

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



# **Member Major Projects Board**

## **Agenda**

**Monday, 11th September, 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**

31 August 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, 11th September, 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. **Appointment of the Chair for the Municipal Year 2023 to 2024**
2. **Appointment of the Vice-Chair for the Municipal Year 2023 to 2024**
3. **Apologies for absence**
4. **Minutes from the previous meeting** (Pages 4 - 13)
5. **Declarations of Interest** (Page 14)
6. **Urgent Business under Standing Order 7**
7. **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.
8. **Chair's Correspondence (if any)**

9. **Overview of the Programme Management Office (PMO) Function**  
(Pages 15 - 17)
10. **Overview of Project Highlight Reporting Process** (Page 18)
11. **Major Projects Overview Report** (Pages 19 - 20)
12. **Project Highlight Reports** (Pages 21 - 101)
13. **Work Programme** (Pages 102 - 104)
14. **For Information: Minutes from the Officer Major Projects Board Meetings - TO FOLLOW**  
  
To receive the minutes from the meetings that have taken place since the last MMPB meeting.
15. **Date of Next Meeting**  
  
13 December 2023, 11.00 am in the Council Chamber, Town Hall, King's Lynn.

To:

**Member Major Projects Board:** Councillors A A Beales, R Blunt, A Dickinson, J Moriarty, C Morley, T Parish and A Ware

**Officers:**

Alexa Baker, Monitoring Officer

Michelle Drewery, Assistant Director Resources

Vanessa Dunmall, Corporate Projects Programme Manager

Lorraine Gore, Chief Executive

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

Oliver Judges, Executive Director Place

Chris Upton, Project Accountant

Wendy Vincent, Democratic Services Officer

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

**MEMBER MAJOR PROJECTS BOARD**

**Minutes from the Meeting of the Member Major Projects Board held on Monday, 27th February, 2023 at 10.00 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor R Blunt (Chair)  
Councillors S Dark, A Dickinson, A Kemp, G Middleton, C Morley and T Parish

**Under Standing Order 34:**

Councillor M de Whalley

**Officers:**

Michelle Drewery, Assistant Director Resources (Zoom)  
Vanessa Dunmall, Performance and Efficiency Manager  
Louise Gayton  
Lorraine Gore, Chief Executive  
Matthew Henry, Assistant Director, Property and Projects  
Oliver Judges, Executive Director – Place  
Robert Wiseman, Energy and Environment Officer

1 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor A Ryves.

2 **MINUTES FROM THE PREVIOUS MEETING**

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The minutes of the meeting held on 9 December 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 PURSUANT TO STANDING ORDER 34**

Councillor M de Whalley was present under Standing Order 34.



## 6 **CHAIR'S CORRESPONDENCE**

There was no Chair's correspondence.

## 7 **PROJECT OVERVIEW REPORT**

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The Corporate Projects Programme Manager explained that Members were familiar with the report that provided an overview of the major projects under the auspicious of the Board as it had been presented to previous meetings. There had been changes made to the overview report because of new highlight reports which was the next item on the agenda. The Board was informed that there were 17 projects on the list – 5 red, 9 amber, 3 green.

The Board was reminded of the previous more detailed 5 RAG ratings but the report had moved to a simplistic approach taking into account the highlight reports process which followed as the next agenda item. The RAG ratings were now just red, amber and green.

The Corporate Projects Programme Manager advised that officers had been unable to present the West Winch report because of staffing capacity issues but would endeavour to bring a report to future meetings.

The Board was informed that this was the first month of the new reporting arrangements this was quite an ask of project managers so a significant amount of work had been put in but that there were a few gaps which were part of the transition to the new arrangements.

In response to a comment from the Chair, the Corporate Projects Programme Manager explained the reporting process and undertook to circulate the reporting timetable as an appendix to the minutes.

The Corporate Projects Programme Manager explained the change that at the end of every month was that all reports would be published on Mod Gov so all Members were able to view the information and it was anticipated that the January update would be published on 1 March 2023.

Councillor Morley asked if it was the purpose of the Board to go through each project or just take a helicopter view of what was presented. In response, the Chair, Councillor Blunt explained that this was a helicopter view and that the next step would be to discuss how the Board could undertake a "deep dive" into specific projects.

Councillor Kemp commented that the report set out a clear format of the overall view of the projects which included the financial risks.

In response to questions from Councillor Morley on the Board selecting which red RAG project to look at in more detail and a consistent approach being adopted across the Council on the current progress, the Interim Technical and Delivery Advisor explained that Members get early warning as Members could view reports on a monthly basis and could see the flow of information available and where the risks were etc, and also see the first report in detail where red flags were identified and it depended on how deep the Board wished to go. He explained that sometimes reports could have a red status but the commentary and mitigating measures set out in the report and why, type of mitigation that may be etc, may mean the Board were comfortable with the project, without needing further information.

Councillor Blunt added that he would expect Portfolio Holders to be aware of any projects which had a red flag.

Under Standing Order 34, Councillor de Whalley thanked the Interim Project Delivery and Technical Advisor and the officers for the work undertaken and commented that transparent approach was much appreciated but was not entirely clear how much was down to a change in process and how much was down to the change in status of the projects. In response, the Interim Project Delivery and Technical Advisor explained that what had happened was that there was more demand on the Project Managers to explain why a certain risk, cost overruns, etc in the status there were and that more detail had been included than previously so Project Managers would not have to explain to the MMPB why the particular status. It was noted that this was the first month of the new reporting arrangements and that there be may a few hiccups in the terminology/understanding and the reason for setting up the Programme Management Office was to help with consistency across projects and it was hoped that the reports would continue to improve to enable the Board to have a better understanding of the projects.

The Chair, Councillor Blunt expressed concern that the report was written three weeks ago and had gone through at least two other stages before being presented to the Board and commented that those changes could cause the report to change and asked how would Members know that. In response, the Corporate Projects Programme Manager explained that this was normal process of operational management, with information going through checks and then the Officer Major Projects Board and added that if senior officers felt an element needed adjustment, this was the normal evolution of reports presented to Councillors.

The Interim Technical and Delivery Advisor added that a period of time had to be set for reporting and the quality control of the information to be presented was reviewed by the Project Boards so the data was as accurate as possible for that one month. However, if for some reason the issue was resolved then the officers could give a verbal update.

The Chair, Councillor Blunt commented that it would be useful to present the information to an all Member Briefing.

In response to questions from Councillor de Whalley on why there was no January report for West Winch, the Chair, Councillor Blunt advised that this was due to a staffing issue.

Councillor Kemp commented that West Winch was the biggest project and provided an overview on the importance of transparency.

## 8 **PROJECTS HIGHLIGHT REPORTS**

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The Corporate Projects Programme Manager introduced the report and provided an overview on the content, the new areas of reporting and areas of development for each project. The Board was informed that at the end of February a new section on outputs/ outcomes that the project was looking to achieve would be added to the template.

The Board advised that the Robert Wiseman, the Council's Energy Efficiency Officer and Environment Officer was present to answer any questions relating to the Re-Fit Scheme.

The Board considered each of the red RAG ratings as set out below:

### Re-Fit Scheme

The Energy and Environment Officer provided an overview of the project, a summary of the key points are set out below:

- £3.8m grant towards delivering the project – tight timescales for delivery and installation.
- Contract with Ameresco who issued their final detailed design May 2021.
- Grant funding required completion of installation works (and all grant monies to be spent/allocated) by end June 2022.
- Heat pumps installed and operational by end June 2022 with the exception of BMS controls, owing to long lead time for equipment delivery..
- Timescales did not allow for 'stress testing' as heat pumps installed in height of summer.
- In colder winter months some sites have since struggled with lower flow temperatures provided by the heat pumps and some sites have had to revert to gas boilers. Progress being made to ensure sites are operational in line with the expectations.
- Discussions ongoing with Ameresco to ensure guarantee savings are delivered as promised with their detail design.
- Outstanding BMS controls – Lynnsport works to be completed by 31st March 2023 and at St James' works to commence mid-

March. Oasis BMS upgrade was completed by end December 2022.

- Control Strategies can now be finalised to integrate heat pumps with existing heating and distribution systems as this was a decarbonisation project.
- There will be times when boilers will still be called upon to boost flow temperatures and maintain building temperatures; alternative would be to replace all existing heating distribution systems, which would not be cost effective or possible within the grant envelope.

Officers responded to questions in relation to:

- Concerns regarding no manufacturing base or supply chain in the UK for producing the heat pumps or for spare parts.
- Maintenance contracts/costs of both gas boilers and heat pumps to be set out in one contract.
- Heat pumps not working at St James Swimming Pool.
- Poor quality of water at some sites seen to be a health and safety issues, although water quality issues were associated with closed systems and not water supplied to showers/drinking water etc.
- Concerns in relation to heat pumps and new technology for the Council's housing schemes at Parkway and a private development in Heacham to make the houses as green as possible.
- Competence of contractor appointed.
- Financial summary and budget contingency.
- Insulation upgrades were installed where possible.
- Control Strategies in operation for majority of sites/thermostatic control system. Needs to be fine tuned to optimise performance.
- Conditions attached to grant funding/timescales for delivery and finalisation of the project by end of June 2022.
- June 2022 not in a position to undertake stress testing.
- Remedial works required.
- Alternatives such as solar water heating.

The Leader, Councillor Dark commented on comments made by Members and explained that there was a clear distinction between the Refit project going into existing systems in larger buildings that may not be environmentally friendly or energy efficient buildings versus smaller housing who were installing their own heat source pump into a building which was fuel efficient.

Councillor Morley commented on the process and added that in the previous report the RAG rating was green and in this report was now red and added that the information showed the issues that were not previously unearthed before. Councillor Morley further commented that the report was to be commended but raised questions on, for example,

if the correct supplier was chosen, should some money been held back, and highlighted things to look at in the future.

### Enterprise Zone – Infrastructure

The Assistant Director, Property and Projects provided an update, a summary of the key are set out below:

- Road construction – worked well, contractor appointed, on site and estimated to complete October 2023, NCC acting as highway consultant managing project for the Council, currently anticipated to be delivered on time and within budget.
- Long running engineering works project which may be impacted by the weather.

Officers responded to questions in relation to:

- Financial Summary – current budget spent to date and predicted forecast spend during 2023.

The Assistant Director, Property and Projects informed the Board that there was some refining to be undertaken on the financial reporting figures.

### Enterprise Zone – Phase s 1 & 2

Officers responded to questions in relation to:

- Concern expressed on the cost and £2m overspend of the spec units.
- Ownership/risks of the Morston Point drains.
- Total contingency budget.
- Capital spend to date and projected spend for March and April 2023.
- Disposal route for all properties identified and subject to contract.

The Assistant Director, Property and Projects explained that the Council had received funding from the New Anglian LEP and Phase 1 was nearing completion for the provision of a pair of office buildings and light industrial buildings.

The Assistant Director, Property and Projects explained that there was no overspend on the spec units, tenders had gone out for Phase 2 through the framework contract for NORA and tenders had come back more expensive than anticipated and outlined the work being undertaken to look at funding opportunities and Members would be presented with the information once it was to hand. It was highlighted that the only money spent to date was the going out to tender exercise.

### Major Housing – Bus Station and NCC Library Site (St Edmunds Terrace, Hunstanton)

The Interim Project Delivery and Technical Advisor explained that the decision had been taken to remove the project from the Council's Capital Programme as it was behind schedule and would be the last time the Board would receive an update on this project.

### St George's Guildhall and Creative Hub

The Interim Project Delivery and Technical Advisor explained that this was a more difficult and challenging project and provided an overview as to why the project had a red RAG rating and informed the Board that future updates would be more detail on de-risking as much as possible.

The Deputy Leader, Councillor Middleton outlined the two main reasons why there was a red rating – in relation to timing in that the tender exercise was behind between 2 to 3 months. It was noted that a submission had been made to Government regarding re-phasing timescales on a number of projects. The second area of the red rating was in relation to the funding and that this would continue to be red for the £12m project, with £9m secured and until such time as the Council either obtained the initial funding to top up the £3m or at the end of the design phase setting out the actual cost either to re-prioritise the available funding or identify alternative funding.

Officers responded to questions in relation to:

- Reasons why the tender exercise had been delayed.
- Timescales and expenditure.
- Reason for delays for the Design Team.
- Concerns regarding availability of a Design Team to deliver project.
- Design Team - 100 companies expression of interests to date.
- Cost of Design Team/fees.
- Budget and necessary works.
- Submission made to Government to reprofile projects/ timescales.
- Number of review processes whilst undertaking stages 2 and 3.

The Leader, Councillor Dark outlined the reasons why the Council should continue to concentrate on the funding gap.

The Chair, Councillor Blunt invited the Board to comment on any other issues which had not received a red rating.

### Other Issues raised by the Board

#### **Active and Clean Connectivity – West Lynn Ferry**

The Interim Project Delivery and Technical Advisor informed the Board that the West Lynn Ferry was not a major project or part of the ACC project and explained that a separate feasibility study was being explored with NCC.

The Leader, Councillor Dark and Deputy Leader, Councillor Middleton outlined the work on a feasibility study which was jointly being undertaken and funded between the Borough Council and NCC.

