and plant. This will inform our decision making as to whether we escalate our concerns to issuing notice on our contract, or invoke mechanisms under the Re:Fit framework (under which Ameresco were appointed). Ameresco have guaranteed gas savings and need to deliver on these savings.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
HP2	Deficiencies with existing buildings/infrastructure.	Ameresco argue failings for successful integration are result of pre-existing deficiencies/faults, outside their scope of works.	A	Quality and cost	Ameresco completed heat loss calculations and assessed heat emitters as part of their detailed design. Prior to start of works, we were also able to maintain temperatures with pre-existing (gas-fired) plant.	16.2.23 - confirmation provided that air handling units have been recently serviced/maintained. Issue identified with commissioning valves at 1 x site, discussions ongoing as to how to resolve (advised these are minor works).
		Otherwise, incumbent on Ameresco (as principle designer and contractor) to successfully integrate new plant with our buildings.			Orders out for repair of malfunctioning plant at King's Court/repairs complete.	
HP2	CHP non-operational at Alive St James	CHP not working at Alive St James. Will be needed to support outstanding BMS works and ongoing operation of ASHP.	R	Delivery	Water quality substandard at some sites (previously unknown quantity). Variations agreed for remedial works (powerflushing). 2-G working on proposal for a pipework modification, with additional filtration, to prevent contamination of heat exchanger (due replacement). If new heat exchanger does not restore normal operation, 2-G have agreed that these works will not be chargeable to BCKLWN.	2.2.23 – Ameresco already replaced CHP heat exchanger (at no cost to BCKLWN) on 26.5.22, but appears to have become contaminated again. This is in spite of a previous powerflush and dosing of the system.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

HP2	Under-reporting of savings/lack of metering information (Measurement and Verification).	BCKLWN are required to report on first year savings to Salix (1 year post PC). Ameresco advise having issues with some metering and limited savings being achieved owing to sites being back on boilers.	R	Delivery	Data available from main/supplier meters (Salix annual report is quite basic in its requirements). Local Partnerships enquiring with Salix as to implications of under-reporting on savings.	2.2.23 – BCKLWN set out expectations for Ameresco to resolve integration issues, metering irregularities and fulfil their obligations for delivering their M&V programme as expeditiously as possible. 3.2.23 – received confirmation there will no clawback of grant award from lack of performance
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2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
135	Integration	Integration of heat pumps with existing systems to maintain temperature and deliver savings	R	Delivery	Commissioning engineer to review sites and issue proposals.	16.2.23 - follow up meeting scheduled for 21 st Feb to progress discussions.
136	DHW temperature monitoring	In absence of temperature logging for DHW to evidence pasteurisation, sites are reliant on immersions to maintain temperatures of 60 degrees for legionella prevention.	A	Delivery	Finalisation of BMS works will facilitate temperature monitoring. Temperature logging may be implemented at sites with no BMS.	3.2.23 – Ameresco indicating that current arrangements are sufficient for legionella compliance. To be reviewed internally.

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£3,851,684	£3,823,413	£28,271	£942,730	£914,463	£942,463	0	0	0	0
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Last Month:

£3,851.690	£3,823,413	£28,271	£942,730	£914,463	£942,463	0	0	0	0
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3.1 Financial Commentary

Financials currently RAG is Amber as number of costs are to be funded from Alive Budgets and the need to hold 2.5% for retentions. Additional expenditure, over grant award, of £119k to facilitate additional/enabling works and as agreed contract variations. Largely agreed that these works can be covered by AWN budgets. Some works would have been required anyway (i.e. electricity supply upgrade at Downham Leisure), but PSDS scheme provided opportunity to complete these works with grant support.

4. Timelines – High Level Milestones

Milestone	Date Achieved
Project received Cabinet approval	16.3.21
Ameresco finalised detailed design/Investment Grade Proposal	26.5.21
Practical completion achieved across all sites (full grant award captured)	28.6.22

4.1 Timelines Commentary

RAG Rating Green. In terms of practical completion, project was completed in accordance with Salix/PSDS criteria. Had there been an underspend at this time, or delayed completion, then we may have needed to return some of the £3.8 million grant award. Unfortunately, as the majority of the final installs/commissioning were completed in the summer months, it was not possible to 'stress test' the new heat pumps and fully assess their performance.

5. Resources Commentary

Resources currently Amber, pending latest proposals for remedial works/actions and staffing resource needed to manage and oversee these actions.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1							

Other Matters

Item	Comment
General stage progress	Post practical completion, now in defects period
Procurement progress	Ameresco appointed following call off contract under Re:Fit Framework
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Legal progress	Completed
Legal instruction form issued?	Completed
Surveys Status	Completed
Statutory updates	Completed
Health and safety	RAMs to be provided ahead of any further/remedial works.
ICT, FF&E update	Liaising with ICT to resolve outstanding connectivity issues for remote visibility/monitoring of heat pump units.
Stakeholder engagement (comms)	Limited comms. until such time as we have confidence in heat pumps' performance.

EZ Infrastructure Project Highlight Report

Project Name:	EZ Infrastructure	Project Manager:	Jason Richardson	Project Sponsor:	Matthew Henry	Reporting Month:	Jan 2023	Capital Code:	C8501-4	Client Dept:		Lead Designer:	NCC
								Project Code:	P-21.02		End User (if appl):		Cost Consultant:
												Contractor on Site:	Octavius

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	A	A
Last Report	A	G	-	A	A	-

Project Definition
Project Stage: RIBA Stage 5 – Construction
Objectives: Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone
Scope: Construction of secondary road infrastructure and services on eastern side of Enterprise Zone (excludes western side of site and Active Travel Hub)

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓	✓		
Date Approved:	24 th Sept 2019								
Approved by:	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group		

Latest approved document (baseline): RIBA Stage 4

Decisions required this period
<ul style="list-style-type: none"> No decisions required at this time.

Key achievements during this period
<ul style="list-style-type: none"> Handover of site from speculative unit contractor to infrastructure contractor Co-ordination between out going speculative unit contractor and incoming infrastructure contractor Contractor has mobilised and completed extensive site set up, undertaken investigations and surveys pending substantial start of contract. Cut and fill earthworks exercise site wide (eastern side) to commence imminently.

1. Overall Status (high-level summary)
<ul style="list-style-type: none"> Delays anticipated to sectional completions but nothing formally reported via Norfolk County Council project team at this time. Delays to service provision impacts upon Phase I handover.

2. Risks and Issues						
2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
-	Services installation and programme	Delays in completing service connections due to AWS delays	A	Time and cost	Escalating with AWS.	09.02.23
-	Contamination	Japanese Knotweed / Phosphur Gypsum / Asbestos	A	Time and cost	Remediation strategy in place – Japanese Knotweed identified and being quoted for removal	09.02.23

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
-	Norfolk County Council Project Team reporting	No formal reporting from NCC on progress to date	A	Time and cost	Request formal reporting in line with internal reporting regime	
-	Anglian Water Services	Delays in signing off drainage design	A	Time and cost	Looking to put pressure on AWS via other means e.g. NALEP	

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:									
£11,356,131	£3,210,315	£8,145,816	£6,047,240	£284,013	£6,047,240	£0	£646,979	£0	£646,979

Last Month:									
£11,356,131	£3,136,574	£8,072,075	£6,047,240	£210,013	£6,047,240	£0	£646,979	£0	£646,979

3.1 Financial Commentary

Financials currently RAG is Amber due to anticipated unconfirmed delays. NCC Grant of £498k received ensured that the overspend forecast previously now meant budget was on track.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

4. Timelines – High Level Milestones

[Insert completed High Level Milestone Table,
Note: Paste the milestone table as an image, not as a table]

Planned Milestones:

Start of Works on Site – 17 October 2022
 Sectional Completion Area A – 14 November 2022 to 23 March 2023
 Sectional Completion Area B – 21 November 2022 to 22 March 2023
 Sectional Completion Area C – 11 November 2022 to 19 October 2023
 Sectional Completion Area D – 16 November 2022 to 20 October 2023
 Planned Completion – 20 October 2023
 Demobilisation – 23 October 2023 to 27 October 2023

Actual Milestones: TBC awaiting updated from NCC project team.

4.1 Timelines Commentary

Anticipating slippage in the above reported milestones – nothing formally reported at this time but awaiting review.

5. Resources Commentary

Aware NCC Project Team have ongoing resource issues.
 Project support – vacant posts x 2 in Property Team potential to impact delivery

15

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

Other Matters:

Item	Comment
General stage progress	RIBA 5 – Construction
Procurement progress	Complete
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	NEC 4
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework – Eastern Highways Alliance
Surveys Status	Complete
Statutory updates	Delays as a result of AWS. Street naming concluded.
Health and safety	No issues reported this reporting period
Stakeholder engagement (comms)	Communications advised of current programme and of Phase I and Phase II
Local schemes / dependencies	Phase I and Phase II Spec Build Units Wider disposal and development of site
Marketing of sites	Activity on site is generating interest – will engage with interested parties when there is more certainty around delivery – and commence formal marketing at the same time.

Project Financials

Graph to be inserted here in future months

Enterprise Zone Development Units Phase 1 & 2 Project Highlight Report

Project Name:	Enterprise Zone Development Units Phase 1&2	Project Manager:	Mark Fuller / Jason Richardson	Project Sponsor:	Matthew Henry	Reporting Month:	Jan 2023	Capital Code:	C5002	Client Dept:		Lead Designer:	RGC
								Project Code:	P-21.03A+B	End User (if appl):		Cost Consultant:	Aecom
												Contractor on Site:	RGC

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	R	R	R	R	A
Last Report	A	A	-	G	A	-

Project Definition	
Project Stage: [e.g. RIBA Stage 5: Construction]	<ul style="list-style-type: none"> Phase 1 – RIBA 5 (awaiting services and commissioning to allow handover) Phase 2 – RIBA 3 (Tender returned from framework on a D&B basis)
Objectives:	Development of 8 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.
Scope:	The project will deliver modern speculative units for the Enterprise Zone portfolio as below: <ul style="list-style-type: none"> 2no pair semi-detached offices, offering up to 8 office suites (Phase 1) 1no pair light industrial units (Phase 1) 2no pair light industrial units (Phase 2) This excludes any infrastructure works which are covered under a separate report.

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓			
Date Approved:	24.09.2019	N/A	N/A	N/A	N/A	N/A			
Approved by:	Cabinet								

Latest approved document (baseline): Cabinet report

Decisions required this period	
	<ul style="list-style-type: none"> Phase 2 – budget shortfall of circa £2m decision on whether to award contract based on funding discussions with NALEP and Cabinet approval based upon options appraisal. Plot A1 fit out grant and decision to progress internal fit out.

Key achievements during this period	
	<ul style="list-style-type: none"> Handover of site to infrastructure contractor (Octavius) to assume principle contractor role Substantial completion of Phase 1 – pending utility connections. Receipt of tenders for Phase 2

1. Overall Status (high-level summary)	
Phase 1:	<ul style="list-style-type: none"> Delays to handover due to delay in street naming and numbering process leading to timeline pressures. Big Sky and Aecom (retained consultants (contract administration & cost consultant) reviewing options to potentially bring this forward to minimise delay Financial early warning for costs associated with delay to handover.
Phase 2:	<ul style="list-style-type: none"> Tender return circa £2m over allocated budget, ongoing review of costs and approach underway.

- Delay to tender award associated with above which impacts on NALEP conditions of funding and expiry of tender acceptance period.

2. Risks and Issues						
2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
	Phase 1 utilities	Delay to handover of Phase 1 units due to utilities connection delays.	R	Programme / Financial	Team reviewing options	15.02.23 Street naming and numbering process completed allowing utility applications.
	Phase 2 tender return	Risk of overspend, due to cost inflation	R	Programme / Financial	NALEP funding negotiation. Aecom undertaking tender review.	09.02.23

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	Phase 2 – tender return	Financial pressure from tender return, circa £2m over budget.	R	Decision making	External tender review. NALEP funding request. Possible additional authority needed.	09.02.23

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary									
Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spends to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£
£14,176,425	£5,826,149	£8,350,276	£7,233,500	£3,603,256	£7,233,500	£0	£2,293,657	£0	£2,293,657
Current Month:									
£14,176,425	£5,826,149	£8,350,276	£7,233,500	£3,603,256	£7,233,500	£0	£2,293,657	£0	£2,293,657
Last Month:									
£14,176,425	£5,389,458	£8,786,276	£7,233,500	£3,166,565	£7,233,500	£0	£2,293,657	£0	£2,293,657

3.1 Financial Commentary	
	RAG Rating is red as Phase 2 tender has been received and has come in over budget estimate which has meant an additional cost pressure as previously reported £5.9m. However, there is potential contingency to offset this additional cost but still forecast c£2m overall budget gap. .

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

4. Timelines – High Level Milestones

LATE MILESTONES

MILESTONES UP NEXT

Milestones due in this month.