### **Parkway**

In response to a question from Councillor Morley on the overall status and condition regarding emergency road access to the site was yet to be resolved, the Chair Councillor Blunt commented that he did not believe there was an issue but would seek confirmation and respond direct to Councillor Morley.

Following comments from Councillor Parish on resistance to development, the Chair, Councillor Blunt advised that a recent meeting had been held with Lovells and residents to discuss the process of building out and that solutions would be sought to address the issues raised.

### **Hunstanton Southend Road**

Councillor Morley informed the Board he had visited the site to see how the project was progressing and explained that Lovells had not updated their boards around the site and also expressed concern that the financial summary last month the current spend to date was £1.4m, this month £1.9m and at year end £3.582m and asked if the figures reported were accurate and added that he felt Project Managers were not looking at the detail.

The Chair, Councillor Blunt commented that this was a point well made over the whole process and that the level of accuracy timing of financial information and would ask the Project Team to look at the points made by the Board.

In conclusion, the Chair, Councillor Blunt commented that the Board had moved on an incredible long way since the start of the process and the information given in the Project Highlight reports now was much more challenging for the officers to produce and outlined the benefits to the Board.

The Chair, Councillor Blunt and the Deputy Leader, Councillor Middleton congratulated the officers on the work undertaken to date.

## **SCHEDULE OF MEETINGS 2023**

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The schedule of meetings 2023 was noted.

Meeting requests would be sent out for the April meeting. Following the May elections 2023 and confirmation of membership received, meetings requests would then be sent out for the remainder of the year.

10 **WORK PROGRAMME**

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

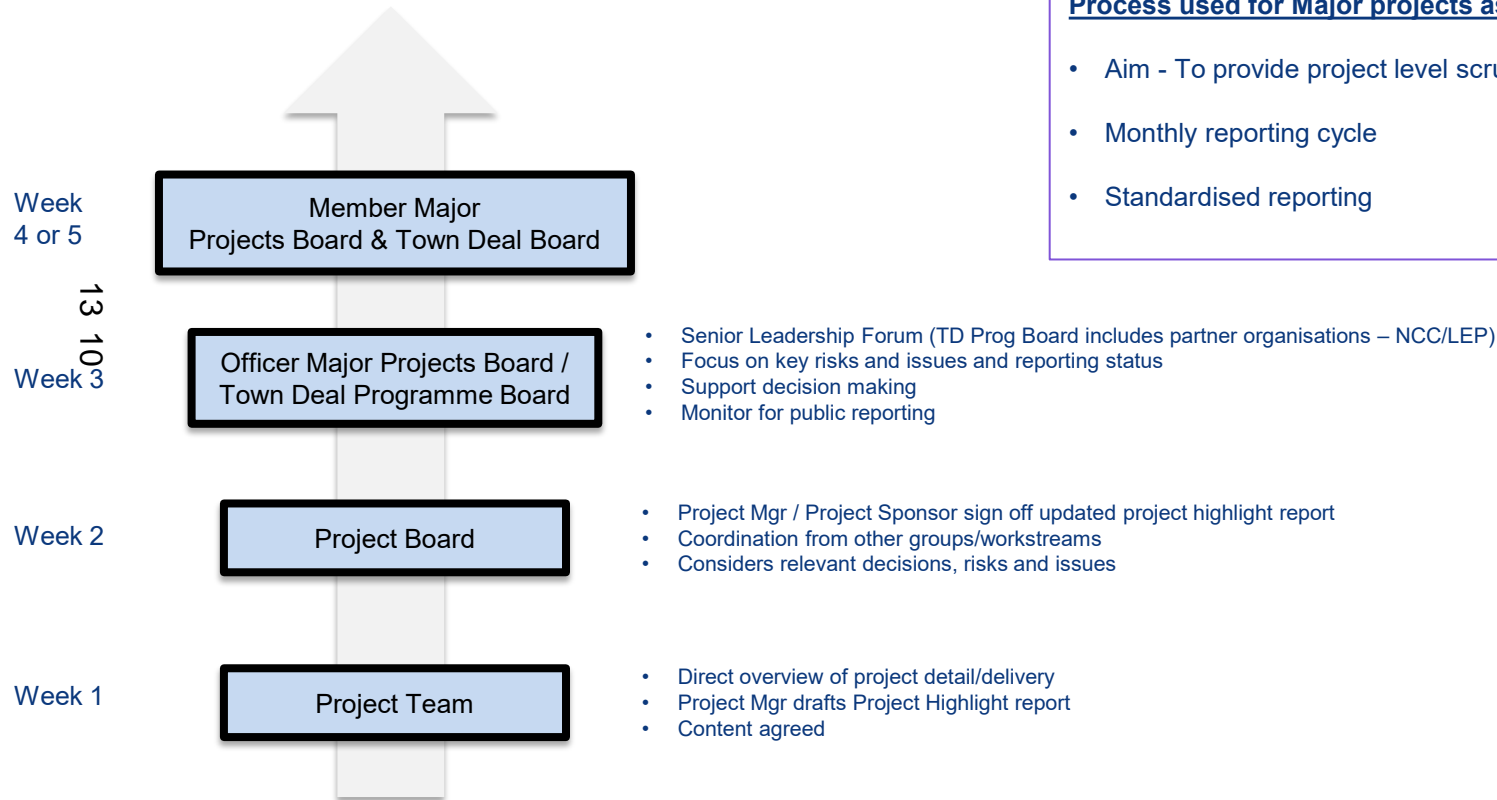
The Board noted the Officer Major Projects Board minutes.

12 **DATE OF NEXT MEETING**

**The meeting closed at 11.44 am**



# Project Highlight reports - Information flow



## Process used for Major projects as designated by Cabinet

- Aim - To provide project level scrutiny and assurance
- Monthly reporting cycle
- Standardised reporting

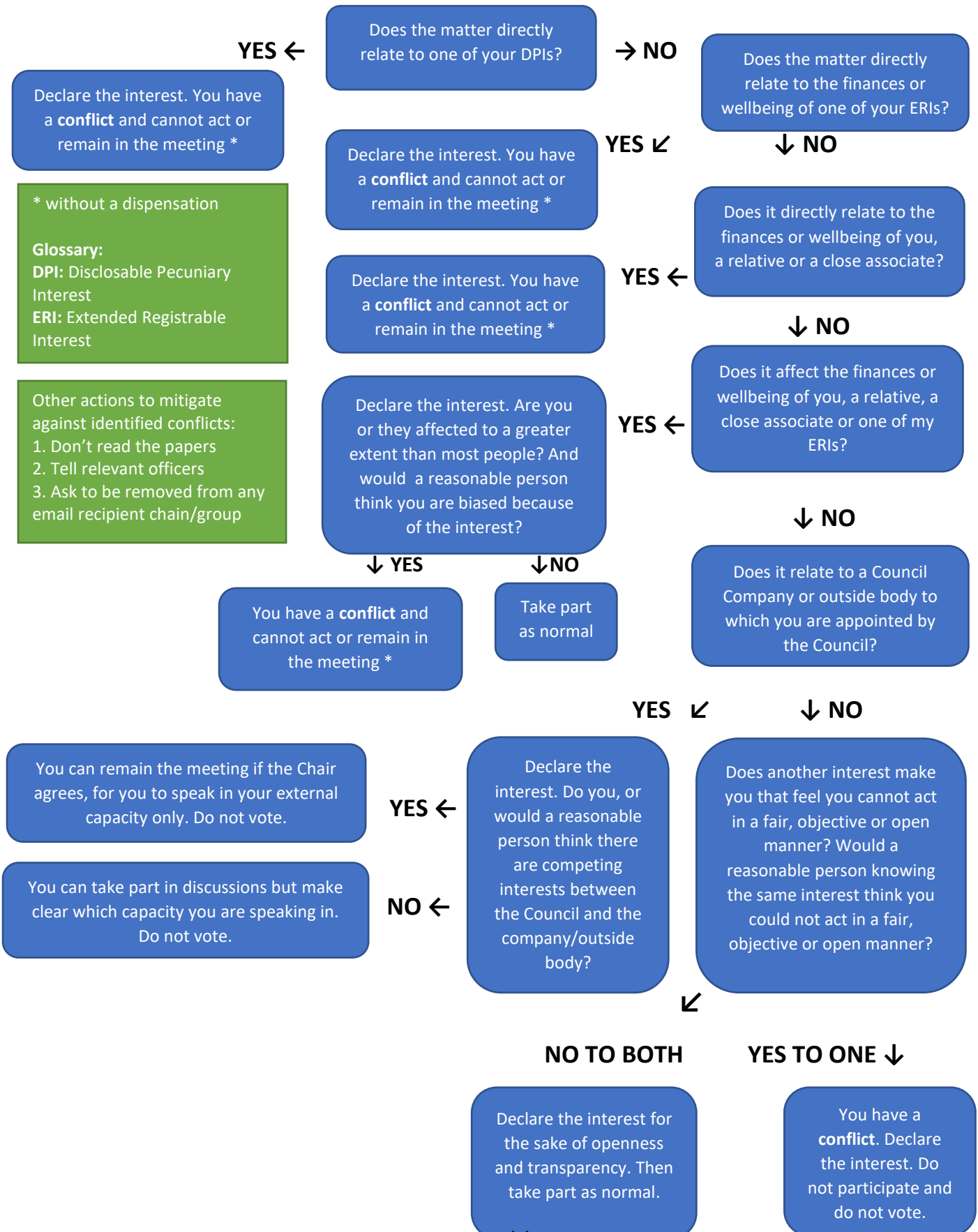
Minute Item 7



**DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART**



**START**



Declare the interest. You have a **conflict** and cannot act or remain in the meeting \*

\* without a dispensation

**Glossary:**

**DPI:** Disclosable Pecuniary Interest

**ERI:** Extended Registrable Interest

**Other actions to mitigate against identified conflicts:**

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

# Programme Management Office (PMO)

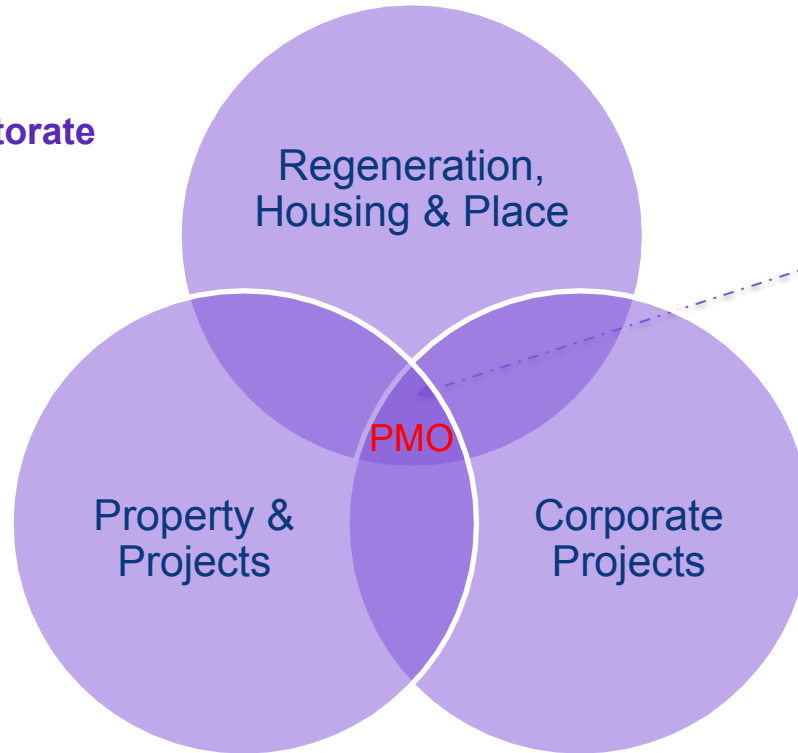
1. Principally supporting the **17 major council capital projects/programmes and smaller projects** (tiering) within a governance structure to provide **project oversight, alignment and control**.
2. It will provide **support for governance** requirements for projects **enabling standardisation of appropriate processes, procedures and tools** to maintain an up-to-date view of progress.
3. The responsibility for managing and providing relevant information (eg risks, issues progress) will lie with Project Manager and Project Sponsors.
4. Once matured, the PMO will eventually also provide a coordinated approach to **Communications/Stakeholder Management** and **Financial reporting**.
5. Will follow **standardised project planning model**.

The PMO function is in development.