Name	Finish	Name	Finish
Tender award phase 2 units	31.12.22	Street naming process complete	15.02.23
Handover of Phase 1 Units	20.12.22	Services connection orders placed	24.02.23
		Formal Funding extension request to NALEP	17.02.23

4.1 Timelines Commentary

The current timeline is red owing to delay in handover of Phase 1 and procurement process for Phase 2.

→ Re profiling of milestones based on decision making will be required to ensure completion dates and associated financial modelling is accurate.

5. Resources Commentary

- Big Sky are available to be appointed for Phase 2 contract management role, subject to future Cabinet decision, ensuring sufficient resources to effectively manage Phase 2 contract.
- Project support - vacant posts x 2 in property team potential to impact delivery

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

Other Matters

Item	Comment
General stage progress	NORA Phase 1 - RIBA stage 5 NORA Phase 2 – RIBA stage 3
Procurement progress	Phase 1 complete Phase 2 at tender receipt stage over budget being reviewed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	D&B as per Nar Ouse Framework (JCT)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Stakeholder engagement (comms)	Communication Team advised of delays to Phase 1
Local schemes / dependencies	Infrastructure contract progress.
Marketing	Activity on site is generating interest – will engage with interested parties when there is more certainty around handover – and commence formal marketing at the same time.

Project Financials

Graph to be inserted here in future months

NORA 4 Project Highlight Report

Project Name:	NORA 4 – Major Housing	Project Manager:	James Grant	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C8100	Client Dept:		Lead Designer:	LPL
								Project Code:	P-21.04	End User (if appl):		Cost Consultant:	GCBA
												Contractor on Site:	LPL

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	G	G	A	A
<i>Last Report</i>	G	G	-	G	G	-

Project Definition

Project Stage: RIBA Stage 5 – Construction

Objectives: Delivery of 105 homes at NORA 4 (37 Open Market, 52 PRS, 16 Affordable) - APC Funded

Scope: Phase 4 of housing delivery on the Nar Ouse Regeneration Area, delivered as part of BCKLWN Major Housing Programme

Approved Documents

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contracts Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved:	N/A	N/A	N/A	TBC	11/20	TBC	N/A	TBC	02/20	10/20			
Approved by:	N/A	N/A	N/A	DG	LPA	DG	N/A	DG	Cabinet	MO			

Latest approved document: Signed Contract (BCKLWN & LPL) - 22/10/20

Decisions this period

∞ No decisions needed regarding progress on NORA 4.

Key achievements during this period

- Practical completion of 7 housing units (Jan 2023)
- Sale of 5 Properties (Jan 2023)
- All but 2 of the open market properties are reserved for sale. Lovell has interest in the remaining 2 properties, but the sale process has been paused whilst the decision to dispose to WNHC for refugee social house is determined.
- Homes England undertook a tour of site.

1. Overall Status (high-level summary)

Overall Status currently Green due to:

- Project continues to progress well despite difficult market conditions
- Disposal route for all properties identified and subject to contract (subject to Cabinet decision on refugee housing)
- Short delay to practical completion resulting from sub-contractor progress likely, but not confirmed
- Houses price inflation has outpaced build cost inflation on this project due to decisions made by the project team to secure materials in bulk as early as possible. Project expected to be significantly more profitable than original expectations.
- Project to be delivered by experienced team familiar with project and Major Housing Programme.
- Whilst risks and issues remain they are decreasing and can be managed. Whilst delay would be unfortunate the additional costs would be minimal in the scale of the project. Whilst the adoption on the sewers and road remains very important to the Council, who do not wish to retain this asset, its immediate adoption does not pose a risk to project success.
- Awaiting cabinet decision on disposal of some properties to West Norfolk Housing Company Ltd for refugee social house.
- Labour market challenges and material availability continues to cause challenges, availability of flooring contractor causing particular concern.

- Lovell Partnerships Ltd have given us informal early warning that Practical Completion may be delayed from May to June. Lovell are still reviewing this and will advise on impact in due course.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
D4	Procurement	Issues with contractors / sub-contractors, their procurement and management that leads to delay.	A	Partnership	Close management by BCKLWN team. Early engagement with sub-contractors. Seeking to procure secondary contractors to deliver some works should primary contractor let team down.	09/02/2023
D6	Contract Duration	Delays to contract increases prelim costs	A	Partnership	Close management by BCKLWN Team.	09/02/2023

2.2 Key Issues [all red and increasing amber]

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
J2	Stormwater Discharge	Ownership dispute regarding stormwater drain within Morston drift means that drains cannot be adopted, and therefore highways cannot be adopted.	G	Other	Work closely with LLFA, NCC Highways and solicitor to ensure solution is found.	09/02/2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingencies spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£17,865,335	£15,417,051	£2,448,284	£7,860,420	£6,016,636	£7,860,420	0	0	0	0
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Last Month:

£17,865,335	£14,312,379	£3,552,956	£7,786,420	£4,911,964	£7,860,420	0	0	0	0
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3.1 Financial Commentary

Financials RAG currently is Green due to Project being on Target.

4. Timelines – High Level Milestones

Milestone	Target	Expected
Practical completion of final housing unit (also ACP Milestone)	May 2023	June 2023

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

Sale / transfer of final housing unit	May 2023	June 2023
Main contractor de-mobilisation	June 2023	June 2023 (TBC)
Adoption of Highways, utilities, and other infrastructure	June 2024	June 2024
Defects Period	May 2025	June 2025

4.1 Timelines Commentary

Timeline is Amber - Short expected delay to practical completion due to flooring sub-contractor. Still under review.

5. Resources Commentary

Resources currently Amber. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and full understanding of issues. Clerk of works is on long-term sickness absence and assistant Clerk of works stepping up to fill role with support of wider team.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
40	Carpets have been causing issues to PRS tenants – Change base spec to Vinyl	£15,016.20	N/A	Spec	Green	David Ousby	20/01/2023

Other Matters [please note – these should be adjusted for each project by the PMgr]

Item	Comment
General stage progress	RIBA Stage 5 – Construction
Procurement progress	No outstanding procurement required. Lovell appointed. Sub-contractor appointments completed for all trades.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 Contract Signed - 22/10/20
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Disposal of properties on open market
Legal progress	Ongoing advice required from Gately PLC relating to sectional agreements
Legal instruction form issued? [actual / projected date]	Gately PLC appointed to undertake conveyancing services
Surveys Status	N/A
Statutory updates	Statutory adoption processes to be undertaken post completion. Compliance conditions to be discharged.
Health and safety	Lovell Partnerships Ltd appointed Principal Contractor and Principal Designer
ICT, FF&E update	N/A
Stakeholder engagement (comms)	Residents have been kept update on progress by LPL. Letter to be sent to residents on project completion.
Local schemes / dependencies	Refugee Social Housing Scheme. Need to determine which houses will now be sold to West Norfolk Housing Company Ltd as opposed to being OM or PRS.

Project Financials

Graph to be inserted here in future months

Parkway – Major Housing Project Highlight Report

Project Name:	Parkway – Major Housing	Project Manager:	James Grant	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C8431	Client Dept:		Lead Designer:	LPL
								Project Code:	P-21.05	End User (if appl):		Cost Consultant:	GCBA
												Contractor on Site:	LPL

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	R	A	G	G
Last Report	G	A	-	G	G	-

Project Definition
Project Stage: Cabinet approval received. Awaiting contracts. RIBA Phase 4.
Objectives: Delivery of 226 homes at Parkway – Gaywood (Open Market, PRS, Affordable) – APC Funded
Scope: Housing delivery on the former COWA Sports field, delivered as part of BCKLWN Major Housing Programme

Approved Documents													
	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contracts Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	In draft			
Date Approved:	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/22				
Approved by:	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet				

Latest approved document (baseline): Cabinet Report – Council Approved 26th January 2023

Decision required this period
<ul style="list-style-type: none"> ▪ Chief Exec - Subject to legal advice enter PPC 2000 contract with Lovell Partnerships Ltd to deliver housing units. ▪ Chief Exec - Approval to mobilise works

Key achievements during this period
<ul style="list-style-type: none"> ▪ Cabinet approval given 17th January 2023 ▪ Council approval given 26th January 2023 ▪ Public briefing arranged for the 16th February 2023 to inform members of the particulars of the proposed development works ▪ UKPN commenced with HV cable Diversion

1. Overall Status (high-level summary)
<p>Overall Status currently Amber due to the scale of the development, the current local opposition for the site and the impact that this might have on project success.</p> <ul style="list-style-type: none"> ▪ Project risks and issues need attention to ensure that the project meets ACP funding deadlines. ▪ Delays in signing the contract may have significant impact on meeting ACP deadlines and procuring materials in the most cost-effective manner. ▪ Scheme costs need managing carefully to ensure scheme viability. ▪ Timescales for the project remain tight but deliverable. ▪ Resources are suitable for the project.

2. Risks and Issues

2.1 Key Risks						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A4	Inflation	Inflation increases outpace house price inflation, impacting on scheme viability	R	Finance	Monitoring of market. Early purchase and storage of materials. Fix build prices with sub-contractors.	10/02/2023
A10	Piling	Piling causes significant disruption to neighbouring properties.	A	Finance / Comms	Consider use of CFA piling (more expensive but less disruptive). Offer local homeowners surveys to monitor impact of the works. Provide members of the public with information on the proposed works and scope of piling.	10/02/2023
G9	Community Engagement	Community engagement backfires and crystallizes opposition. Protests delay works and increase costs.	A	Comms / Political	Careful management of consultation events with involvement from Communications team.	10/02/2023

2.2 Key Issues						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
J1	NCC Land	Acquisition of unowned land – that forms part of Parkway development from NCC	A	Land Ownership	Make offer to NCC to purchase land or amend Parkway planning approval to removed un-owned land from Parkway site.	10/02/2023
N/A	Contract Signing	Contract awaiting signing, review from Eastlaw of terms ongoing. Causing delay in commencement and procurement of key materials.	A	Contract	Frequent communication with Eastlaw and MO.	10/02/2023
A2	ACP Funding	Compliance with ACP Milestones – Start on site currently Jan 23. Deadline Missed. Contractual pace under review to ensure Lovell compliance	A	Funding	Close liaison with Homes England via Strategic Housing, work closely with Lovell to manage milestone dates	10/02/2023
J5	Public Concern	Members of the public are concerned with current site activities.	R	Other	CCTV Operators to assist with monitoring site. Security to be made available for information event on 16 th Feb.	10/02/2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingencies spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

Current Month:

£48,366,886	£5,120,341	£43,246,545	£800,000	£1,056,212	£1,100,000	£300,000	0	0	0
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Last Month:

£48,366,886	£5,082,714	£43,284,172	£800,000	£1,018,585	£1,100,000	£300,000	0	0	0
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3.1 Financial Commentary

Financials RAG is Green as although forecasting an overspend c300k in year. Furthermore, an increased capital budget has been submitted to Cabinet for approval for 2023/24. Overall spending within total approved budget.

4. Timelines – High Level Milestones

Milestone	Target Date	Expected Date
Start on Site	Feb 2023	Feb 2023
First Foundation Laid	June 2023*	June 2023*
First Occupation	Dec 2023	Dec 2023
Practical Completion	May 2026*	May 2026
Sale / Transfer of final housing unit	Aug 2026	Aug 2026
Adoption of Highways, utilities, and other site infrastructure	May 2027	May 2027
Defects Period	May 2028	May 2028

*Subject to HE Approval

4.1 Timelines Commentary

Timeline is currently green. Whilst there is a delay in mobilisation, project timescales remain tight to the ACP deadlines.

5. Resources Commentary

Resources currently green. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and full understanding of issues. Clerk of works is on long-term sickness absence and assistant Clerk of works stepping up to fill role with

support of wider team. Clerk should return in time for substantive start of building works. Lovell Partnership Ltd have resources in place to mobilise upon contract signing.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A	No project changes in period						

Other Matters

Item	Comment
General stage progress	Awaiting contract review before commencement on site.
Procurement progress	As above. Terms to be agreed
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Sale of properties on open market
Legal progress	Procurement of legal services required for conveyancing. Review of draft PPC2000 contract to be completed.
Legal instruction form issued? [actual / projected date]	As above
Statutory updates	Pre commencement conditions awaiting discharge.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor
ICT, FF&E update	n/a
Stakeholder engagement (comms)	Stakeholder plan under development. Community meeting 16/02/2023
Local schemes / dependencies	N/A

Project Financials

Graph to be inserted in future months.

Salters Road Project Highlight Report

Project Name:	Salters Road	Project Manager:	James Grant	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C8161	Client Dept:		Lead Designer:	LPL
								Project Code:	P-21.06			End User (if appl):	
											Contractor on Site:	LPL	

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	G	A	G
Last Report	A	A	-	A	A	-

Project Definition	
Project Stage:	RIBA Stage 5 – Construction
Objectives:	Delivery of seventy-eight affordable properties at Salters Road, Kings Lynn to be transferred to Freebridge Community Housing - APC Funded
Scope:	Social Housing scheme off Columbia Way, delivered as part of BCKLWN Major Housing Programme

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contracts Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved:	N/A	N/A	N/A	TBC	10/2021	TBC	N/A	09/2021	03/2021	01/2023			
Approved by:	N/A	N/A	N/A	DG	LPA	DO	N/A	DO	Cabinet	MO			

Latest document: Signed Contracts (BCKLWN & LPL / BCKLWN & FCH – 06.01.2023)

Decisions required this period	
▪	No substantial decisions needed regarding progress on Salters Road.