# Programme Management Office (PMO)

Place  
Directorate



Capital Accountant

Comms/Stakeholder  
Management

Others as required

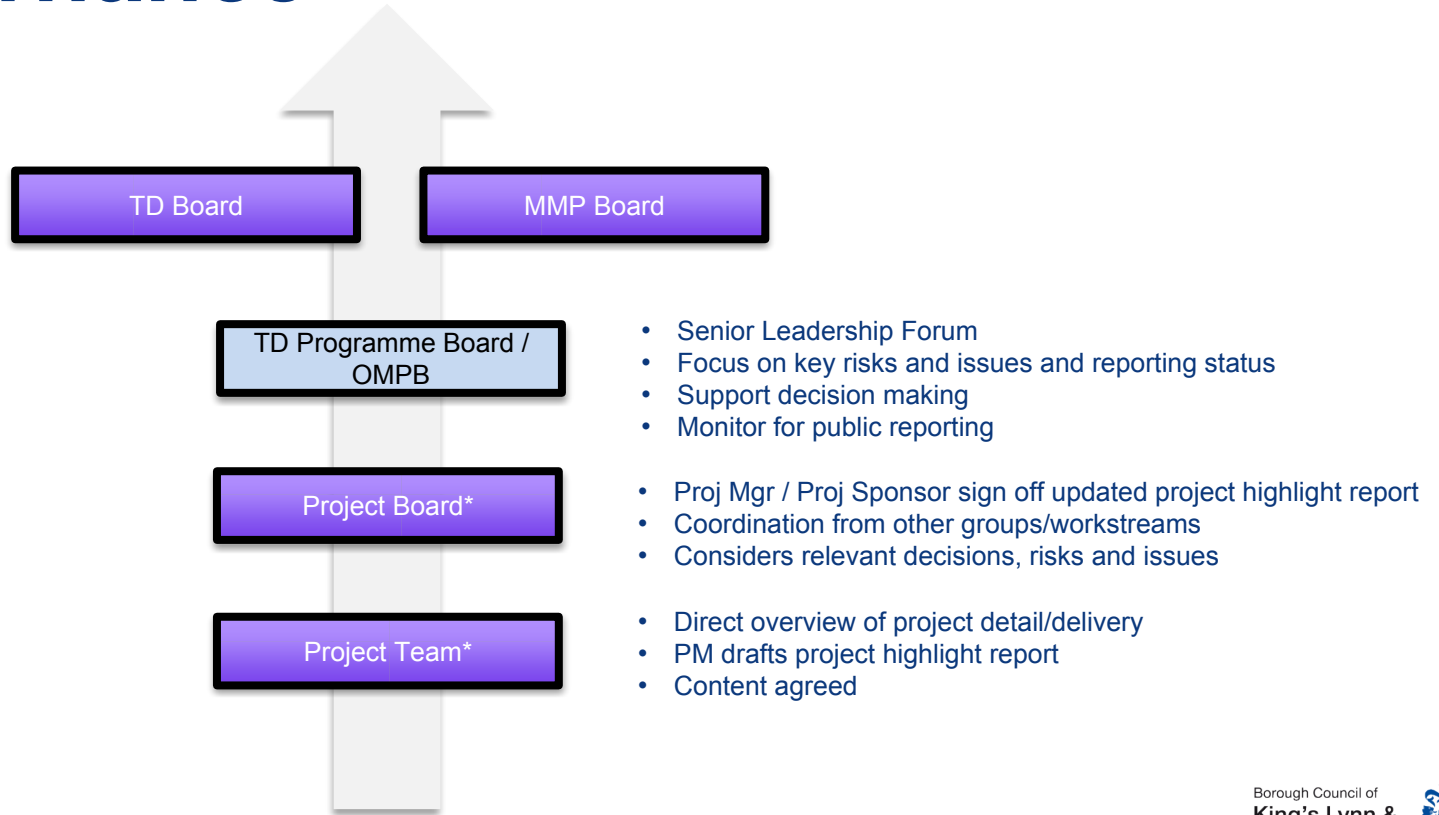
- 16
- Improved monitoring
- Clearer consistent reporting
- Rigorous challenge
- Establishing robust controls
  - Standard documentation
  - Formalised process

Main focus currently on major capital projects within Place Directorate



# Governance

17



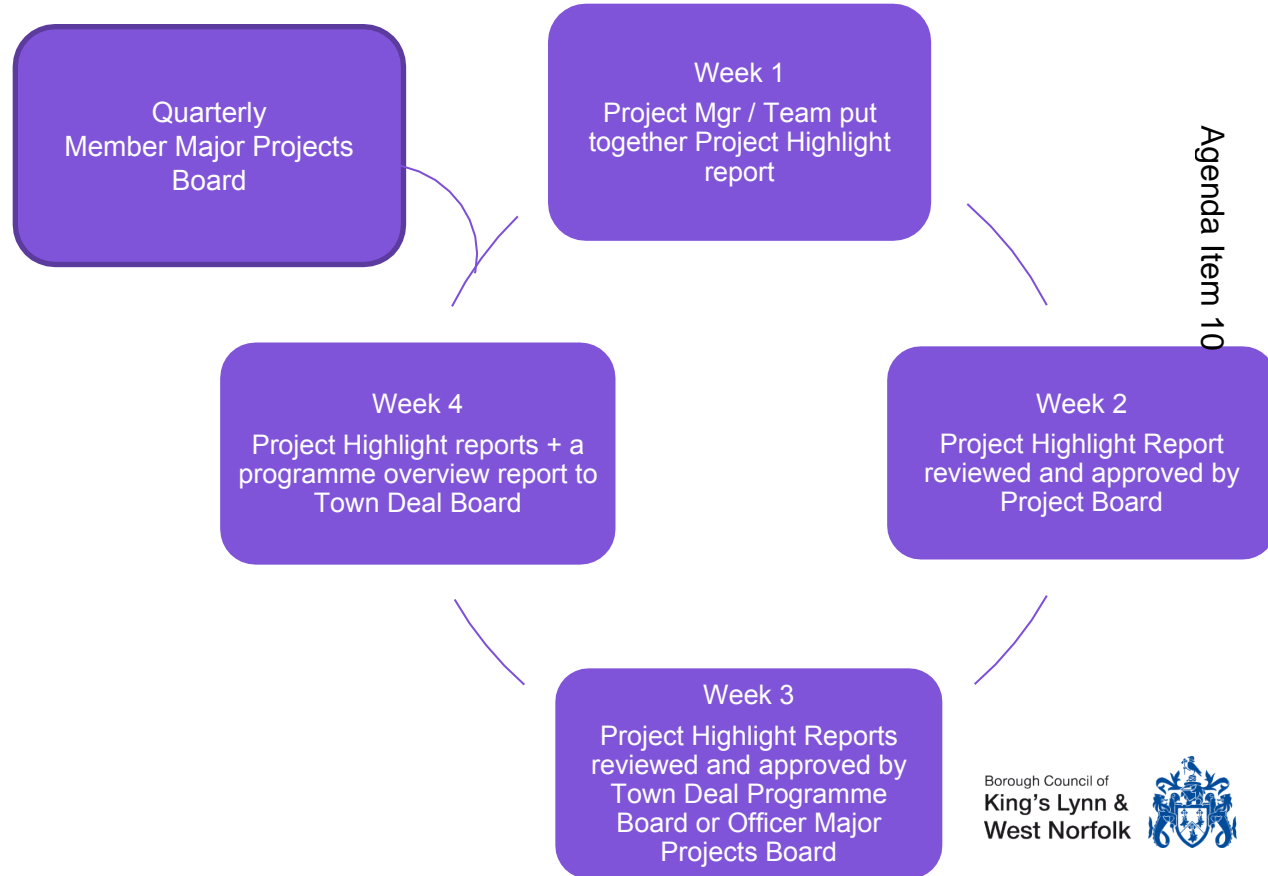
Monthly reporting cycle introduced in 2023

\* Participants subject to project and other activities eg Workstreams/sub-groups



# Project Highlight Reports – cycle

- Highlight reports for Town Deal projects are produced monthly.
- Highlight reports for 'Other' Major Projects are currently produced every two months. This will move to quarterly wef April 2024, reporting on the usual quarterly cycle of Apr-Jun, Jul-Sept, Oct-Dec, Jan-Mar
- Reports and process co-ordinated by the Programme Management Office function (PMO)



No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	Lead Portfolio	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end July 2023 (Definitions shown on Project Highlight reports)	Overall status commentary
P-21.02	NORA & Enterprise Zone	Road infrastructure and utilities	Development of secondary road infrastructure and services on the Nar Ouse Enterprise Zone	- Helps deliver strategic employment development land - Contractually committed	24-Sep-19	Development & Regeneration	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating <b>A</b>	The overall status is Amber due to - Delays to sectional completions being reported by Norfolk County Council project team. - Delays to service provision (within infrastructure contract) impacts upon handover of Phase I spec build units.
P-21.03A	NORA & Enterprise Zone	Development of spec units	<b>Phase 1</b> - Spec Build Units Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office spaces as per planning permission.	- 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 <b>A</b>	Overall status is Amber as timelines and issues are being managed, despite the points noted. - Delays to handover due to infrastructure delivery and installation of utilities - Financial early warning for costs associated with delayed handover Tenant fit out Plot A1 commenced
P-21.03B	NORA & Enterprise Zone	Development of spec units	<b>Phase 2</b> - Spec Build Units Development of 4 units on the Nar Ouse Business Park offering a mix of light industrial and office space as per planning permission.	- 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 <b>G</b>	Overall project status is Green due to: - Project on hold minimum of 2 – 3 years as agreed at NORA Business Park Steering Group meeting 27.07.23 - Financials remain Red as the project costs are more than 10% over the budget Please note that as the project is now on hold, this will be the last update. If/when the project is revisited, the Business Case will be re-visited at that time.
P-21.04	Major Housing	NORA 4, KL	Mixed tenure scheme – 105 dwellings.	- 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 <b>G</b>	Overall Status currently Green due to: - Project is completed, with final units now in handover process - Whilst delayed (as a result of external market pressures), the scheme remained largely on programme - Project finances remain healthy, with profit expected to significantly exceed the targets set within the original cabinet decision - Project team commencing formal BCKLWN Post Project Evaluation Process Project team now managing utility, road, and open space adoptions, and managing management company handover process
P-21.05	Major Housing	Parkway, KL	Mixed tenure scheme – 226 dwellings.	- 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 <b>A</b>	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
P-21.06	Major Housing	Salters Road, KL	Delivery of 78 affordable properties.	- 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 <b>G</b>	Overall status currently Green. - Risks largely relate to current construction market conditions and the potential for price inflation. As subcontracts are let this risk should reduce – procured ¼ of the procurement packages. - 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 and FCH contract requirements are met. - Homes England RX4 causing concern / this has been raised higher within HE. Should be sorted within the next 10 days.
P-21.08	Major Housing	Southend Road, Hunstanton	A block of 32 mixed tenure flats	- 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 <b>A</b>	Overall Status currently Amber: - Project viability is being significantly changed by inflation in the labour and materials market. - LABC have raised a technical query with the cavity wall construction
P-21.09	West Winch Growth Area	West Winch	To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered	- 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 <b>A</b>	Overall status is Amber. The project areas that the Brough Council are currently leading are programmed to complete by the end of 2023. Financials, issues and milestones are all where they are expected to be. Capacity is red and reflects the critical stages the project is at in relation to funding applications to central government which requires more resource at particular stages.
P-21.10a	Regeneration	Southgate area - placemaking	To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping; including further site investigations, viability and cost assessments for remediation and demolition.	- Within the Town Investment Plan (TIP) - Forms Part of HAZ programme - Funding secured for master-planning from Business Rates Pool	15-Jun-21	Development & Regeneration	Duncan Hall	Borrowing	Overall RAG rating <b>G</b>	The overall status is currently Green as - Timescales and financials are at the level BCKLWN currently expect. - Risks and Issues are at a similar level to last month. - The Southgates Regeneration Area Cabinet report was approved in April which endorsed the masterplan and agreed the set of next steps for the project, including detailed feasibility of the development sites and land strategy. Full Council approval of masterplan pending October 2023.
P-21.10b	Regeneration	Southgate area - STARS (Sustainable Transport and Regeneration Scheme) <b>NCC led scheme</b>	Provides the transport interventions to support the Southgates Masterplan. Development of Outline Business Case through to construction of Highway, public realm, and active travel enhancements to the Southgates and the Gyratory. Norfolk County Council led scheme.	- Within the Town Investment Plan (TIP) - Levelling Up Funding secured by NCC	15-Jun-21	Development & Regeneration	Duncan Hall		Overall status Green as - scheme development and OBC preparation under way. - WSP designers have worked with NCC Network Management and public transport staff to finalise Southgates element of the scheme and provided information setting out the impacts on general traffic. This now needs to be presented to decision makers, members and relevant stakeholders as part of the engagement process. - Heritage Impact Assessment (HIA) scoped but need to devise London Road diversions structural options to complete that work. The OBC submission is likely to be in May now rather than February 2024 due to delays in commissioning the topographical, drainage and ground penetrating radar (GPR) surveys.	
P-21.11	Town Deal	St George's Guildhall & Creative Hub	Redevelopment and refurbishment of St George's Guildhall; conservation and promotion of KL heritage and culture; boosting skills and supporting new business and creative practice.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating <b>A</b>	Overall status is currently Amber - As we progress design progresses through RIBA Stage 2 and 3 a better understanding of the funding required will be developed. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3. - Following delay commencing procurement process, Haworth Thompkins (HT), Pulse, and Andrew Morton Associates (AMA) have now been appointed as the Lead Design Team, Project Management consultant and Quantity Surveyor (QS) respectively. While the programme is 5 months behind what had been originally scheduled to include the NLHF application processes, it is expected that work can progress to allow a start of works in January 2025 as was originally intended.
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 <b>A</b>	Overall RAG rating is Amber. - Active Travel Hub timeline is under pressure as formal procurement process is not advertised at this time and under review from external consultants. - LCWIP work allocated and underway, updated delivery profile agreed and within project. - Active Travel Plans – 2 remaining businesses still to be signed up targeted marketing still to be issued, 4 scoping reports complete and issued.



P-21.14	Town Deal	Riverfront Regeneration	Renovation of the Custom House, improvements to King's Staithe Square, south quay public realm and land surrounding Devils Alley; and provision of dryside facilities.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Geoff Hall	Town Deal Grant	Overall RAG rating <b>A</b>	Overall Status is Amber, for the following reasons: - We have reported previously that the programme is being stretched but still achievable overall within the timeframe set by Towns Fund protocols. The acceleration of the programme by using external frameworks for procurement has assisted in mitigating some of this programme risk however the failure of the procurement for the PM and QS has impacted the the RIBA Stage 3 process. The preferred suppliers for the framework call off contract have been selected to enable the call off process to be applied to the Riverfront project. Call off contracts are being issued for signature this week. - In addition, with the design team on board, working up the detailed design programme with the architect has
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 <b>A</b>	Overall Status currently Amber due to - The substantive works will be complete in late autumn. Programme prolongation due to requirements for licenses, and planning consent being factored in, including likely panel dates. The art installations will be completed by March 2024. No change to Status - Ongoing co-ordination required for manufacture/production of bespoke elements for Purfleet Street works. - Development of artwork design for railway station requiring co-ordination with below ground infrastructure and new design at St James swimming pool – see timings above. Satisfying BCKLWN insurance concerns.
P-21.16	Town Deal	Multi-User Community Hub <i>(accountable body role only)</i>	To create a modern, accessible library, learning, and community hub in the heart of King's Lynn town centre	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating <b>A</b>	Overall Status currently Amber due to: - The Amber risk surrounding the Telecoms Mast which could impact the project timeline, design and potentially cost. - There are two issues that the lead authority and accountable body are working to resolve together; these are the Airwave mast and the funding agreement. - RIBA Stage 02 is due to start in August
P-21.17	Town Deal	Boost (formerly known as KL Youth & Retraining Pledge) <i>(accountable body role only)</i>	A package of support for youth skills and retraining provision.	- Agreed under the Town Deal with government	24-Aug-21	Business, Culture & Heritage	Duncan Hall	Town Deal Grant	Overall RAG rating <b>G</b>	Overall status – Green. - Spend is rated as amber as spend this month was slightly lower than planned due to defrayal, this is expected to recover in August and September. - Delivery overall is rated as green. Some courses complete in August and more are under development for October half term. Our Project Activity Co-ordinators are targeting cohort 3 (those in employment). - Overall project is rated as green, as the majority of the targets are on-track and expected to be achieved by close of project.
P-21.18	Sports Facilities	3G pitch	Development of additional 3G pitch to provide extra capacity for football provision at Lynnsport.	- Assist with community cohesion and social engagement through sport	16-Nov-21	People & Communities	Neil Gromett (Alive WN)	Borrowing & Grant Funded	Overall RAG rating <b>G</b>	The overall status is green due to - Tender process has completed and awarded on time. - On track for budget and time





## P.21-11 St George's Guildhall & Creative Hub Project Highlight Report

<b>Project Name:</b>	St George's Guildhall & Creative Hub	<b>Project Manager:</b>	Mike Auger	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	July 2023
<b>Capital Code:</b>	C9061	<b>Client Dept:</b>	Regeneration		<b>Lead Designer:</b>	Haworth Thompkins	
<b>Project Code:</b>	P.21-11	<b>End User (if applicable):</b>	CIO – to be formed		<b>Cost Consultant:</b>	Andrew Morton Associates	
					<b>Contractor on Site:</b>	TBC	

### 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	A	A	A	A	R

### Project Definition

**Project Stage:** RIBA Stage 2 – Concept Design

**Objectives:**  
 The project has two defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, into a fully working theatre
- To conserve and promote King's Lynn's heritage and culture, particularly connections to William Shakespeare, making them accessible and welcoming to all, whilst boosting skills and supporting new business and creative practice
- 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:**

- Delivery of project outputs as identified in Towns Fund application
- Delivery of 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

### 1. Overall Status (high-level summary)

**Overall status is currently Amber**

- 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.
- As we progress design progresses through RIBA Stage 2 and 3 a better understanding of the funding required will be developed. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.
- Following delay commencing procurement process, Haworth Thompkins (HT), Pulse, and Andrew Morton Associates (AMA) have now been appointed as the Lead Design Team, Project Management consultant and Quantity Surveyor (QS) respectively. While the programme is 5 months behind what had been originally scheduled to include the NLHF application processes, it is expected that work can progress to allow a start of works in January 2025 as was originally intended.

### 1.1 Decisions required by the Town Deal Board

- Endorse the procurement of the Project Management Company (Pulse Consult) and Quantity Surveyor (Andrew Morton Associates)
- Review of the St George's Guildhall and Creative Hub Advisory Group arrangements

## 1.2 Achievements during this period

- CIO application approved by Charity Commission
- NMS summer holiday activities
- Completion of RIBA St 1 Feasibility Review

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID (2/20)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
012	Budget	Budget exceeded	A	Finance	PM and QS to work with HT through RIBA Stage 2 to look at opportunities to Value Engineer and options for phasing and incorporate into RIBA Stage 2 cost plan.	4/08/2023
017	Surveys	Surveys identify additional works not currently budgeted	A	Finance	Surveys returns to be reviewed with design team to understand implication on design.	4/08/2023

### 2.2 Key Issues [all red and increasing amber] – something that has happened

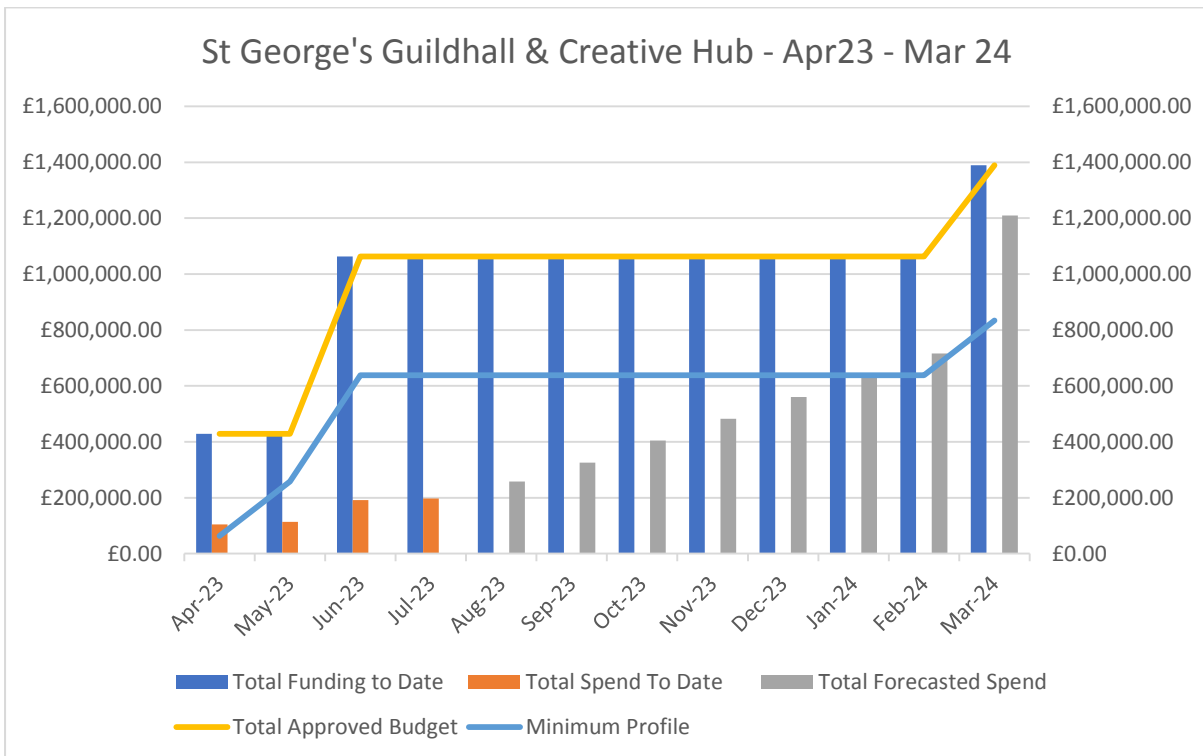
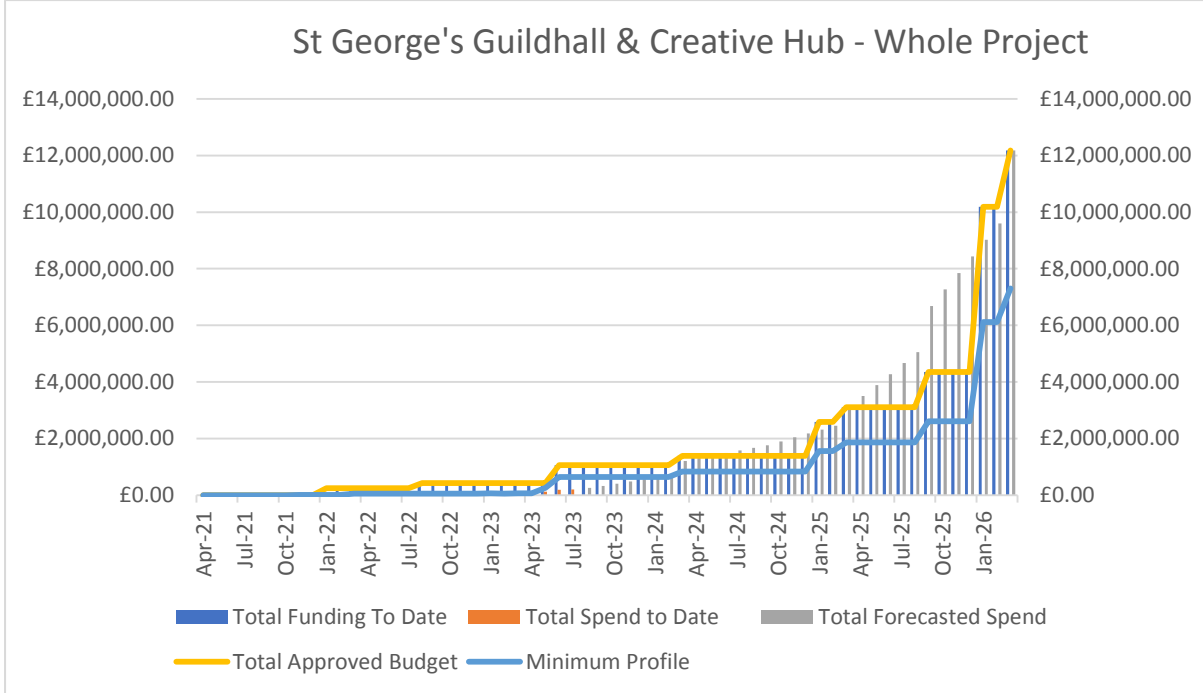
Issue ID (3/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
007	Resources	Lack of capacity in Project Team to oversee resource peak in Q3/Q4 to produce report/updates and process relevant approvals and funding applications. Project Team not secured for lifetime of project	R	Resources	Investigate options for recruitment/utilising support of newly appointed PM consultants	7/08/2023
008	Rising Costs	Budgetary pressures due to increased professional fees	A	Finance	Undertake review of resourcing and required roles for project and ensure all project costs are included and accounted for	7/08/2023
009	Resources	Team wellbeing/resilience following ongoing stakeholder engagement	A	Resources	Work with senior management/legal team to ensure appropriate support in place for project team	7/08/2023

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend</i> <i>(Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	10,552,782	222,498	10,330,284	783,961	98,197	783,961	0	£1,295,569
Revenue Expenditure	1,621,309	0	1,621,309	154,500	0	154,500	0	£149,305
Towns Fund	(8,097,181)	(197,498)	(7,899,683)	(783,961)	(98,197)	(783,961)	0	0
Other Income*	(4,076,910)	(25,000)	(4,051,910)	(154,500)	0	(154,500)	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,386,214</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,386,214</i>