Key achievements during this period	
▪	Entered PPC 2000 Contract with Lovell Partnership Ltd
▪	Entered Agreement for the Sale and Development of properties with Freebridge Community Housing
▪	Commenced works on site
▪	Undertook initial site meeting with FCH.

1. Overall Status (high-level summary)	
Overall status currently Amber.	
-	Risks largely relate to current construction market conditions and the potential for price inflation.
-	Technical and legal issues remain regarding the delivery of the project that require resolution. However, issues are manageable.
-	Project finances currently remain as expected.
-	Project timelines need careful management to ensure ACP requirements are met.
-	Team resources are sufficient to successfully deliver the scheme.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
D3	Supply Chain	Difficulty procuring materials & labour due to current market pressures	A	Partnership - Lovell	Monitoring of market. Early purchase and storage of materials where possible. Appointment of trades as early as possible, working with known and trusted sub-contractors. Fix build prices with sub-contractors where possible.	08/02/2023
A4	Inflation	Inflation increases outpace predictions, impacting on scheme viability	A	Finance	Monitoring of market. Early purchase and storage of materials where possible. Fix build prices with sub-contractors where possible.	08/02/2023
A3	Funding	Delay in transfer due to Homes England Restrictions, negative impact on cashflow.	A	Finance	Work closely with Strategic Housing and Homes England to overcome issues. Legal advice required to confirm the Freebridge deal was a permitted transfer under the HE funding agreement.	14/02/2023

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	No red or increasing amber					

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingencies spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£14,807,465	£4,276,437	£10,531,028	£2,606,870	£1,772,432	£2,606,870	0	0	0	0
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Last Month:

£14,807,465	£4,033,078	£10,774,387	£2,606,870	£1,529,073	£2,606,870	£0	0	0	0
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3.1 Financial Commentary

Financials RAG is Green as currently on track and due to be completed in 2023/24

4. Timelines – High Level Milestones

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

Milestone	Target	Expected
First Foundation Laid (ACP Milestone)	Feb 2023	Feb 2023
First unit Handover	Nov 2023	Nov 2023
Practical Completion of final housing unit (ACP Milestone)	June 2024	Sep 2024

4.1 Timelines Commentary

Timeline is currently Amber. The Borough Council and Lovell are working together to meet ACP Deadlines. Awaiting confirmation of build pace requirements in accordance with ACP funding from Strategic Housing team.

5. Resources Commentary

Resources currently Green. All members of Corporate Project Team involved with project providing continuity of knowledge. Project officer has long term knowledge on scheme. Clerk of Works on long term absence, however assistant CoW covering. Freebridge has independent CoW undertaking inspections which will help mitigate temporary loss of BCKLWN CoW. Lovell Partnership Ltd have made all staff appointments necessary to facilitate team and are procuring sub-contracts where not already appointed. No issues with placing sub-contracts. All current appointments within budget and progressing well.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
11	Window Locations need reviewing on 2 x plots to ensure compliance with Building Regs.	Cost saving - TBC	No impact	Must meet Freebridge requirements.	G	JG	06/12/2022

Project Financials

Graph to be inserted here in future months

Other Matters [please note – these should be adjusted for each project by the PMgr]

Item	Comment
General stage progress	RIBA Stage 5 – Construction
Procurement progress	Lovell appointed. Sub-contractor appointment ongoing.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 – Signed 06.01.2023
Proposed route to market (e.g., IOTT, Framework ie DPS, HPCS, LCP)	Disposal of properties to FCH
Legal progress	Gateley PLC instructed to support on Golden Brick Transfers
Surveys Status	All necessary surveys & inspections in place.
Statutory updates	Planning approval in place and pre-commencement conditions discharged.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor.
Stakeholder engagement (comms)	Lovell managing local comms with 6 weekly newsletters.
Local schemes / dependencies	Retaining wall adjacent Losinga Road is in poor state of repair, awaiting Property Services comments as to whether this needs remedial works undertaking to it

Hunstanton Bus Station Project Highlight Report

Project Name:	Hunstanton Bus Station – Major Housing	Project Manager:	James Grant	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C5003	Client Dept:		Lead Designer:	LPL
								Project Code:	P-21.07	End User (if appl):		Cost Consultant:	N/A
												Contractor on Site:	N/A

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	R	R	R	R	G
<i>Last Report</i>	A	A	-	A	R	-

Project Definition	
Project Stage:	RIBA Stage 4
Objectives:	Delivery of apartment scheme in Hunstanton on site of Library and Bus Station. APC Funded
Scope:	Housing scheme off St Edmunds Terrace, delivered as part of BCKLWN Major Housing Programme

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contracts Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓					
Date Approved:	N/A	N/A	N/A	TBC	03/21	TBC	N/A	09/2021					
Approved by:	N/A	N/A	N/A	DG	LPA	DO	N/A	DO (requested further review)					

Latest approved document (baseline): Planning approval – 03/21

Decisions required this period	
24	Cabinet decision required on whether to abort project and proceed with NCC travel hub, or proceed with scheme - expected 7 th Feb.

Key achievements during this period	
▪	No works in period

1. Overall Status (high-level summary)	
Overall Status currently Red due to:	
<ul style="list-style-type: none"> Risk and Issues remain complex with no simple route to resolution. Awaiting cabinet report to abort scheme. Scheme viability is poor with complex design requirements, including the need of a sprinkler system, negatively impacting build costs. Timelines are critically behind due to project pause. Resources are available should the project proceed. 	

2. Risks and Issues						
2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
J9	Cabinet abort scheme to pursue alternative NCC proposals.	NCC with to utilise scheme for Travel Hub	R	Other	N/A – Await cabinet decision	06/02/2023

A1	Financial Viability	Complex build, cost of delivering a library, relocating bus stops, and need for sprinkler system impacting on viability	R	Finance	Frequent review of costs. Work closely with Lovell to reduce costs.	06/02/2023
A4	ACP Funding	Payback to ACP funding should project be aborted	R	Finance	Close liaison with Strategic Housing Team and Lovell	06/02/2023
J1	Norfolk County Council	Fail to find contractual resolution with NCC	R	Other	Frequent meetings with NCC to resolve contractual disputes.	06/02/2023

2.2 Key Issues						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A6	Sprinkler System	Implementation of sprinkler system within approved scheme is proving very complex	R	Financial / Technical	Alter planning consent to remove need for sprinkler system.	06/02/2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£11,718,212	£819,858	£10,898,394	£750,000	£33,026	£750,000	£0	0	0	0
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Last Month:

£11,718,212	£819,859	£10,898,394	£750,000	£33,036	£750,000	£0	0	0	0
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3.1 Financial Commentary

Financials currently RAG is Red as the Project is currently on hold waiting on decision from Cabinet on 7th February. If Cabinet decide to cancel the Project there is a possibility that c£800k may need to be paid back to Homes England.

4. Timelines – High Level Milestones

Milestone	Date
Cabinet decision	7 Feb 2023

4.1 Timelines Commentary

Timeline currently Red. Programme on pause whilst awaiting cabinet decision. Should scheme re-commence ACP deadlines will require re-negotiation.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

5. Resources Commentary

Resources currently green. Little works currently ongoing by delivery team.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
14	Changes to regulations require sprinkler systems.	TBC, circa £600k	Review of design resulted in delay.	Number of flat units may be redrequired should design sulttion require.	R	N/A	May 2021

Other Matters

Item	Comment
General stage progress	Considering re-design should project be continued.
Procurement progress	Lovell appointed
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Lovell Partnerships Ltd Development Management Agreement
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Disposal of properties on Open Market and Affordable Housing
Statutory updates	Planning approval under review. Requires alterations to accommodate sprinkler system
Health and safety	Lovell Partnership Ltd appointed as Principal Designer
Stakeholder engagement (comms)	Town Council seen as key stakeholder. Comms surrounding project needs careful coordination.
Local schemes / dependencies	NCC Travel Hub Proposals.

Project Financials

Graph to be inserted here in future months

Southend Road Project Highlight Report

Project Name:	Southend Road - Major Housing	Project Manager:	James Grant	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C5004	Client Dept:		Lead Designer:	LPL
								Project Code:	P-21.08		End User (if appl):		Cost Consultant:

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	R	A
<i>Last Report</i>	G	G	-	G	G	-

Project Definition
Project Stage: RIBA Stage 5 – Construction
Objectives: Delivery of thirty-two flats at Southend Road, Hunstanton (Open Market, Affordable) – ACP Funded
Scope: Housing delivery on the southern end of Southend Road Carpark, delivered as part of BCKLWN Major Housing Programme

	RIBA Stage 1	RIBA Stage 2	RIBA Stage 3	Pre-Planning Appraisal	Planning Consent	Post Planning Appraisal	RIBA Stage 4	Price Adjudication	Cabinet Approval	Contracts Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved:	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
Approved by:	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Decisions required this period
<ul style="list-style-type: none"> No key decisions required this period at Southend Road.

Key achievements during this period
<ul style="list-style-type: none"> No key achievements this period. Building work remains ongoing with groundworks and lower ground floor superstructure.

1. Overall Status (high-level summary)
Overall Status currently Amber due to: <ul style="list-style-type: none"> Project risks and issues remain on site that require ongoing monitoring. Project viability is being significantly changed by inflation in the labour and materials market. The project is experiencing delays because of technical approvals needed to proceed with some elements of the works, i.e. tanking details, retaining wall structures, and groundwork remediation. Long term sickness absence is putting pressure on the Clerk of Works function. The senior CoW should return before superstructure is completed and will therefore be able to monitor key aspects of finishing works.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A1	Inflation	Inflation increases outpace predictions, impacting on scheme viability.	A	Finance	Monitoring of market. Early purchase and storage of materials where possible. Fix build price with sub-contractors where possible.	08/02/2023

A3	Income	Retraction of house prices impacts on scheme viability.	A	Finance	Monitoring of market. Work closely with agent to ensure units meet and respond to market need.	08/02/2023
D3	Procurement / Supply Chain	Difficulty procuring labour due to current market pressures.	A	Partnership / Lovell	Monitoring of market. Early purchase and striate of materials where possible. Appointment of trades as early as possible. Working with known and trusted sub-contractors where possible.	08/02/2023
J1 & J2	Materials (General & project specific)	Difficulty procuring materials due to current market pressures.	A	Procurement	Monitoring of market. Early purchase and striate of materials where possible.	08/02/2023

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
J7	Window detail	Technical solution needed to bay window detail to allow construction. May require planning approval.	A	Other	Design change agreed. Planning officer to be briefed.	08/02/2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingencies spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:									
£7,438,464	£2,493,880	£4,944,584	£3,582,770	£1,858,226	£3,582,770	£0	0	0	0

Last Month:									
£7,438,464	£2,004,447	£5,434,017	£3,582,770	£1,368,793	£3,582,770	£0	0	0	0

3.1 Financial Commentary

Financials currently RAG is Amber requested for an Increased Capital Budget has been submitted to Cabinet for Approval for 2023/24. Impact of three month delay being investigated.

4. Timelines – High Level Milestones

Milestone	Target Date	Expected Date
Start on site	April 2022	May 2022
First foundation laid (ACP Milestone)	TBC*	TBC*
Practical Completion	Nov 2023	Jan 2024

*Definition of First foundation laid to be agreed with Homes England. Traditional definition not suitable for flat scheme as pace requirements become undeliverable. HE have accepted this as an issue on sites and are working on agreeing a solution.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

4.1 Timelines Commentary

The timeline is currently red. Delays mobilising and agreeing temporary works has resulted in around 3 months delay.

5. Resources Commentary

Resources currently Amber. Project being delivered by Internal BCKLWN team. Project Officer & Principal Project Manager fully engaged with project and full understanding of issues. Clerk of Works is on long-term sickness absence and assistant Clerk of Works stepping up to fill role with support of wider team

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
16	Value Engineering – Mechanical Electrical Package	£7k Saving	N/A	Minor spec changes, for example changes to intercom system and cable spec.	G	JG	05/01/2023
20	Agree technical solution to resolve risk J7.	TBC – will be saving on contract sum	N/A	Design change, LPA to be consulted.	G	JG	07/08/2023

Other Matters

Item	Comment
General stage progress	Works on site. Groundworks and lower ground floor superstructure ongoing.
Procurement progress	Block management company procurement ongoing. ITT in draft.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	PPC 2000 Contract – Signed
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Disposal of properties on open market.
Legal progress	Gately PLC instructed to undertake conveyancing & legal support works.
Legal instruction form issued? [actual / projected date]	
Statutory updates	Pre-occupied and compliance conditions to be discharged
Health and safety	LPL appointed as Principal Designer and Principal Contractor
Stakeholder engagement (comms)	Lovell managing local comms with periodic newsletter.