### 3.1 Project Financials



### 3.2 Project Contingency and Change Control

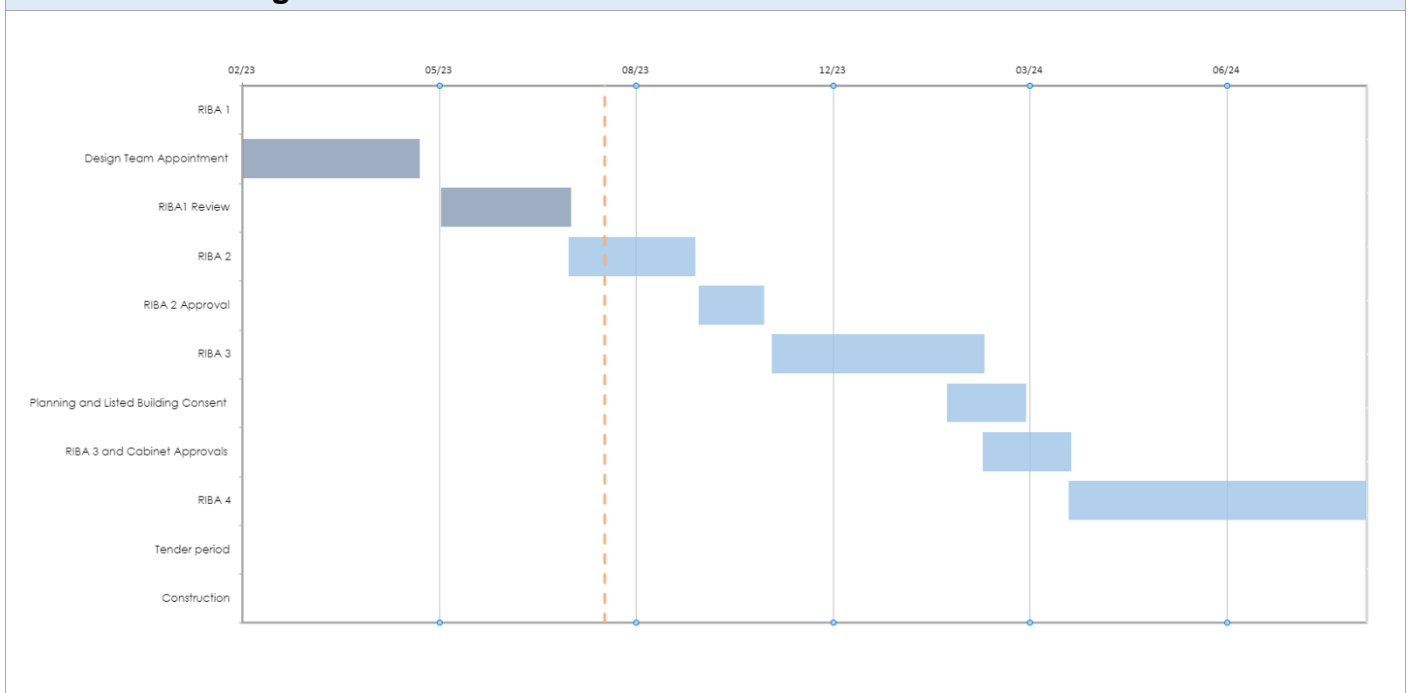
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Consideration to potential phasing of work if full funding not available.						

### 3.3 Financial Commentary

Financials currently AMBER due to the high level costing exercise completed following the RIBA Stage 1 review which showed a likely increase in costs – this will now be reviewed with the newly appointed QS to investigate opportunities for cost saving and phasing as part of developing the cost plan at the end of RIBA Stage 2.

This work will be incorporated into the funding strategy being developed by the project team to meet £3.3m funding identified as part of unsuccessful NLHF application and any other funding shortfall identified through RIBA Stage 2.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines are currently rated as Amber as project is 5 months behind what had been scheduled due to a delay in appointing the Lead Design Team following the NLHF announcement. While there is opportunity for this time to be made up through the programme due to the removal on the NLHF Stage 2 Application process, any further delay will continue to put pressure on the project team to complete the design and necessary steps for the project.

As part of the initial work by Pulse, the Master project programme is being reviewed with the design team and will be incorporated into the August report.

### 5. Resources Commentary

- Resources currently Amber due to Q3/Q4 workload to produce report/updates required and the Project Team not being secured for lifetime of project. RAG rating from Red to Amber due to appointment of Pulse and AMA and a review is underway to ensure appropriate resources are available both within the project team and wider support areas.
- An instruction will shortly be issued to HT for the procurement of the Conservation Management Plan.
- Recruitment for a Learning and Engagement Officer now completed with a start date in Sept.
- Procurement of additional support for the team Comms Agency to progress during July.
- Options to assist with the resourcing of the CIO to be explored

## 6. Communications and Engagement

- Comms Agency tender issued in July 2023 and due to close August 18th.
- 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.

## 7. Outputs and Outcomes

### Outputs

Description	Target	Notes
Number of temporary FT jobs supported during project implementation	110	
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	
Number of improved cultural facilities	5	
Amount of capacity of new or improved training or education facilities	1*	
Amount of capacity of new or improved training or education facilities	10,300	
# of derelict buildings refurbished	6	
# of heritage buildings renovated/restored	10	
# of enterprises receiving non-financial support	50	
# of potential entrepreneurs assisted to be enterprise ready	60	
Amount of existing parks/greenspace/outdoor improved	1240 m <sup>2</sup>	
Amount of new office space	669m <sup>2</sup>	
Mandatory indicator - Year on Year monthly % change in footfall	900%	

### Outcomes

Description	Notes
Refurbishing the historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	
Creating opportunities for local creative enterprises	
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	

## 8. Other Matters

Item	Comment
General stage progress	PM/QS and design team now in place for RIBA St 2. Work to include any potential phasing/value engineering options to best ensure proposed design allows delivery of Towns Deal Outputs and needs of Business Plan. CIO application approved by Charity Commission and additional Trustees recruited. Briefing sessions being arranged for new Trustees in early Sept. Comms and Marketing Tender issued. Summer Activities being delivered and preparations underway for delivery of September Exhibition and delivery of festival in November. Additional comms support procured to ensure publicity for these events. Learning and Engagement Officer role due to start in Sept.
Procurement progress	Tender exercises completed Lead Architect, PM, QS, Archaeological Measured Survey, HBA, Drainage & Utility Surveys. Tender exercises to be completed for Approved Inspector, CMPS and Comms Agency through August.
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	Birketts continuing to support development of CIO governing document.

Legal instruction form issued?	Legal instruction issued in October 2022 for development of CIO agreement.
Surveys Status	Surveys to be identified and agreed with the HT following their appointment.
Statutory updates	Conversations ongoing with Historic England, National Trust, Planning and Development Team and Building Control to ensure views are captured during design progress.
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

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	-	✓				
<b>Date Approved:</b>	24/06/22	21/12/22	-	21/12/22				
<b>Approved by:</b>	Cabinet	TF Prog Board	-	TF Prog Board				

Latest approved document: PID December 2022

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed



## P-21.12 Active & Clean Connectivity Project Highlight Report

<b>Project Name:</b>	<b>Active &amp; Clean Connectivity</b>	<b>Project Manager:</b>	Jason Richardson	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	July 2023
<b>Capital Code:</b>	C9063/71609	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	-	<b>Cost Consultant:</b>	-
<b>Project Code:</b>	P-21.12	<b>End User (if applicable):</b>	-	<b>Contractor on Site:</b>	-		

### Management Summary

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

### Project Definition

**Project Stage:** RIBA 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:

- 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)

### 1. Overall Status (high-level summary)

Overall RAG rating is Amber.

- Active Travel Hub timeline is under pressure as formal procurement process is not advertised at this time and under review from external consultants.
- LCWIP work allocated and underway, updated delivery profile agreed and within project.
- Active Travel Plans – 2 remaining businesses still to be signed up targeted marketing still to be issued, 4 scoping reports complete and issued.

#### 1.1 Decisions required by the Town Deal Board

- N/A

#### 1.2 Achievements during this period

- NCC Story Mapping information developed and draft 1 underway presenting routes and plans more effectively
- 3 x Active Travel Hub tender documentation completed and under review by external consultants
- LCWIP update meetings undertaken and revised costings received.
- Marketing scripts refined for animation.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(4/23)						
22	Partnership negotiation	Tennyson Avenue LCWIP intervention risk of non-delivery due to negotiation with Network Rail.	A	Programme	NCC Officers following up on WSP contact with Network rail. WSP present progress 29/8/23	01.08.2023

23	Partnership negotiation	Hardwick Roundabout cycle route widening at risk due to Highways England control and planning.	A	Programme	NCC Officers following up with Highways England – intervention at risk due to wider plans. Considering substitute scheme	01.08.2023
15	NORA ATH Access Road	Decision on funding for ATH access on West Side of NORA EZ.	A	Financial	1.Initial cost analysis complete awaiting ATH tender for firmer cost information. 2. Financial pressure on Enterprise Zone Pot B funding increasing owing to delayed development and impact of NHS land sale 3. Potential funds from LCWIP phase 2 review to offset cost and deliver great outputs / outcomes	26.07.2023

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (3/21)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3	Resouces – ATH Delivery	ATH delivery resource to ensure timeline met	A	Staffing	Tender issue still outstanding external PM and QS services reviewing documentation. Pulse and AMA now contracted	26.07.2023
16	LCWIP – Delivery agreement	Funding agreement for LCWIP works unsigned by NCC	A	Financial	NCC proposed protocol for comment in lieu of funding agreement. BCKLWN comment awaited. Interim PO issued for NCC design team works alongside protocol document and profile for works	01.08.2023
21	Position of ACC project regard NCC strategies	ACC project seems to be lost in some NCC strategies and there is a need for coordination	A	Strategy	IP leading cross team communications regarding ACC project across NCC. Wider co-ordination plan now being developed.	26.07.2023

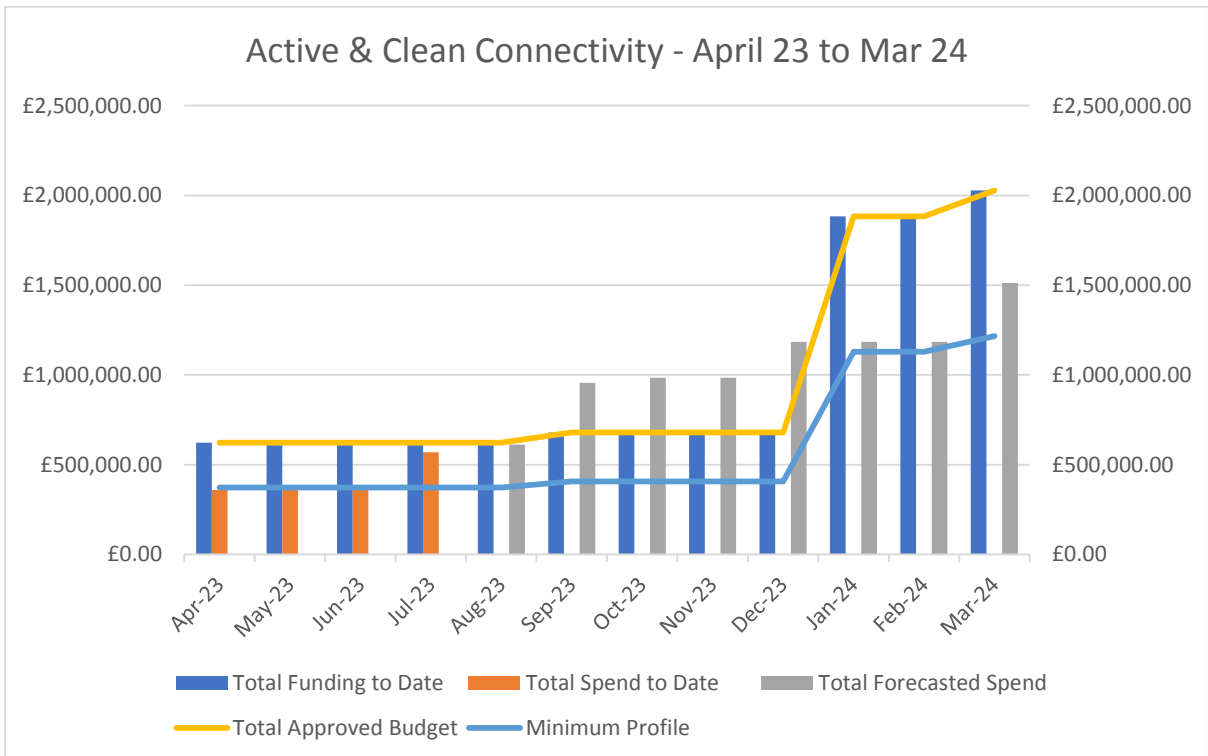
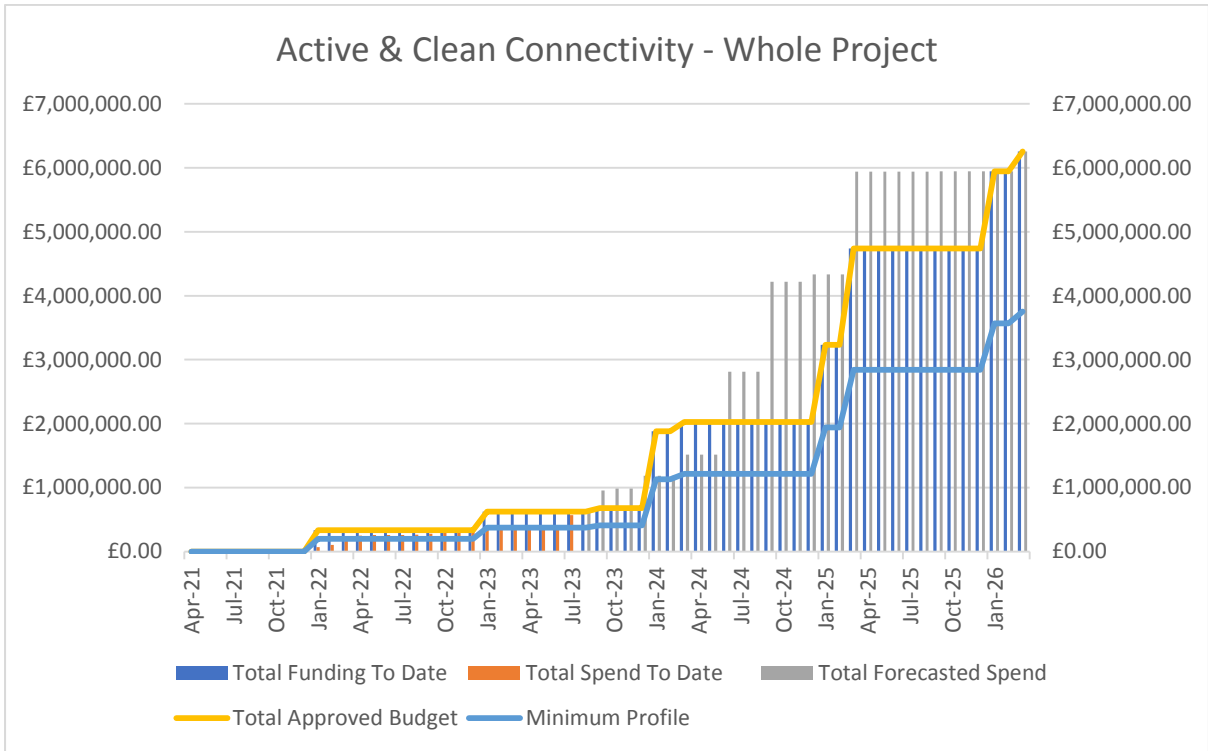
*Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.*

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	6,167,626	540,177	5,627,449	1,096,783	211,682	1,096,783	0	1,073,676
Revenue Expenditure	88,000	34,500	53,500	58,240	4,740	58,240	0	0
Towns Fund	-4,232,876	-574,677	-3,658,199	-953,832	-216,422	-953,832	0	0
Other Income*	-2,022,750	-198,991	-1,823,759	-201,191	-198,991	-201,191	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,073,676</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,073,676</i>



### 3.1 Project Financials



### 3.2 Project Contingency and Change Control

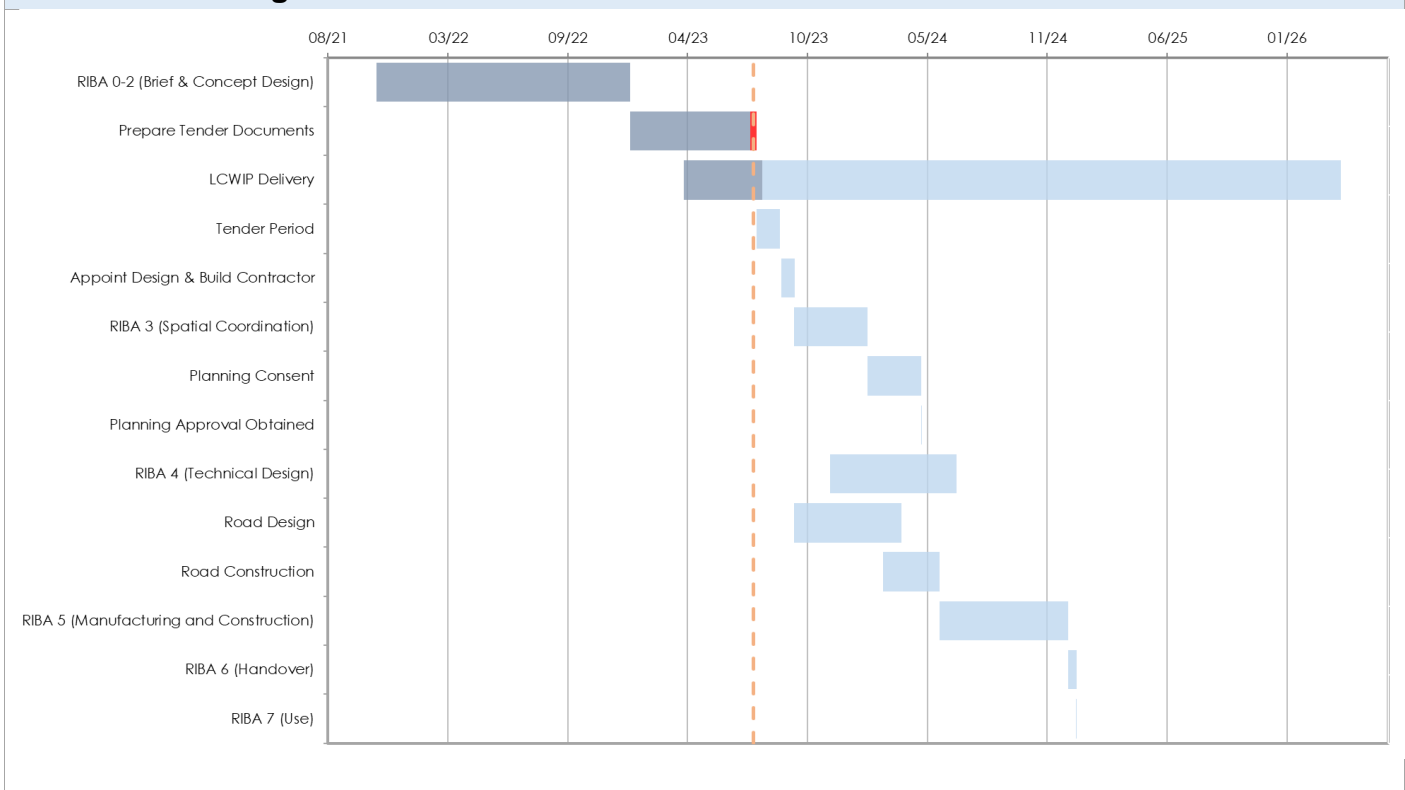
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	LCWIP reprioritisation of interventions	N/A – preserves budget and contingency	N/A	Clarifies delivery expected from NCC	G	David Ousby	02.12.22

### 3.3 Financial Commentary

Financial profile realigned to reflect current spend profile and LCWIP interventions. Funding agreement remains outstanding but discussions ongoing and purchase order in place.

ATH contract not progressing to time leading to further underspend at this time.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The current timeline remains rated as Amber owing to the ongoing delay in procurement for the Active Travel Hubs.

The documentation for NEC 4 Contract has been completed and is under review, with our newly appointed Project Management and Quantity Surveying framework providers this needs to be issued asap.

Realignment of delivery timeline to take place once tender period commences to ensure delivery risk is noted, timeline set to 1<sup>st</sup> august issue.

LCWIP works have started, formal design and permission stages programme of activity has been updated to reflect this latest position and no impact on completion dates.

### 5. Resources Commentary

Rating remains Amber with external resources now in place from Pulse and AMA to ease pressures.

ATH delivery is being led by the Major Projects team who have now gained the support of the above external PM and QS services, alleviating capacity issues. Procurement process for ATH is now in draft form and being reviewed by external teams. Capacity issues have been resolved within the procurement team with new staff in place. However, rating will remain as shown until procurement process has advanced and key dates secured.

## 6. Communications and Engagement

Activity in the next month:

- Story board mapping showing LCWIP routes, Travel Hubs and other key Town Deal projects, to be issued for comment
- Animation video for ACC programme communicating routes and interventions to be finalised, and issued.
- LCWIP 1 scheme commencement dates announced.
- Video re ATP benefits to be issued.

## 7. Outputs and Outcomes

### Outputs

Description	Target	Notes
Total length of new cycle ways	3.555km	
Total length of pedestrian paths improved	5.601km	
Alternative fuel charging / re-fueling points	6	
New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	

### Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

## 8. Other Matters

Item	Comment
General stage progress	RIBA 3 / Detailed Design Stage for both capital elements of the programme
Procurement progress	ATH – NEC4 ITT drafted, LCWIP – Design and permissions period
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – NEC4 D&B, LCWIP – NCC Service Term Contract

## 9. 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]	Final PID [post tender]
<b>Status:</b>	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 final Draft - 20.03.23	n/a
<b>Date Approved:</b>				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	Project board approval 20.03.23	
<b>Approved by:</b>	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



P-21.14

## Riverfront Regeneration Project Highlight Report

<b>Project Name:</b>	Riverfront Regeneration	<b>Project Manager:</b>	Heather Northey	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	July 2023
<b>Capital Code:</b>	C9066	<b>Client Dept:</b>	Regeneration	<b>Lead Designer:</b>	Graeme Massie Architects		
<b>Project Code:</b>	P-21.14	<b>End User (if applicable):</b>	n/a	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

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

### 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

### 1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:

- We have reported previously that the programme is being stretched but still achievable overall within the timeframe set by Towns Fund protocols. The acceleration of the programme by using external frameworks for procurement has assisted in mitigating some of this programme risk however the failure of the procurement for the PM and QS has impacted the the RIBA Stage 3 process. The preferred suppliers for the framework call off contract have been selected to enable the call off process to be applied to the Riverfront project. Call off contracts are being issued for signature this week.
- In addition, with the design team on board, working up the detailed design programme with the architect has identified that the design period will need to run until November 2024 pushing the end date for construction to March 2026.
- Pressures on the budgets due to inflation, affecting construction costs, will be managed during the detailed design process through value engineering and scope management
- Assumptions made for the operating costs of the Custom House and potential event spaces – these are at risk due to increasing prices e.g. energy. The piecemeal nature of the work and lots of small elements means it may be possible to prioritise and mitigate these issues whilst still achieving the overall project outcomes.

#### 1.1 Decisions required by the Town Deal Board

- Endorse the procurement of the Project Management Company (Pulse Consult) and Quantity Surveyor (Andrew Morton Associates)

#### 1.2 Achievements during this period

- RIBA Stage 2 review with design team commenced.
- Production of measured survey of Custom House completed
- Procurement of Project Management and Quantity Surveying services using the call off arrangements of the BCKLWN frameworks.
- Working through information exchanges with design team.
- Finalisation of Statement of Significance for Custom House taking on board comments from Conservation Officer.

- Liasing with Historic England to agree the Pre-app works.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
4/47						
STRS K_03 5	Utility cost increases	Cost increases (fuel and energy etc).	A	Finance	Monitor and feed into financial tracker if impacts arise. Next update due following appointment of Quantity Surveyor	14/02/2023
STR SK_0 21	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. Start work to identify cultural/social opportunities. Next update due following appointment of Quantity Surveyor	16/02/2023
STR SK_0 46	Scope Creep	Request re revisit previous contentious works which had been reserved for a future project as part of this project review	R	Political	Raise with TD champions and if required set up separate project to deliver	18/07/2023
STR SK_0 47	Lottery Funding Obligations	Budget is affected	A	Finance	Investigation of title and covenants relating to previously funded project by Millenium Fund (National Lottery) implies a risk of request for repayment of grant	01/08/2023

### 2.2 Key Issues [all red and increasing amber]

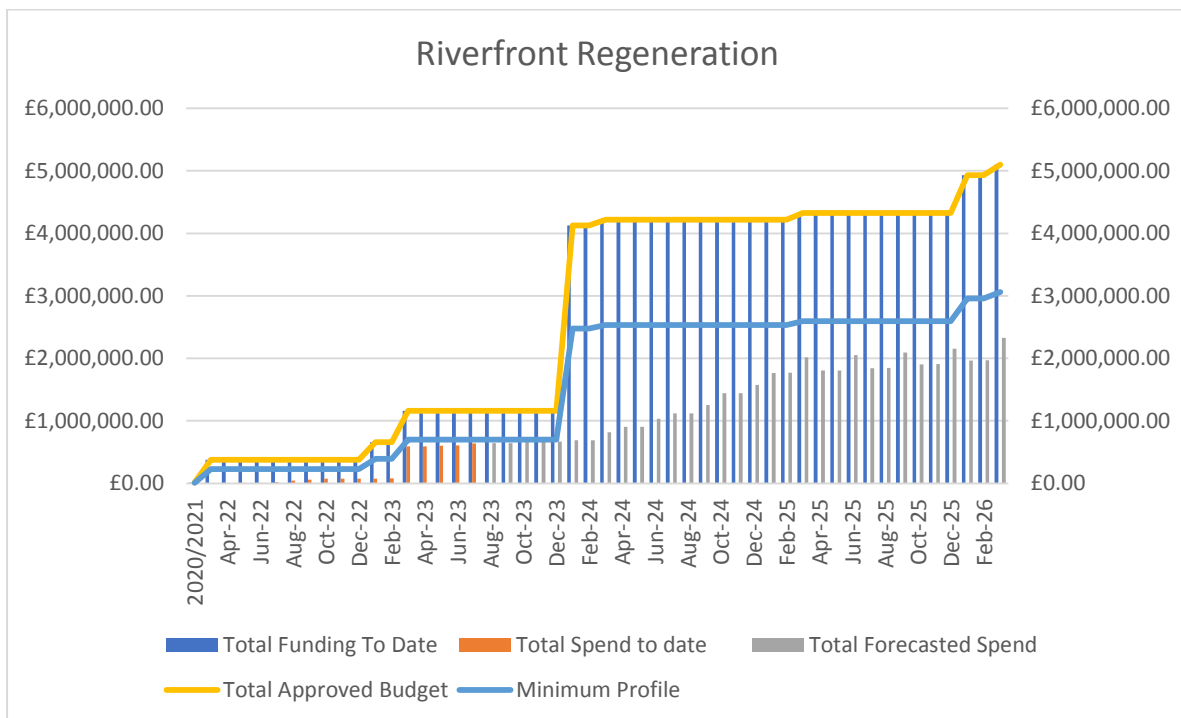
*An issue is something that has happened*