Project Financials

Graph to be inserted here in future months

P-21.09 West Winch Growth Area Project Highlight Report
- Currently Unavailable

Southgates Regeneration Project Highlight Report

Project Name:	South Gates Regeneration	Project Manager:	Abigail Rawlings	Project Sponsor:	TBC	Reporting Month:	Jan 2023	Capital Code:	C8173	Client Dept:		Lead Designer:	
								Project Code:	P-21.10	End User (if appl):		Cost Consultant:	
												Contractor on Site:	

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	A	A	G	G	A
<i>Last Report</i>	G	A	-	G	G	-

Project Definition

Project Stage: RIBA stage 1 (Masterplanning)

Objectives: Transformation of King's Lynn's principal gateway through placemaking, redevelopment, highway and public realm improvements to support active travel.

Scope: To transition the vision set out in the Southgates Masterplan into a delivery plan in partnership with NCC and potential delivery partners

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	n/a	Draft					
Date Approved:	15/06/21	April 2021							
Approved by:	Cabinet	OMP							

Latest approved document (baseline): Project Brief

Updates required this period

- Cabinet endorsement of final Southgates Masterplan Development Brief Document and the preferred option by Cabinet.

Key achievements during this period

- Norfolk County Council's Levelling Up Fund bid successful. £18,945,900.00
- STARS Project Team and Southgates Regeneration Joint Project Board have been established with NCC.
- Announcement of Round 2 of Brownfield Land Relief Fund (for remediation of sites)

1. Overall Status (high-level summary)

The overall status is currently Green as the timescales and financials are at the level of BCKLWN expectations. Risk and Issues are at a similar level to last month with the Cabinet paper going to Cabinet in March to agree a set of next steps for the project.

- Masterplan Development Brief Document (masterplan) developed through extensive consultation and detailed site analysis, has been finalised. A preferred option has been developed which had strong public support during public consultation.
- NCC's LUF bid application has been successful, with £18,945,900 allocated to the Southgates out of £24m awarded
- Application to be progressed to the 2nd round of the Brownfield Land Release Fund (BLRF2) for funding to remediate the site.
- Request to quote has gone out for a consultant to support the BLRF2 application.
- BDP (with Urban Flow) have been contracted to work with BCKLWN, NCC and WSP for the OBS stage of the STARS LUF project, to ensure that the design being developed to support the business case process, accords to the objectives and key design principles of the Southgates Masterplan.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

	Land control	Land in third party ownership is not available	A	Medium	The council will need to determine whether it should use CPO powers to ensure a comprehensive scheme.	07/02/2023
	Scheme viability	Higher abnormal costs & low land values impacts on the ability to secure third/private sector delivery partner. Requirement to secure external funding to bridge the viability gap.	A	Medium	Next stage includes application to BLRF to support enabling works/abnormal costs. Further exploration with Homes England on delivery options and funding.	07/02/2023

2.2 Key Issues [all red and increasing amber]

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	Keeping to the Masterplan	Concern for scheme being too heavily weighted in favour of Highways design rather than adhering to the holistic masterplan for the area as a whole.	A	Culture of project.	BDP have been contracted to ensure that the design being developed to support the business case process, accords to the objectives and key design principles of the Southgates Masterplan,	07/02/2023
	Impact of STARS LUF design on development sites	Need to track ongoing design development of STARS on impact of the remaining land for development and access to sites	A	Outputs/ Outcomes	BDP reviewing STARS plans over masterplan	07/02/2023
	LUF funding timescales	LUF funding requirement to complete STARS by 2025	R	Programme	NCC in dialogue with DfT on LUF programme/spend profile	07/02/2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£540,560	£114,880	£425,680	£540,560	£114,880	£540,560	£0	0	0	0
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Last Month:

£540,560	£95,395	£445,165	£540,560	£95,395	£540,560	£0	0	0	0
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3.1 Financial Commentary

Initial Funding by BRP & BCKLWN 540k for feasibility, project development and site clearance works. BCKLWN capital provisions for further acquisitions if required. LUF £18.9M for highways and public realm requirements for scheme

4. Timelines – High Level Milestones

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

4.1 Timelines Commentary

The full set of key milestones over the programme lifetime is not available at present. This will be developed over the coming months alongside NCC.

Current key dates in the short time are:

- BLRF submission 31st March 2023
- 28th February 2023 King's Lynn STARS - Progress Meeting (core group).
- Cabinet report 7th March 2023

5. Resources Commentary

Resources are currently amber as clarity on role and responsibilities are being established. Governance set out in Cabinet report align with NCC's proposals for STARS.

The BKCLWN current resources are now active and supporting STARS.

Additional resource via WSP, BDP and Urban Flow have been contracted during OBC stag.

Staff support for BLRF application agreed.

Review of officer level project resource required post March 2023.

Project Financials

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1							

30

Graph to be inserted here for future months

Other Matters [please note – these should be adjusted for each project by the PMgr]

Item	Comment
General stage progress	<p>PID being prepared for RIBA Stage 1 gateway review</p> <ul style="list-style-type: none"> ▪ Endorse and approve the next steps as set out in the Cabinet report ▪ Agree BCKLWN land contributions to NCC's STARS LUF project. ▪ Agree officers to progress with seeking further external funding. ▪ Agree to seek adoption (through appropriate process) of the Development Brief as a Supplementary Planning Document at the appropriate time in the Local Plan process. ▪ Consultant to be appointed to develop technical annex for Brownfield Land Relief Fund 2 application. ▪ Need to determine the extent of enabling works required to council owned sites for BLRF & LUF works. ▪ Need to agree how to progress any required legal/land agreements for land required.
Procurement progress	RFQ for consultant support. BDP contract extension agreed. NCC appointed WSP for STARS OBC
Surveys Status	Extensive survey work has been undertaken as part of the baseline studies for the Masterplan. Additional work will take place to create the technical annex for the BLRF2 application.
Stakeholder engagement (comms)	Extensive stakeholder engagement has taken place up to this point in the project. Households and business within the Southgates area were invited to 1-2-1 meetings about the proposals. Stakeholder meetings were held with local interest groups and statutory organisations to inform the development of the preferred option. In addition, key stakeholders including Public consultation on the preferred masterplan and the Development Brief attracted over 100 people to drop-in sessions. Historic England and Norfolk County Council were consulted.
Local schemes / dependencies	The masterplan area lies within the King's Lynn 'development boundary', within which the principle of development is supported by a raft of policies within the Local Plan and Local Plan Review. STARS also includes the gyratory scheme. Nar Ouse ATH – complementary to Southgate active travel proposals.

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St Georges Guildhall and Creative Hub	Project Manager:	Mike Auger	Project Sponsor:	Duncan Hall	Reporting Month:	January 2023	Capital Code:	C9061	Client Dept:	Regen	Lead Designer:	TBC
								Project Code:	P-21.11				

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	R	A	A	R	R	A
Last Report	R	A	-	A	R	-

Project Definition	
Project Stage: RIBA Stage 2 – Concept Design	
Objectives: The project has two defined aims: <ul style="list-style-type: none"> Redevelopment and refurbishment of St George's Guildhall, from road to river, into a fully working theatre To establish a cultural hub (the Centre), which will be a heritage visitor attraction, education resource, and commercial hub by day, and a theatre and entertainment venue by night 	
Scope: <ul style="list-style-type: none"> Delivery of project outputs as identified in Towns Fund application Works identified in RIBA Stage 1 report including alterations to the listed buildings necessary to deliver the scheme Fundraising for capital and revenue costs as necessary Promotion of project and centre, its links to Shakespeare within the town nationally and internationally Delivery of activities to widen the engagement, test meanwhile uses, support wider cultural, learning and educational objectives for the town and develop existing and new audiences, Creation of the CIO to operate the centre 	

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓		✓					
Date Approved:	24/6/22	21/12/22		21/12/22					
Approved by:	BCKLWN Cabinet	TF Programme Board		TF Programme Board					

Latest approved document (baseline): PID RIBA Stage 1

Decisions required this period
<ul style="list-style-type: none"> Progression of tender exercises for Conservation Management Plan and Communications work

1. Overall Status (high-level summary)
<p>Red</p> <ul style="list-style-type: none"> Of the est. £12,174,091 cost of the full development, £3.3m identified in the NLHF application is currently underwritten by BCKLWN while further funding options are explored and is subject to a further decision being taken on the final project scope and extent of funding required Delay issuing the Lead Design Team Invitation to Tender (ITT) to allow for additional work and legal checks. ITT issued 30/1/2023 with returns due by 6/3/2023. Significant interest has been received in response to the ITT with an appointment due in early April 2023. Alongside the unsuccessful NLHF application, delay to Lead Design Team appointment means the project is currently behind the projected project for 22/23. The project is seeking permission from the DLUHC to reprofile.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
005	Construction Costs	Construction market fluctuations / inflation / materials supply and resources	A	Rising Costs	Professional QS to be appointed review costs.	Inflation projected for construction period, but construction market remains volatile. 30/1/2023
017	Surveys	Surveys identify additional works not currently budgeted	A	Rising Costs	Progressing visual and targeted intrusive Asbestos surveys	Further surveys to be identified and agreed with the Lead Design Team following their appointment in April 23. 10.2.23

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
06	Procurement	Undertake several tenders which will need to be managed with the resources of the procurement team which is currently stretched.	A	Resource	Work with procurement team to understand resource pressures and how best resources can be managed	30/1/23

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£
£12,174,091	£91,351	£12,082,740	£212,112	£17,051	£195,061	0	£1,462,642	-	£1,462,642

Current Month:

£12,174,091	£91,351	£12,082,740	£212,112	£17,051	£195,061	0	£1,462,642	-	£1,462,642
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Last Month:

£12,174,091	£90,351	£12,082,740	£212,112	£16,051	£195,061	0	£1,462,642	-	£1,462,642
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3.1 Financial Commentary

Financials currently RED due to the project being behind its spend profile. This is due to the impact of the unsuccessful NLHF application and delay in issuing the Lead Design Team ITT. Permission to be sought from DLUHC to reprofile. Project team exploring funding strategy to meet £3.3m funding identified as part of unsuccessful NLHF application through RIBA Stage 2.

Key (Budget Variance RAG Status)	
R	5% overspend
A	Less than 5% overspend or any underspend
G	Exactly on budget

Key (Project Milestones RAG Status)	
R	8 weeks or over
A	1 week - 7 weeks
G	1 week or under

Key (Risks and Issues RAG Status)		
R	RAG Score	12 - 25
A	RAG Score	8 - 10
G	RAG Score	1 - 6

4. Timelines – High Level Milestones

Milestones	Planned completion	Anticipated completion
Design Team Appointment	05/01/2023	14/04/2023
RIBA Stage 2	30/05/2023	30/07/2023
RIBA Stage 2 Approval	30/06/2023	30/08/2023
RIBA Stage 3	30/09/2023	30/12/2023
Planning and Listed Building Consent	30/10/2023	31/01/2024
RIBA Stage 3 and Cabinet approval		31/03/2024
NLHF Stage 2 App and Approvals*	31/05/2024	N/A
RIBA Stage 4	31/08/2024	31/08/2024
Tender Period	31/12/2024	31/12/2024
Completion of Construction	31/03/2026	31/03/2026
Business Plan Period (Operational Phase)	31/03/2031	31/03/2031

4.1 Timelines Commentary

Timelines currently RED due to a delay issuing the Lead Design Team Invitation to Tender (ITT). This was issued on the 30 January 2023 with an appointment expected in early April 23, 2 months behind what had been scheduled.

While there is opportunity for this time to be made up through to the programme due to the removal on the NLHF Stage 2 Application process, any further delay will continue to put pressure on the Lead Design team to complete the design and necessary steps for the project.

Following the appointment of the Lead Design Team, the project team will review of proposed timelines and develop an updated programme.

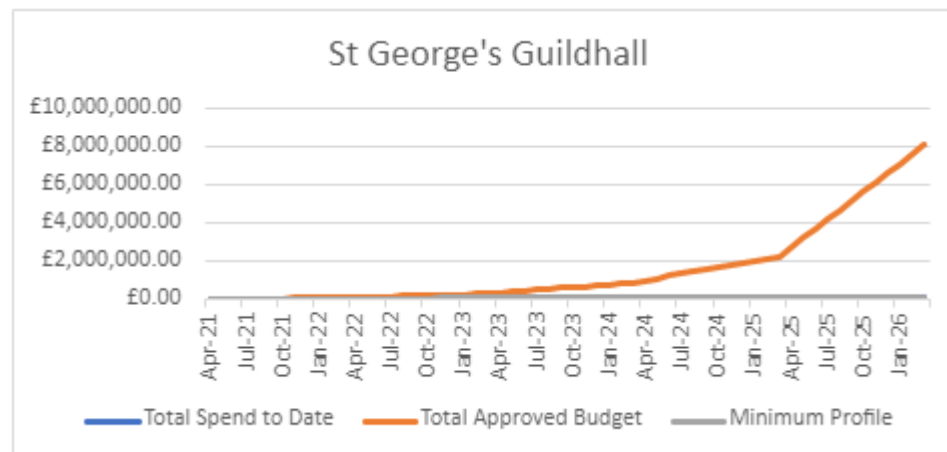
5. Resources Commentary

Resources currently AMBER due to increasing project activity and need to ensure appropriate resources are available both within the project team and wider support areas. A review is in place. Design Team to be in contract by April 2023.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Consideration to potential phasing of work if full funding not available.						