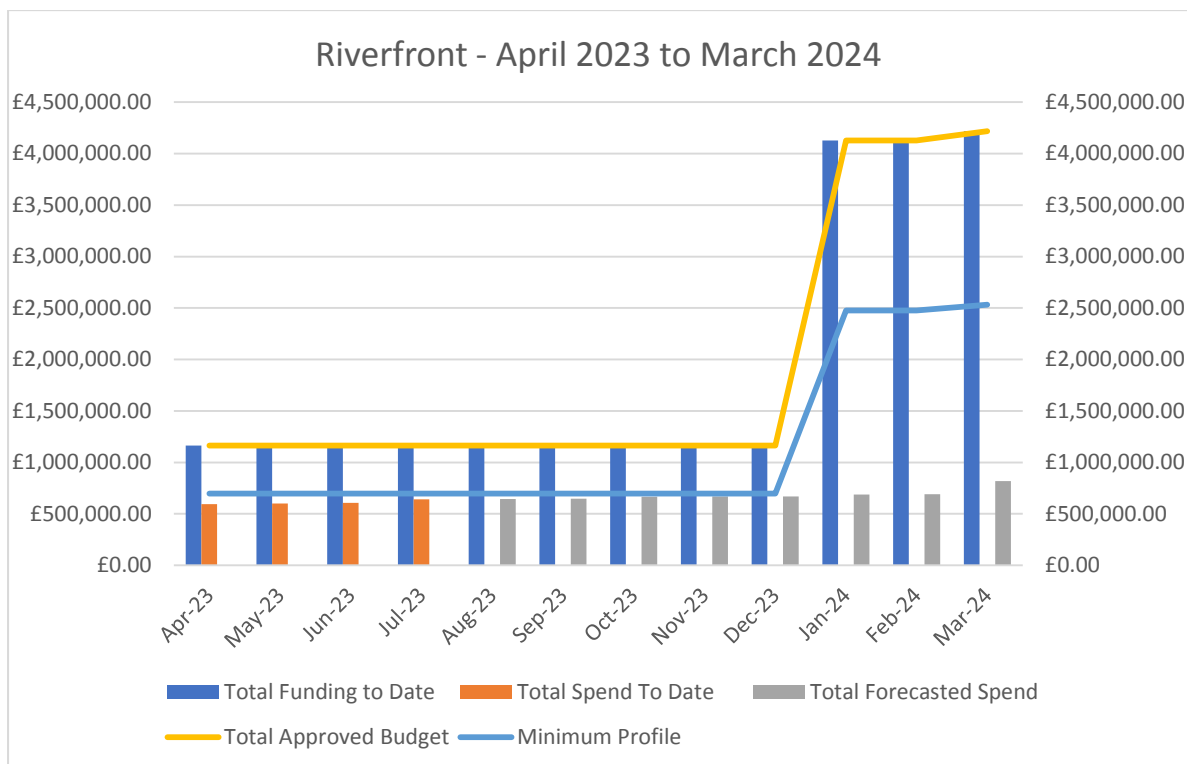
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2/5						
004	Rising Costs	Budgetary pressures due to increased professional fees	A	Financial	Undertake design review when PM and QS appointed factoring in all project costs when deciding scope/phasing	30/05/2023
005	Procurement of PM/QS	No bids received from tender on EEM framework.	A	Programme	Undertake new procurement using BCKLWN framework when in place as a call off contract. Agreed call off with AMA and Pulse as part of their works.	01/08/2023

### 3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£5,097,739	£683,907	£4,413,833	£336,071	£46,892	£289,179	£0	£512,322
Revenue Expenditure	£0	£0	£0	£0	£0	£0	£0	£0
Towns Fund	£-4,178,943	£-134,087	£-4,071,121	£-244,967	£-46,892	£-198,075	£0	£0
Other Income*	£-918,796	£-549,820	£368,976	£-91,104	£0	£-91,104	£0	£512,322
Net position	0	0	(0)	0	0	0	0	512,322
<b>Last Month:</b>								
<i>Net position</i>	0	0	0	0	0	0	0	512,322

### 3.1 Project Financials





### 3.2 Project Contingency and Change Control

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

### 3.3 Financial Commentary

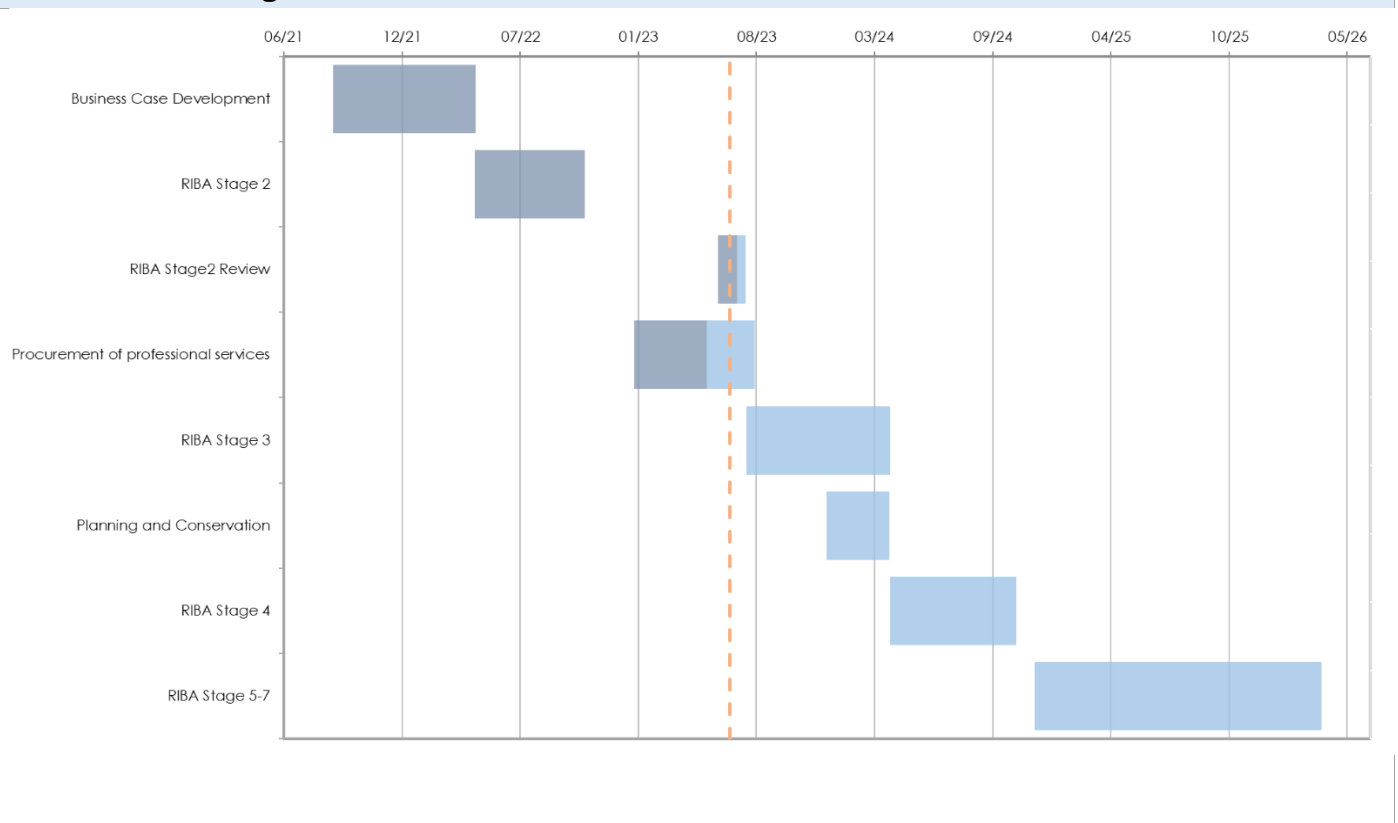
Financials currently Amber due to project being significantly behind planned target for current financial year. There is concern that there is only 3.1% contingency with potentially rising costs going forward. The spend since the previous report relates to the preparation of the Statement of Significance by Player Roberts Bell.

The fees associated with the appointment of the Architect led design team is £418,729. This is over the planned budget for fees but will be contained within the overall works project budget and will be taken into consideration when agreeing the scope of works.

The fees associated with the appointment of the project manager is £137,325, although there is potential to make savings if programme can be tightened.

The fees associated with the appointment of the quantity surveyor is within a range of £84,300 to £114,650. They have submitted 4 fixed price tenders which reflect the possible procurement strategies being considered. This fixes the price for RIBA stage 3 and gives us the opportunity to explore options and most economically advantageous outcome across the project and de-risks the design costs across all team members.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently AMBER due to revision and reprofiling of project programme accounting for change in resources and change of procurement route for appointment of professional team resulting in completion in early 2026.

### 5. Resources Commentary

Resources currently GREEN due to changes to procurement of design team and project PM and QS mitigating risk.

### 6. Communications and Engagement

Stakeholder mapping taking place. Engagement with Placemaking consultant to review and advise on strategy being considered

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Amount of rehabilitated land	3000m2	
Number of sites cleared	1	
Number of public amenities / facilities created	1	
Number of historic landmarks and buildings refurbished	2	
Amount of floorspace (commercial, residential, industrial) created	4000m2	
Number of temporary FT jobs supported during project implementation	154	
Number of FTE jobs created and safeguarded	12.1	



Amount of public realm enhanced	7845m2	
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## 7.2 Outcomes

Description	Target	Notes
Remediation and development of abandoned site		
Upgraded historic landmark site		
Improved perception of pace by residents, visitors and businesses		

## 8. Other Matters

Item	Comment
General stage progress	Design RIBA 2 complete
Procurement progress	Graeme Massie Architects appointed as Design Team Lead. Andrew Morton Associates as Quantity Surveyor. Pulse Consult as Project Management Lead.
Proposed form of contract	TBA - Recommendation to be considered after appointment of PQS & PM; Likely split contracts between traditional for Custom House and D&B for public Realm
Proposed route to market	Use of Framework wherever possible
Surveys Status	Topographic only to date. Measured survey undertaken and information completed. Asbestos Survey to be procured
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress 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.

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓			
<b>Date Approved:</b>					Oct 2022			
<b>Approved by:</b>					Cabinet/ TDB			

Last Approved Document: PID Update Oct 2022

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed



## P-21.15 Rail To River - Public Realm Project Highlight Report

<b>Project Name:</b>	Rail To River - Public Realm	<b>Project Manager:</b>	Heather Northey	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	July 2023
<b>Capital Code:</b>	C9064	<b>Client Dept:</b>	Regeneration		<b>Lead Designer:</b>	-	
<b>Project Code:</b>	P-21.15	<b>End User (if applicable):</b>	n/a		<b>Cost Consultant:</b>	-	
					<b>Contractor on Site:</b>	-	

### Management Summary

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

### Project Definition

<b>Project Stage:</b> RIBA stage 3 – detailed design / procurement
<b>Objectives:</b> Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience
<b>Scope:</b> Rail to River route works include providing interventions such as pop-up facilities, art trail, fingerpost wayfinding, lighting, seating and planting.