Project Financials



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Other Matters

Item	Comment
General stage progress	Issue of tender documents for Lead Design Team with appointment due in April 23. Progression of CIO application process with Charity Commission
Procurement progress	Lead Design Team tender issued 30/1/23. Return March 23. Invitation to quote for Archaeological Measured Survey to be issued in February 2023. Tender exercises to be arranged in February 2023 for communications work to support project campaign and Conservation Management Plan work in February 2023.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Lead Design Team – RIBA Standard contract Construction - JCT
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Locally Advertised, Delta and approved local contractors
Legal progress	Legal team completed review of Lead Design team tender. Birketts continuing to support development of CIO governing document.
Legal instruction form issued?	Legal instructions issued in November/December 2022 for review of ITT documents and development of CIO agreement.
Surveys Status	Visual and targeted intrusive Asbestos surveys being progressed in Feb 2023. Quotes to be sought for Archaeological measured survey. Further surveys to be identified and agreed with the Lead Design Team following their appointment in April 2023.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design progress.
Stakeholder engagement (comms)	Communications plan reviewed to include campaign to highlight project work and opportunities to engage. Campaign to include project branding, activities, engagement events and drop-in sessions. Exploring Advisory group working to optimise opportunity for stakeholder input.
Local schemes / dependencies	Other Towns Deal programme and projects. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity (ACC)	Project Manager:	Jason Richardson	Project Sponsor:	David Ousby	Reporting Month:	Jan 2023	Capital Code:	C9063/71609	Client Dept:		Lead Designer:	
									Project Code:		P-21.12		End User (if appl):

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	A	A	A
<i>Last Report</i>	A	A	-	A	A	-

- Finance position overall planned to be on budget but profile in year is behind target hence Amber.
- Active Travel Hub timeline behind initial target dates due to introduction of Baker Lane site and desire to align both sites for one procurement process at Design and Build RIBA 4 onwards.
- LCWIP works slipped to start in April 23 from Q4 22/23 to align with NCC resources
- Active Travel Plans 2 remaining businesses to be signed up to programme giving data on commuting habits.

Project Definition	
Project Stage: RIBA 2 / 3	
Objectives: To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.	
Scope: The project will deliver a package of measures including: <ul style="list-style-type: none"> Priority schemes identified in the Local Cycling & Walking Infrastructure Plan (LCWIP), Nar Ouse Enterprise Zone Active Travel Hub; Baker Lane Active Travel Hub; and Travel Plan Fund (revenue) 	

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Material price increases	Ongoing increases exceed project/programme contingencies	A	Financial	1. Budgetary figures to include risk and inflationary figures. Once approved early contractor involvement to secure costings. 2. Project contingencies set based upon cost estimates. 3. Works descope to fit budget	08.02.2023
3	Staff Resources to develop scheme as required	Ongoing pressure on delivery staff resources which could lead to delays in project progress.	A	Resource	1. Early engagement with NCC on proposals to secure LCWIP Scope and define projects. 2. Design and Build open tender for ATH to be delivered internally.	08.02.2023
4	Staff resources to manage scheme implementation	Ongoing pressure on delivery staff resources which could lead to delays in project progress.	A	Resource	Progress with procurement process asap to build in sufficient lead in time for delivery.	08.02.2023

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update Forward [pre tender]	Plan	Final PID [post tender]
Status:	Nora ATH ✓ Baker Lane – ✓	Nora ATH ✓ Baker Lane – ✓	Nora ATH ✓ Baker Lane – ✓	Nora ATH ✓ Baker Lane – ✓	Nora ATH ✓ Baker Lane – ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID Draft 1 - TBA	n/a	n/a
Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22			
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board			

Latest approved document: PID update – RIBA 2

Decisions required this period
<ul style="list-style-type: none"> RIBA Stage 3 Baker Lane Active Travel Hub approval Active Travel Hub ITT development and procurement approval

Key achievements during this period
<ul style="list-style-type: none"> Draft RIBA 3 report issued Travel Plan Data received for 4 companies Draft Communications plan issued Draft 1 Active Travel Hub Delivery PID issued to project team

1. Overall Status (high-level summary)

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3	Resources – ATH Delivery	ATH delivery resource to ensure timeline met	A	Staffing	Tender for delivery support in progress	08.02.2023
6	LCWIP – Delivery Plan	Funding agreement and timeline plan for LCWIP works reprofiled	R	Process	Funding agreement draft in progress	08.02.2023
11	ATP - Impact / Uptake	4 place taken out of 6 for Active travel Surveys and planning – 2 places remain	A	Delivery	Targeted promotion of programme and continued discussions	08.02.2023

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£4,232,876	£289,726	£3,943,150	£127,215	£70,398	£127,215	0	0	0	0
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Last Month:

£4,232,876	£289,726	£3,943,150	£127,215	£70,398	£127,215	0	0	0	0
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3.1 Financial Commentary

Financials rated RAG as Amber as it is currently behind the profiled spend. However, this can be mitigated when NCC have agreed the costings for the year on the Project. Contingency is held across all Project streams c40% which includes management costs as difficult to quantify but detailed in Business Case.

4. Timelines – High Level Milestones

LATE MILESTONES

Milestones that are past due.

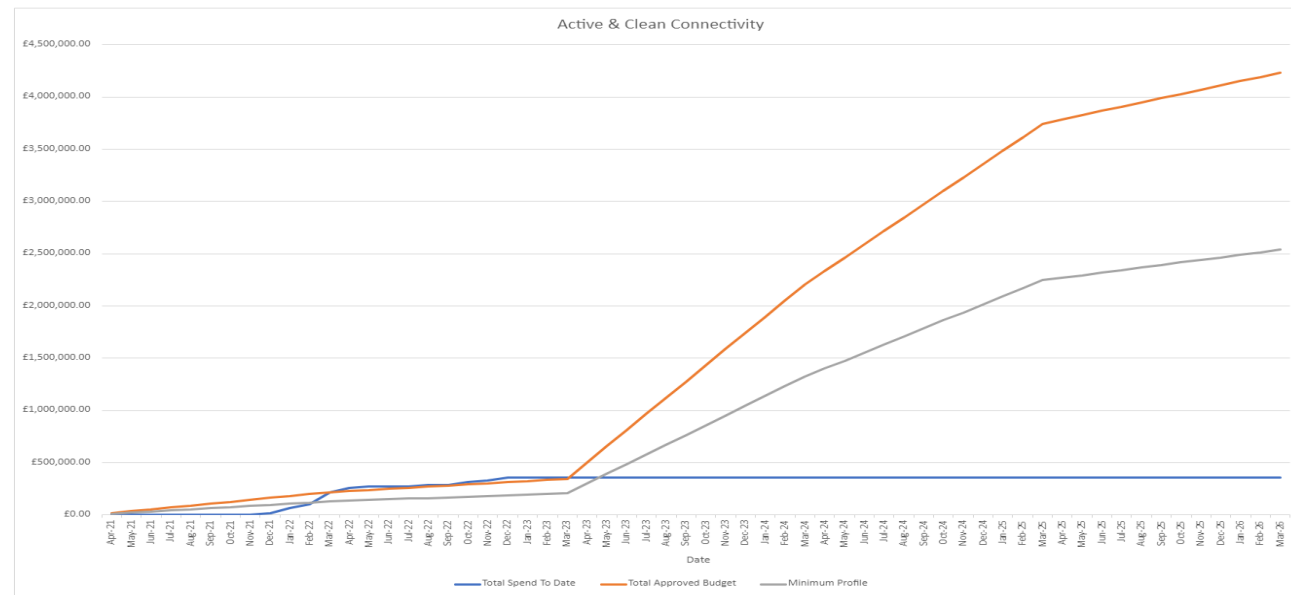
Name	Finish
ITT approval	Fri 27/01/23
Acel Certification for each employer	Wed 01/03/23

MILESTONES UP NEXT

Milestones due in this month.

Name	Finish
PID Approval	Thu 09/02/23
ITT approval	Fri 27/01/23
Tender Issue	Thu 23/02/23

Project Financials



4.1 Timelines Commentary

The current timeline is red owing to delay in planning and procurement processes for the Active Travel Hubs. The Decision to let these as one package of works meant holding back for RIBA stage 3 to be completed on the Baker Lane Site. Realignment of timeline to take place to reflect this once Baker Lane RIBA 3 report finalised and delivery resource confirmed.

LCWIP works have been aligned to with wider NCC programme of works and reflect a 3 month delay on commencement. It is not envisaged this will impact completion.

5. Resources Commentary

Rating is Amber. Approach to delivery resources being discussed further to ensure capacity is secured. Procurement process underway. Rating will remain Amber until delivery team is confirmed and in place.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	LCWIP reprioritisation of interventions	N/A – preserves budget and contingency	N/A	Clarifies delivery expected from NCC	G	DO	02.12.22

Other Matters

Item	Comment
General stage progress	RIBA 3 / Detailed Design Stage for both capital elements of the programme
Procurement progress	ATH – ITT to be developed, LCWIP – Design Briefs allocated
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – D&B, LCWIP – NCC Service Term Contract

Riverfront Regeneration Project Highlight Report

Project Name:	Riverfront Regeneration	Project Manager:	Heather Northey	Project Sponsor:	Matthew Henry	Reporting Month:	Jan 2023	Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	
								Project Code:	P-21.14	End User (if appl):		Cost Consultant:	

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	G	A	A	A
Last Report	A	A	-	A	A	-

Project Definition
Project Stage: RIBA Stage 3 Spatial Design
Objectives: Development of the design to enable the Riverfront area to become an attractive destination space increasing footfall, promoting day and nighttime use, facilitating events etc
Scope: Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land surrounding Devils Alley

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓	✓	✓				
Date Approved:									
Approved by:									

Latest approved document (baseline): Cabinet re: OBC

Decisions required this period
<ul style="list-style-type: none"> No decisions at present

Key achievements during this period
<ul style="list-style-type: none"> Resources now in place to start procurement of design team and develop action plans. Procurement of PQS and PM aligned with Guildhall procurement. Ground investigation works have been undertaken at the former Grain Silo site Player Roberts Bell have been appointed to provide the Statement of Significance for the Custom House which will feed into the planning process

1. Overall Status (high-level summary)
<ul style="list-style-type: none"> This project is currently RAG rated Amber because there are pressures on the budgets due to inflation which is affecting construction costs. We are also aware that the assumptions made for the operating costs of the Custom House and potential event spaces are also at risk due to increasing prices eg energy. The piecemeal nature of the work and lots of small elements means it may be possible to prioritize and mitigate these issues whilst still achieving the overall project objectives. The programme is being stretched but still achievable overall within the time-frame set by Towns Fund protocols. This is due to the recent resourcing issues and ensuring the period for procurement of new professional team is factored in.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
STRSK_035	Utility cost increases	Cost increases (fuel and energy etc).	A	Finance	Monitor and feed into financial tracker if impacts arise.	02/02/23
STRSK_021	Budget	Budget is Exceeded	A	Finance	Ongoing contract cost monitoring to be carried out. Workshop to agree objectives and prioritise works. Value engineering workshop to follow once team in place.	02/02/23

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
	None					

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:									
£4,178,973	£77,608	£4,101,335	£300,000	£77,608	£155,216	£144,784	£129,547	0	£129,547

Last Month:									
£4,178,973	£77,608	£4,101,335	£300,000	£77,608	£155,216	£144,704	£129,547	0	£129,547

3.1 Financial Commentary

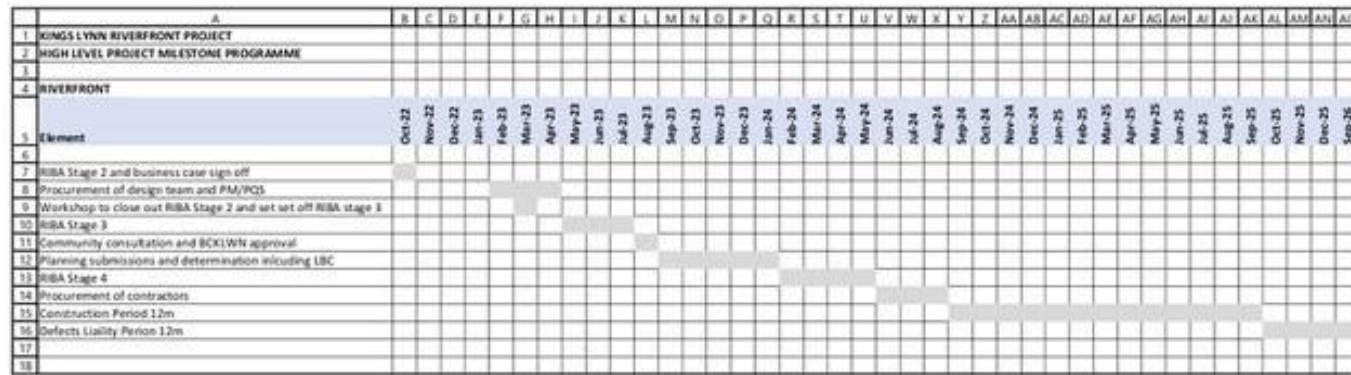
Financials current RAG rating is Amber due to Project being significantly behind planned target for current financial year. There is concern that there is only 3.1% contingency with potentially rising costs going forward.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently RAG rated as Amber due to resourcing of project and inclusion of procurement of design team which results in likely conclusion of construction works in Autumn 2025 rather than Summer 2025. Team will work to bring this back over the course of the project and this may be affected if project is de-risked at workshop in March.

Next activities include preparing and issuing ITT for architects and design team. ITT for PM and PQS included with Guildhall procurement and due for issue imminently.

5. Resources Commentary

Resources currently RAG rated as Amber: Appointment of Interim PM and procurement of design team and project PM and PQS will result in start of RIBA stage 3 in May 2023.

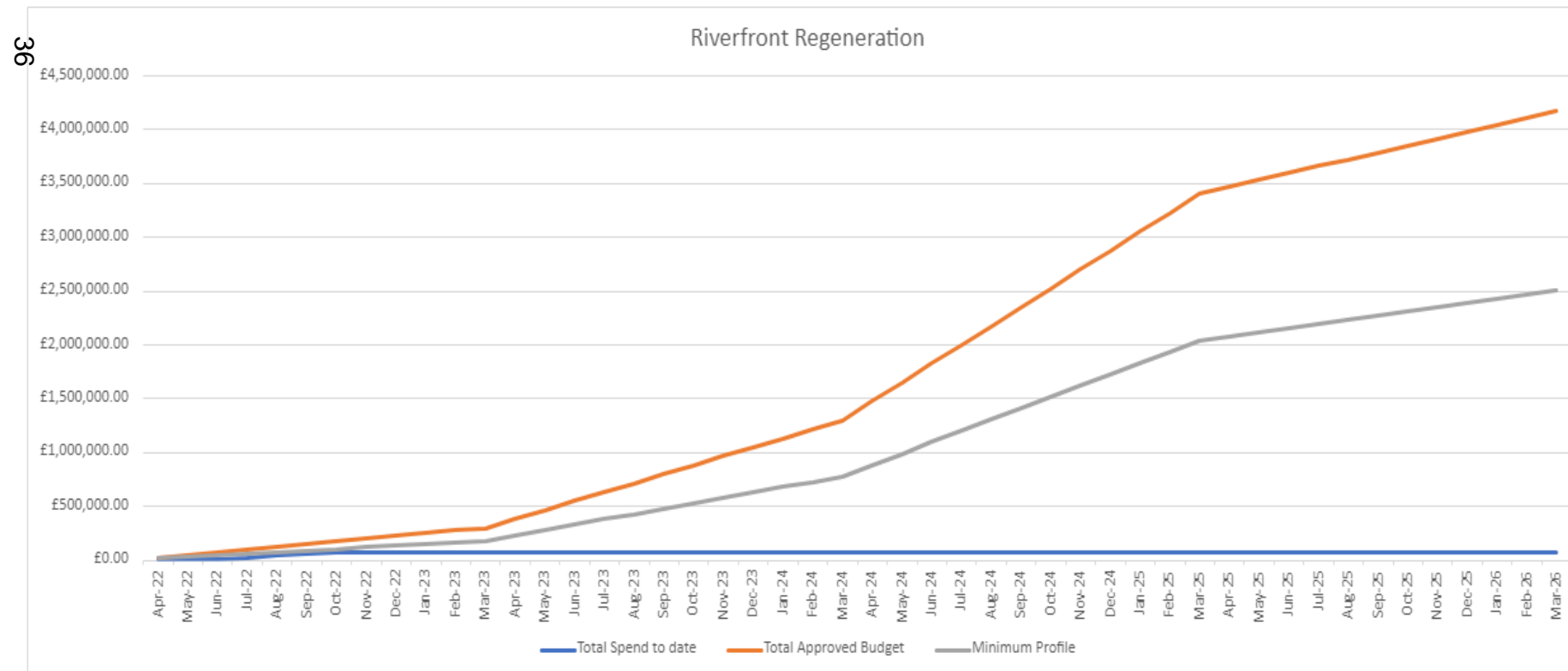
Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None						

Other Matters

Item	Comment
Procurement progress	Development of ITT for multidisciplinary design team being developed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	TBA - Recommendation to be considered after appointment of PQS & PM
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework preferred with heritage bias.
Surveys Status	Topographic only to date.
Stakeholder engagement (comms)	Stakeholder engagement strategy to be developed for the project including residents, businesses, and wider community for late summer consultation.
local schemes / dependencies	Project to be aligned with Rail to River project works for consistency of materials etc.

Project Financials



Rail to River Public Realm Project Highlight Report

Project Name:	Rail to River Public Realm	Project Manager:	Heather Northey	Project Sponsor:	Duncan Hall	Reporting Month:	Jan 2023	Capital Code:	C9064	Client Dept:		Lead Designer:	
								Project Code:	P-21.15	End User (if appl):		Cost Consultant:	
												Contractor on Site:	

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	G	A	A	G
<i>Last Report</i>	A	A	-	A	A	-

Project Definition
Project Stage: Details design/procurement
Objectives: Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent
Scope: Rail to River route works include providing interventions such as pop-up facilities, art trail, fingerpost wayfinding, lighting, seating and planting.

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre-tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓	✓	✓	✓			
Date Approved:									
Approved by:									

Latest approved document (baseline): PID update RIBA 2

Decisions required this period
<ul style="list-style-type: none"> Planning application for Purfleet Street ironworks needed. Confirm that this shall progress including lighting. Choice of artwork supplier

Key achievements during this period
<ul style="list-style-type: none"> Consent from Network Rail for digital sign. License application progressing. Planning application to be submitted Artwork competition closed. 24 proposals received. Evaluation started. Pop up units design being finalised. Planning application needed. Co-ordination with Historic England started. Utility installation underway.

1. Overall Status (high-level summary)
Overall Status currently RAG rated AMBER due to: <ul style="list-style-type: none"> Programme prolongation to late autumn due to requirements for licenses, and planning consent being factored in, including likely committee dates (June 2023). Lead in times for digital signage 14-16weeks, leading to installation and commissioning in October which extends the project by 2m. Increasing costs – updated quotations being sought for late install items e.g., digital signage. Installation costs rising due to inflation.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No RED or increasing AMBER risk this period				

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		No RED or increasing AMBER issue this period				

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary – note – headings

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:									
£245,000	£36,881	£208,119	£216,570	£8,451	£66,570	£150,000	0	0	0

Last Month:									
£245,000	£36,424	£208,576	£216,570	£7,994	£66,570	£150,000	0	0	0

3.1 Financial Commentary
RAG is Amber. Project is now due to be completed by end of October 2023 and the plan is to manage within the Budget target. Please note that this includes other funding from the Council or external funds to increase the total budget level to £327,000 allowing for the adjacent public realm works to be procured contemporaneously. However, costs are starting to escalate. The original plan was to complete the Project by 31 st March 2023. The works that are being carried over to the next project year includes, the digital signage, public artwork, ironwork gateway to Purfleet Street, and the Pop Ups/Purfleet Street furniture.

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

Project Highlight Report

Project Name:	Rail to River Public Realm	Project Manager:	Heather Northey	Project Sponsor:	Duncan Hall	Reporting Month:	Jan 2023	Capital Code:	C9064	Client Dept:		Lead Designer:	
								Project Code:		End User (if appl):		Cost Consultant:	
												Contractor on Site:	

4. Timelines – High Level Milestones

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	KINGS LYNN PUBLIC REALM PROJECT												
2	HIGH LEVEL PROJECT MILESTONE PROGRAMME												
3													
4	PUBLIC REALM												
5	Element	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
6													
7	Town Centre Digital Signage												
8	Planning application for digital signage												
9	Art trail												
10	Artwork competition												
11	NR License												
12	Planning applications												
13	Installation												
14	High Street Enhancements												
15	Rail Station Works												
16	Licensing for digital signage												
17	Planning application for digital signage												
18	Procurement of sign												
19	Procurement of contractor												
20	Installation works												
21	Finger Posts Installation												
22	Purfleet Street												
23	Design												
24	Planning applications												
25	Procurement of units												
26	Installation of utilities												
27	Seating and planting												
28	Secure Cycle Hub												
29	Entrance ironworks												
30	Design												
31	Party wall/Owner agreements												
32	Planning application												
33	Procurement and manufacture												
34	Installation												
35													

4.1 Timelines Commentary

Timelines currently rated Amber due to the extended period required for planning and licensing applications and lead in times of equipment. This extends the programme by 2m.

5. Resources Commentary

Resources currently RAG rated Green. Interim Project Manager taking over delivery of Rail to River works delivery.

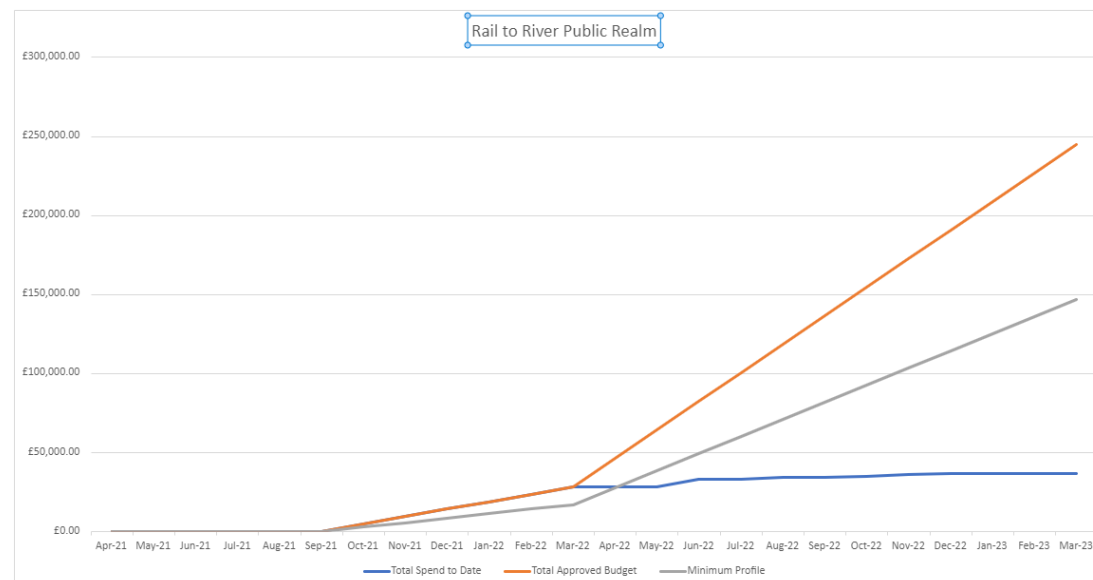
Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1			N/A				

Other Matters

Item	Comment
General stage progress	Design and installation
Procurement progress	Individual project elements
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	Traditional
Proposed route to market (e.g., IOTT, Framework i.e., DPS, HPCS, LCP)	Locally Advertised, Delta and approved local contractors
Legal progress	Licensing process for digital signage with NR commenced.
Local schemes / dependencies	Associated other public realm activities in other areas of the town centre on digital signboards, art trail

Project Financials



Multi User Community Hub (MUCH) Project Highlight Report

Project Name:	Multi User Community Hub	Project Manager:	Verity Bennett	Project Sponsor:	Sarah Rhoden	Reporting Month:	January 2023	Capital Code:	C8435	Client Dept:		Lead Designer:	N/A
								Project Code:	P-21.16	End User (if appl):		Cost Consultant:	T&T
												Contractor on Site:	N/A

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	A	G	G	G
Last Report	G	G	-	G	G	-

Project Definition
Project Stage: RIBA Stage 1 complete – out to tender for Construction Management
Objectives:
<ul style="list-style-type: none"> Develop a co-located 'community multi-use hub' facility in the town centre of King's Lynn Provide skills and educational opportunities for residents starting at entry level. Develop new community adult learning education and higher education courses that meet skills need in the Town. Develop new community partnerships to provide a variety of programming and community support offers from the hub Provide services and facilities for start-ups and local businesses
Scope: To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre.

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Business Case	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓						
Date Approved:		Sept 22	Nov 22						
Approved by:		TDB	TDB						

Latest approved document (baseline): Final Business Case

Decisions required
<ul style="list-style-type: none"> None

Key achievements during this period
<ul style="list-style-type: none"> Exchange finalised on Argos Building PM and CM Tender appointments announced as Turner and Townsend for both positions

1. Overall Status (high-level summary)
The overall status remains Green as all measurables are controlled and within expected levels.
<ul style="list-style-type: none"> Turner and Townsend have been appointed as Cost and Project Manager for the scheme and are working with Norfolk County Council on the tender for main contractor. Engagement continues with the library team as future main tenants of the building and champions of the project.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No Red or increasing amber				

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3	Funding Agreement	A funding agreement is required between BCKLWN and NCC to allow NCC to claim from the TD Fund. This is currently under development with the BCKLWN.	A	Governance	NCC & BCKLWN have agreed to use an existing funding agreement as a template and modify to include TD specifics - JC is progressing this.	08.02.23

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

REDACTED	0	0	0	0
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Last Month:

REDACTED	0	0	0	0
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3.1 Financial Commentary

Please note that contingency is held from Norfolk County Council budget which is additional to the Town Deal Fund Budget. The project is currently on budget therefore RAG rating is green.

4. Timelines – High Level Milestones

See Appendix one

4.1 Timelines Commentary

Project is running to schedule and is therefore Green. See High Level milestones (Appendix one)

5. Resources Commentary

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

Resources currently green with appointment of PM and CM

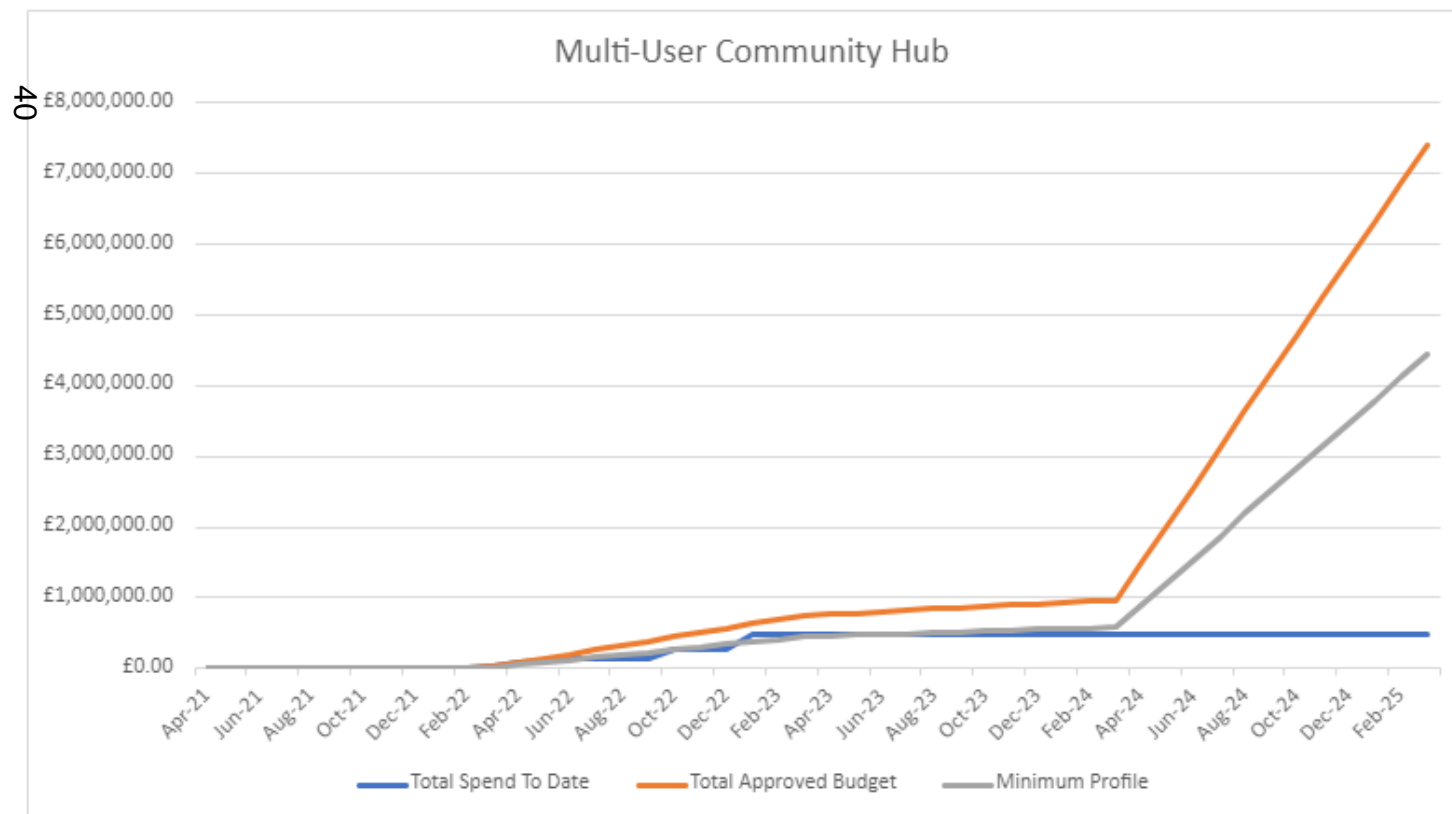
Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1							

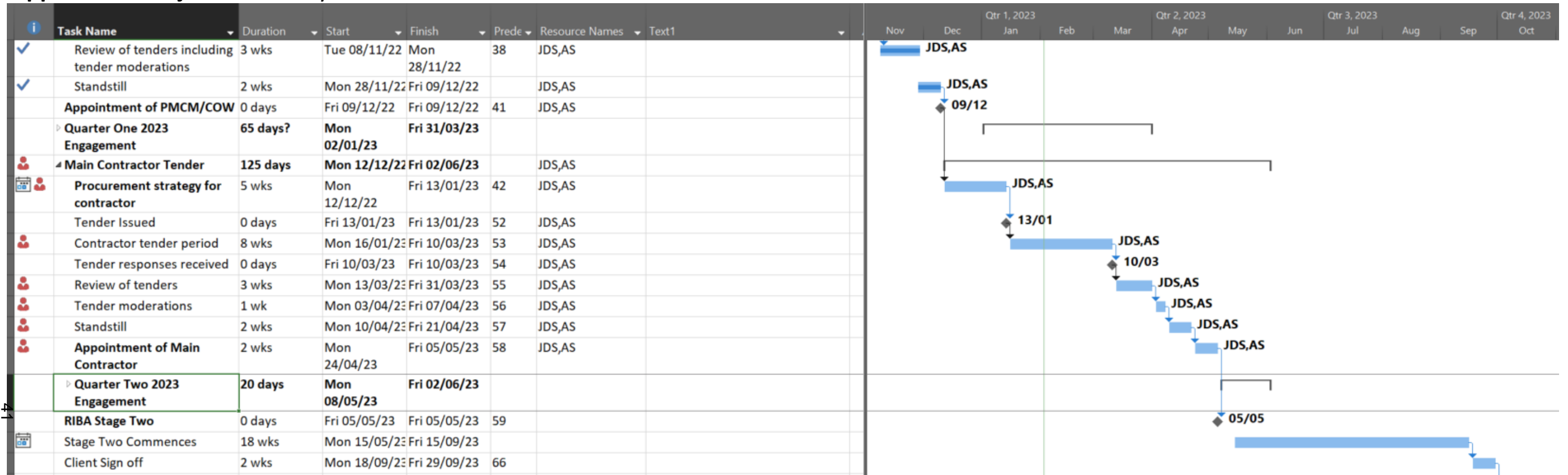
Other Matters

Item	Comment
General stage progress	Working with Turner and Townsend to prepare tenders for Main Contractor Funding agreement between BCKLWN and NCC in development to align with the Local Assurance Framework
Procurement progress	As above
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	JCT Design and Build (D&B)
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Framework
Legal progress	Exchange on building complete. Working towards completion this financial year
Surveys Status	None in progress
Statutory updates	N/A
Health and safety	N/A at this point
ICT, FF&E update	To be picked up at later RIBA design stages
Stakeholder engagement (comms)	Partner engagement activity planned for early 2023 including updates to local health and VCSE forums.
Local schemes / dependencies	Public Realm

Project Financials



Appendix 1. Project Plan – Key milestones



Project Highlight report – January 2023

42

Vision King's Lynn

Project ID No.: 2 (P-21.17)





Project Title King's Lynn Youth Retraining Pledge

Completed by: Ruth Royle/Lisa Taylor










Approved by: N/A for Jan

King's Lynn Youth Retraining Pledge Project

Highlight report

KPI Performance - January 2023	Project Metrics		
<p>34 New learners assisted - Total 154 (Target 400)</p> <p>19 Amount of capacity of new or improved training or education facilities (measured in people) Total 59 (Target 335)</p> <p>5 learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses Total 5 (Target 255)</p> <p>1 closer collaborations with employer Total 18 (Target 50)</p> <p>0 employer engaged with increasing the breadth of local skills offer that responds to employer needs Total 7 (Target 50)</p> <p>1 New Courses developed Total 1 (Target 12)</p> <p>4 learners gaining relevant experience/being job ready (as assessed by employers) Total 13 (Target 12.5% of 335)</p>	Spend		
	Delivery		
	Risk		
<p>Overall status</p> <p>Spend and Delivery are rated as amber due to the delay at the start of the project. The Project is waiting on a budget reprofile request with DHLUC.</p>			

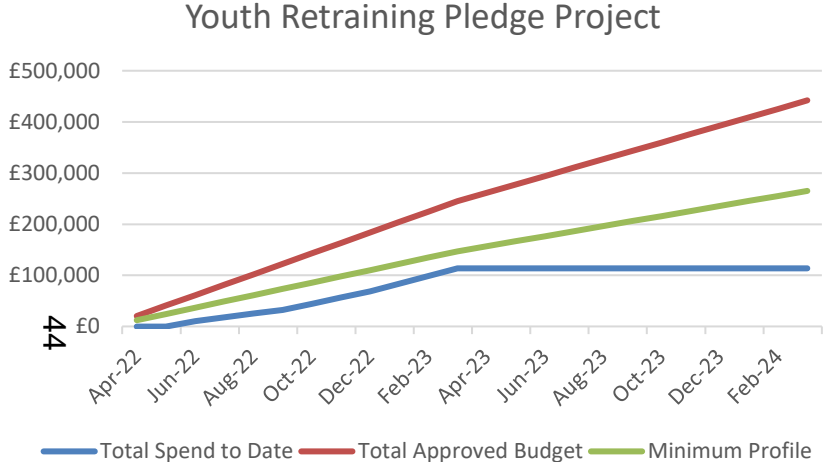
Key Milestones in the next period	Key risks/Key issues/Scope changes
<ul style="list-style-type: none"> Customer Service/Retail course delivery Rebrand complete - Marketing Campaign to engage employers Recruitment of Activity Co-ordinator 	<ol style="list-style-type: none"> Failure to recruit participants to the project Failure to recruit employers to the project Failure to recruit support organisations/volunteers to the project

Spend – budget variance RAG status		Project Milestones – Delivery RAG status		Key risks and Issues RAG status	
	5% overspend		8 weeks or over		Needs immediate attention
	Less than 5% or any underspend		1 week – 7 weeks over		Needs attention before next project review
	Exactly on budget		1 week or under		Can be managed

Financial progress as at 31/01/2023

Comms / Engagement update

- KLYRP Financial Position 2022-23 (up to Jan 23)**



- Budget £245K Spend to Date £114K

- Rebrand – Boost chosen as new name for project
- Continuing work with CWA students to design logo
- Ongoing development of courses with CWA & BCKLWN for engineering/manufacturing industries
- Discussions continuing with local employers such as Norse & Green Yard Frozen.

Key Decisions required at Programme Board meeting

- N/A

King's Lynn Youth Retraining Pledge Project

Highlight report

King Lynn Youth Retraining Pledge Project Management Plan

Planning						Delivery Phase 1			Milestone	Delivery Phase 2							
Area of Work	Tasks	Status	Start Date	End Date	Owner	Q1 2023				Q2 2023			Q3 2023		Q4 2023		
						Jan-23	Feb-23	Mar-23		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23
Procurement	Partners in place (partnership agreement signed)	In Progress	01/01/2022	31/03/2023	TH/DPs				2023 Outcome Achieved								
Procurement	Reopening of Procurement Framework (2nd Phase)	Ongoing	01/11/2022	31/03/2023													
Communication	Marketing/Promotion plan	Complete	01/03/2022	30/06/2022	LK/RR/LT												
	Marketing assets for KLYRP developed	Ongoing	01/03/2022	28/02/2023	LT												
	Website	Complete	01/03/2022	30/06/2022	LT												
	Develop use of partner web pages for KLYRP	Complete	01/10/2022	31/01/2022	LK												
Governance	Communication Plan (DPs/Participants/Stakeholders)	Complete	01/03/2022	30/06/2022	LK/RR												
	Confirm TIP Dates for reporting	Complete	01/12/2021	31/12/2021	TH												
	Arrange Partnership Meetings	Complete	01/10/2022	31/01/2023	LT												
	Arrange Quarterly Steering Group Meeting	Complete	01/02/2022	15/03/2022	TH												
	TIP Meetings (1st week of each month)	Complete	01/04/2022	01/04/2024	TH												
Compliance	Partnership Group Meetings	Ongoing	01/10/2022	31/12/2023	LT												
	Quarterly Steering Group Meetings	Ongoing	01/04/2022	01/04/2024	RR/LT			15.3.23									
Delivery	Compliance monitoring	In progress	01/04/2022	31/05/2024	LT												
	SME recruitment	Ongoing	01/04/2022	01/03/2024	PO												
	Participant recruitment	Ongoing	01/04/2022	31/12/2023	DPs/Project Team												
Finances	Partner briefing & best practice session	Complete	01/10/2022	31/10/2022	LT												
	Financial Set-Up	Complete	01/04/2022	30/05/2024	LK												
	Day-to-day Processes	Ongoing	01/04/2022	31/07/2024	PO												
	Monthly Reporting	Ongoing	01/04/2022	31/07/2024	LT												
	Quarterly Reporting	Ongoing	01/04/2022	31/07/2024	LT/LK												
Performance Management	Bi-annual Reporting	Ongoing	01/04/2022	31/07/2024	LT/RR												
	Budget returns and reporting (quarterly)	Ongoing	01/04/2022	30/04/2024	LT												
	Partner funding reconciliation (TBC)	Complete	01/10/2022	31/12/2022	LT												
	Review of Cross Cutting Themes (quarterly)	Ongoing	01/04/2022	30/04/2024	LT												
	Review of risk register	Ongoing	01/04/2022	30/04/2024	LT												
	Review outcomes and targets	Ongoing	01/10/2022	30/04/2024	LT												
	Partner quarterly reviews	Ongoing	01/10/2022	30/04/2024	LT												
	Reporting to Towns Deal Programme (Quarterly)	Ongoing	01/04/2022	31/03/2024	LT												
	Reporting to Town Deal Board (Monthly)	Ongoing	01/04/2022	31/03/2024	LT												
Reporting to DLUHC (Annual and Bi-annual)	Ongoing	01/05/2022	30/04/2024	RR													
Quality	Partner self-assessment	Ongoing	01/10/2022	30/04/2024	LT												
	Employer Feedback	Ongoing	01/10/2022	30/04/2024	LT												
	Participant feedback	Ongoing	01/10/2022	30/04/2024	LT												
	Stakeholder surveys	Ongoing	01/10/2022	30/04/2024	LT												

3G Pitch Project Highlight Report

Project Name:	3G Pitch	Project Manager:	Tommy Goode	Project Sponsor:	Honor Howell	Reporting Month:	Jan 2023	Capital Code:	C0329	Client Dept:		Lead Designer:	
								Project Code:	P-21.18	End User (if appl):		Cost Consultant:	
												Contractor on Site:	

Management Summary						
	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	G	G	G	G
Last Report	A	A	-	G	A	-

Project Definition
Project Stage: RIBA1 PID and Client Brief
Objectives: Develop a new full size 3G pitch at Lynnsport
Scope: The project has looked at the feasibility of the development, needs analysis with the Football Foundation and Football Association and will look to develop a full size 3G pitch on River Lane at Lynnsport.

Approved Documents									
	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Forward Plan	Final PID [post tender]
Status:	✓	✓	✓	✓					
Date Approved:	16 Nov 21	16 Nov 21	16 Nov 21	16 Nov 21					
Approved by:	Cabinet	Cabinet	Cabinet	Cabinet					

Latest approved document: Report to Cabinet – River Lane 3G Development

Key updates required this period
<ul style="list-style-type: none"> None

Key achievements during this period
<ul style="list-style-type: none"> Draft programme of use agreed between AWN, BCKLWN, Football Foundation and the FA.

1. Overall Status (high-level summary)
<ul style="list-style-type: none"> CIL funding agreed as the partnership contribution funding for this project. Funding requirement reduced to £250k due to the proposed site being in an area of deprivation. Key Stakeholders the Football Foundation and the FA fully committed to this project as their top priority highlighted in the Local Football Facilities Plan for West Norfolk. Surveys of the site have now begun and once complete, the project timeline can be established. Fields in Trust have confirmed the project can be developed on the River Lane site. Club consultation completed. The Football Foundation have started surveying the proposed site which should take around 8 weeks to complete. The Football Foundation and Football Association have agreed the draft programme of use for the new facility.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]						
Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Residents	Residents not supporting the development	A	Community	Public consultation during planning process	13-2-23 A few residents have expressed concerns and formal feedback will be sort after during planning

2.2 Key Issues [all red and increasing amber]						
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2	Public Consultation	Will be completed as part of the planning process	A	Public Opinion	Consult as part of planning	

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

Total approved budget	Total spend to date	Total variance to date <i>Underspend (Overspend)</i>	Current approved budget 2022/23	Current year Spend 2022/23	Current year forecast 2022/23	Current year variance	Total contingency budget	Total contingency spend to Date	Remaining contingency
£	£	£	£	£	£	£	£	£	£

Current Month:

£250,000	£0	£250,000	£250,000	£0	£0	£250,000	0	0	0
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Last Month:

£250,000	0	£250,000	£250,000	£0	£0	£250,000	0	0	0
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3.1 Financial Commentary

Total project costs is £900k +VAT. The funding contribution for the BCKLWN is £250k. £250k has been awarded via CIL. CIL funding requests that projects commence within a year of the award. Regular progress updates are submitted on request to the CIL Officer.

4. Timelines – High Level Milestones

Project timelines and milestones will be established once site surveys are complete.

4.1 Timelines Commentary

- Next stage milestones:
- Design
 - Planning Permission
 - Football Foundation Funding Application

Spend - Budget Variance RAG Status	
R	More than 5% forecast over or underspend
A	Less than 5% forecast over or underspend
G	Exactly on budget

Project Milestone Delivery RAG Status	
R	8 weeks or over
A	1 week - 7 weeks over
G	1 week or under

Key Risks and Issue RAG Status	
R	Needs Immediate attention
A	Needs attention before next project review
G	Can be managed

5. Resources Commentary

Sufficient resources currently allocated. Survey work currently being led by the Football Foundation.

Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1							

Other Matters

Item	Comment
General stage progress	Surveys currently being undertaken
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Football Foundation Framework
Surveys Status	Surveys currently being undertaken led by the Football Foundation
Stakeholder engagement (comms)	Local Football Clubs have been consulted on their proposed use of the facility. The Football Foundation and FA have agreed a draft plan of use for the new facility.
Local schemes / dependencies	CIL Funding awarded and timeframe of use of funding.

Project Financials

In future months a graph will be inserted here.

MEMBER MAJOR PROJECTS BOARD

SCHEDULE OF MEETINGS – 2023

TO BE HELD TWO MONTHLY

Reminder to Officers	Deadline for reports	Publication of Agenda	Date	Time	Venue
9 February 2023	16 February 2023	17 February 2023	27 February 2023	10 am	Council Chamber, Town Hall
12 April 2023	19 April 2023	20 April 2023	28 April 2023	9.30 am	Council Chamber, Town Hall
8 June 2023	15 June 2023	16 June 2023	26 June 2023	9.30 am	Council Chamber, Town Hall
11 July 2023	18 August 2023	21 August 2023	30 August 2023	9.30am	Council Chamber, Town Hall
12 October 2023	19 October 2023	20 October 2023	30 October 2023	9.30 am	Council Chamber, Town Hall
4 December 2023	11 December 2023	12 December 2023	20 December 2023	9.30am	Council Chamber, Town Hall

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**OFFICER MAJOR PROJECTS BOARD****Minutes of the Meeting of the above held on Monday, 30th January, 2023
at 2.00 pm on Microsoft Teams**

PRESENT: Stuart Ashworth, Jemma Curtis, Michelle Drewery, Vanessa Dunmall, Duncan Hall, Matthew Head, Matthew Henry and Chris Upton.

		<u>ACTION</u>
1	<p><u>APOLOGIES</u></p> <p>Apologies for absence were received from L Gore, G Hall and R Wiseman.</p> <p>It was noted that D Gates and D Hall were attending another meeting and would join OMPB afterwards.</p>	
2	<p><u>MINUTES FROM THE PREVIOUS MEETING</u></p> <p>The Minutes from the meeting held on 17 November 2022 were agreed as a correct record.</p> <p><u>Matters Arising</u></p> <ul style="list-style-type: none"> • Guildhall – update given to recent meeting of Regeneration and Development Panel. M Auger will provide a response to the questions raised by Councillor M de Whalley. • Draft Terms of Reference for Post Project Evaluation (Refit) – V Dunmall reported that this work was being progressed and would be brought back to OMPB for a decision on who would complete the Post Project Evaluation. To be placed on the work programme for April 2023. • Terms of Reference – R Eacott to present a report to Management Team 31 January 2023. • Towns Fund – J Curtis explained that the monitoring and evaluation return was submitted to Government in December 2022. A request to reprofile the spend for some projects had also been submitted but to date no response had been received. The Funding Agreements between the Borough Council and NCC had yet to be concluded. It was noted that a different model agreement would be required for the LCWIP 	

	<p>schemes.</p> <ul style="list-style-type: none"> West Winch Risk Register – S Ashworth asked if the Local Plan needed to be included as an entry. 	
3	<p><u>SUGGESTED CHANGES TO GOVERNANCE OF OMPB) - R EACOTT</u></p> <p>AGREED: To be deferred to the next meeting to be held on 16 February 2023. [NB Date subsequently changed to 15 February]</p>	
4	<p><u>REFIT 2- S ASHWORTH</u></p> <p>S Ashworth provided an update on the current issues/problems and way forward as set out in the briefing note.</p> <p>It was noted that Ameresco engineers would be on site week commencing 30 January 2023 to try and resolve the issues and would report back following their visits.</p> <p>T Brooker explained that the Council would seek to achieve an integral contract that would look after all BMS systems.</p> <p>A question was raised if the grant required to be paid back – T Brooker to investigate.</p> <p>AGREED: 1) An update would be reported to the next meeting of the OMPB on 16 February 2023.</p> <p>2) T Brooker to investigate if the grant required to be paid back.</p> <p>3) Feedback to be presented to the MMPB on 27 February 2023. Portfolio Holder to be briefed prior to MMPB.</p>	
5	<p><u>PROJECT HIGHLIGHT REPORTS - TOWN DEAL PROJECTS - DECEMBER 2022</u></p> <p>V Dunmall advised that the Project Highlight Reports had been presented to both the Town Deal Programme Board on 18 January and the Town Deal Board on 27 January 2023.</p> <p>The Board received an update on the Project Highlight Reports – Town Deal Projects as set out below:</p> <ul style="list-style-type: none"> Active and Clean Connectivity. St George’s Guildhall and Creative Hub. 	

	<ul style="list-style-type: none"> • King’s Lynn Youth Retraining Pledge. • Multi-User Community Hub. • King’s Lynn Rail to River Public Realm. • Riverfront Regeneration. <p>The Board noted the proposal to be presented by R Eacott to Management Team on 1 February 2023 regarding changes to the Town Deal Programme Board and OMPB governance arrangements.</p> <p>Consideration to be given as to the mechanism to circulate monitoring reports to all Councillors for information.</p> <p>AGREED: The Board noted the reports.</p>	
6	<p><u>WORK PROGRAMME 2023</u></p> <p><u>16 February 2023 [subsequently changed to 15 February]</u></p> <ul style="list-style-type: none"> • Suggested changes to Governance of OMPB) - R Eacott • Refit 2 Update – S Ashworth <p><u>19 April 2023</u></p> <ul style="list-style-type: none"> • Refit 2 – Post Project Evaluation. <p>Cabinet Report Header</p> <p>M Henry commented that the Cabinet Report Header could be amended to indicate if the project was a designated major project or not (or should be designated as such) to assist Cabinet.</p> <p>AGREED: M Henry to discuss with A Baker/S Winter.</p>	MH
7	<p><u>BROWNFIELD LAND RELEASE FUND - J CURTIS</u></p> <p>J Curtis outlined the key points about the fund and sought the view of the Board whether an application for the Southgates should be submitted.</p> <p>The Board determined that an application should be pursued.</p> <p>AGREED: 1) Southgates be put forward under BLRF.</p> <p>2) Issue ITT through the Homes England Framework to support completion of application and economic appraisal using funding from Southgates capital programme.</p>	<p>JC</p> <p>JC</p>

8	<p><u>SCHEDULE OF MEETINGS 2023</u></p> <p>The schedule of meetings was discussed.</p> <p>AGREED: V Dunmall to call meetings under new arrangements where Democratic Services will no longer service the OMPB meetings.</p>	VD
9	<p><u>DATE OF NEXT MEETING</u></p> <p>15 February 2023, 10:45 via Teams.</p>	

The meeting closed at 3.36 pm