### 1. Overall Status (high-level summary)

Overall Status currently AMBER due to
<ul style="list-style-type: none"> <li>▪ The substantive works will be complete in late autumn. Programme prolongation due to requirements for licenses, and planning consent being factored in, including likely panel dates. The art installations will be completed by March 2024. No change to Status.</li> <li>▪ Ongoing co-ordination required for manufacture/production of bespoke elements for Purfleet Street works.</li> <li>▪ Development of artwork design for railway station requiring co-ordination with below ground infrastructure and new design at St James swimming pool – see timings above. Satisfying BCKLWN insurance concerns.</li> </ul>

### 1.1 Decisions required by the Town Deal Board

<ul style="list-style-type: none"> <li>▪ None this period</li> </ul>
----------------------------------------------------------------------

### 1.2 Achievements during this period

<ul style="list-style-type: none"> <li>▪ Application for new Network Rail license for digital sign on final review by Station Surveyor.</li> <li>▪ Installation of water and electrics to feeder pillar in Purfleet Street.</li> <li>▪ Opened negotiations with Boots and Cashino re Purfleet Arch installation.</li> <li>▪ Planning application for Purfleet Street works submitted along with advertising consent for the Purfleet Street sign.</li> <li>▪ Applications for highways licenses for Archway and Street Furniture is with NCC</li> <li>▪ Development of artwork at railway station, coordinating with other infrastructure and insurers requirements.</li> </ul>
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## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
0/20		No RED or increasing AMBER				

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

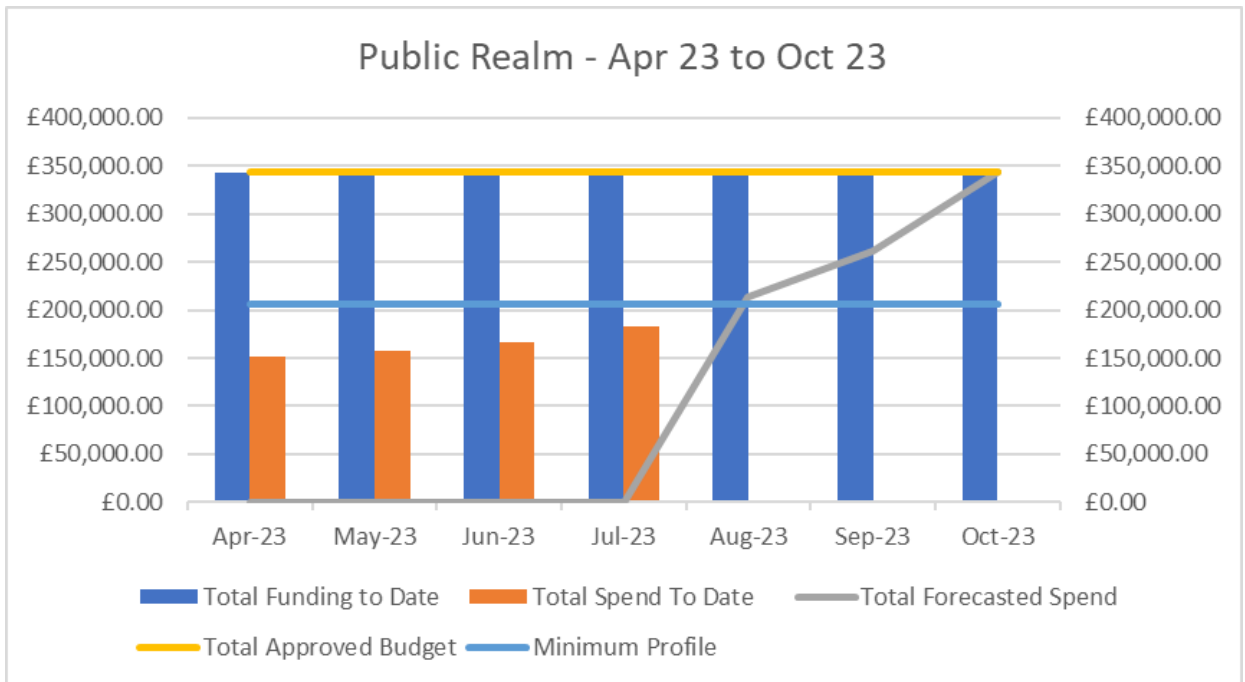
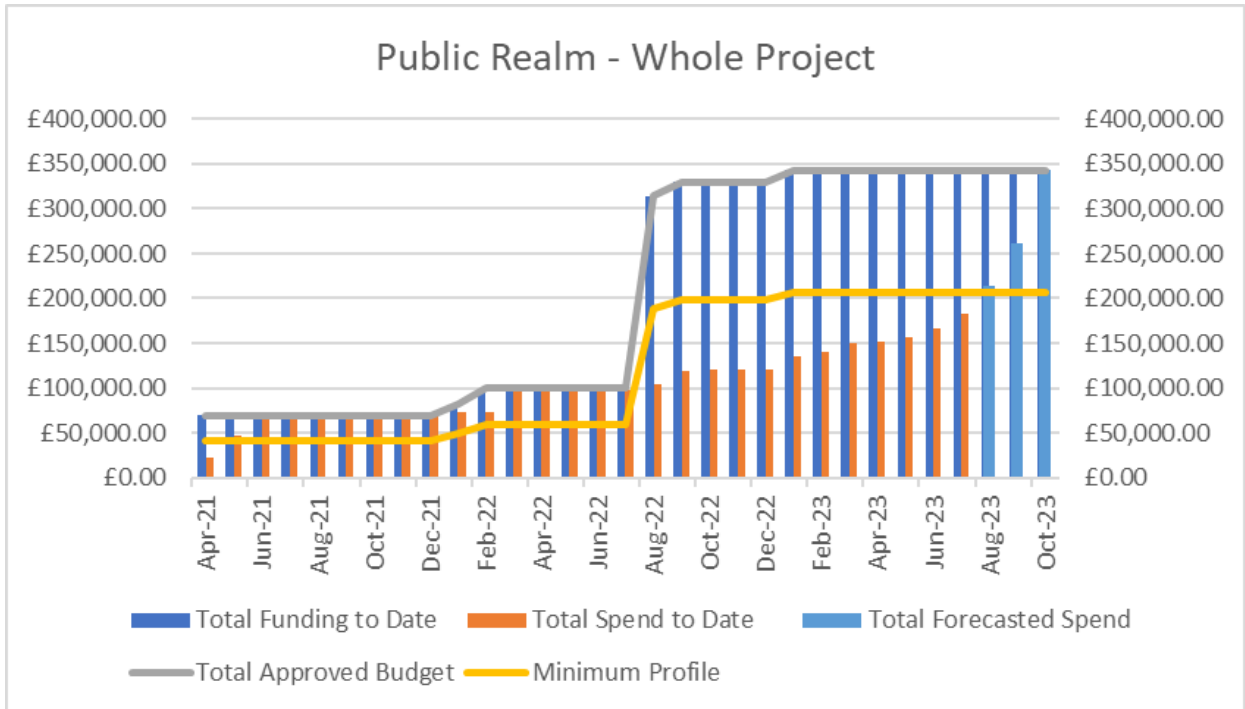
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
3/3						
016	License requirements	Requirements for licenses/easements for connection of Purfleet Street arch – negotiations with major property corps.	A	Legal/Regulatory	Focus on keeping negotiations with surveyors – Archway has been redesigned and simplified mitigating risk of refusal of planning and licensing. Surveyors wanting 100% information before reviewing including contractors RAMS. No further update until planning application submitted	20/06/2023  12/07/2023
20	Artwork at Station	Co-ordination of artwork location at station with surface water sewer	A	Programme	Liaison with Anglian Water and NR to establish covenants and wayleaves.	01/07/2023
21	Insurance risk for artwork at station	Hiscox recommends relocating artwork due to proximity of underground services.	A	Insurance	May require to self-insure the artwork in this location for specific risk.	19/07/2023

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	343,186	183,572	159,614	205,691	46,077	159,614	0	42,652
Revenue Expenditure	0	0	0	0	0	0	0	0
Towns Fund	-245,000	-85,386	-159,614	-192,505	-32,891	-159,614	0	0
Other Income*	-98,186	-98,186	0	-13,186	-13,186	0	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,652</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>42,652</i>

### 3.1 Project Financials



### 3.2 Project Contingency and Change Control

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

### 3.3 Financial Commentary

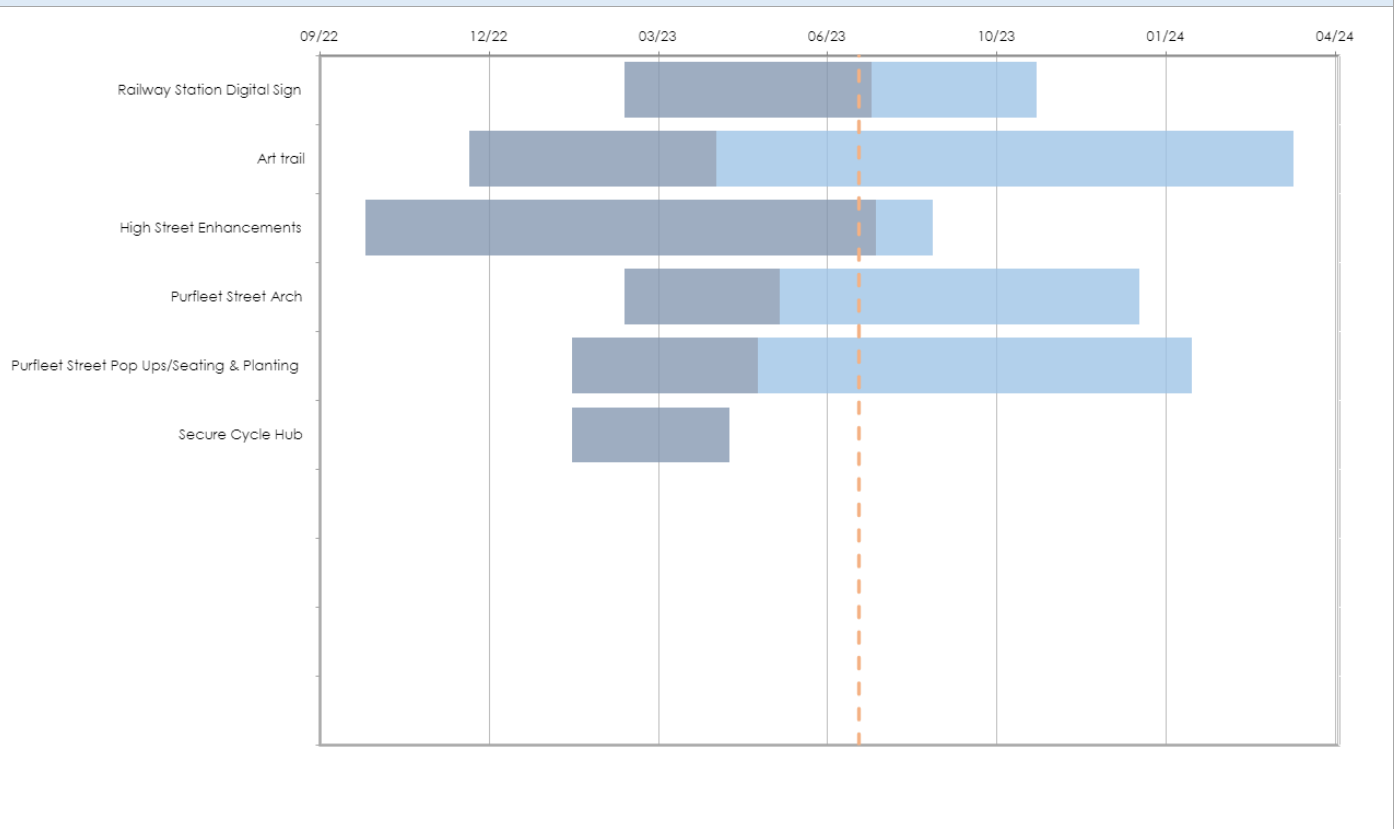
Financials RAG is currently still at Amber due to fees, rising infrastructure costs, and co-ordination costs between trades etc. Project is due to be completed by end of December 2023 and the plan is to manage within the Budget target value engineering where necessary to achieve this.

Current project budget is £337,100 comprising £245,000 from Towns Fund, £69,000 Welcome Back Funding, £7,100 from UK Shared Prosperity Fund and £16,000 from Norfolk County Council.

There are no new funding streams available to the R2R project identified as yet. Focus is on managing within the approved budget. The value engineering work undertaken on the archway and digital sign will reduce the overspend if approved by planning.

The project also includes art work trail, seating and planting on the rail to river route all benefitting from shared procurement, and works in the wider town centre including fingerpost wayfinding.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently RAG Rated AMBER due to the extended period required for planning and licensing applications and lead in times for equipment on Purfleet Street. This extends this aspect of the programme to Jan 2024. Both pieces of artwork will be installed in March 2024.

### 5. Resources Commentary

Resources currently RAG rated Green.

## 6. Communications and Engagement

Local businesses adjacent to Purfleet Street will be consulted re the arch and pop ups in next period.  
 Briefed Public Realm and Repurposing Advisory Group meeting on 13<sup>th</sup> July.  
 Engagement with GT Railway (Station Master and Community Liaison Manager) has given feedback of problems of antisocial behaviour being encountered at the station with groups including homeless people congregating on the new benches, drinking, etc. GTR have requested the benches be removed or relocated away from the station. A log of ASB to be kept and we can track our CCTV records as this area is well covered.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Increased footfall in the town centre	5%	
Footfall counts	1	
Number of transport nodes with new multimodal connection points (cycle storage)	1350m <sup>2</sup>	
Amount of public realm improved m <sup>2</sup>	5	
No of businesses supported	5	
No of trees planted	30	
Number of Finger post installations	4	
Number of artwork installations	2	

### 7.2 Outcomes

Description	Notes
Increased footfall in the town centre	
Improve the accessibility and attractiveness of key routes	
Improve the perception of the place by residents, visitors and businesses	

## 8. Other Matters

Item	Comment
General stage progress	Design and installation
Procurement progress	Individual project elements; with in house co-ordination
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	A variety of contracts will be used. In some cases, they are suppliers T&C's, in other they are on standard council terms. As we do not have a one stop shop approach, each element is procured independently, and the council is acting as the contractor.
Proposed route to market (e.g., IOTT, Framework i.e. DPS, HPCS, LCP)	Single source supply for digital sign, containers, steelwork cladding, and archway. Other - Invitations to Quote, Locally Advertised, and approved local contractors as per standing orders.
Legal progress	Licensing process for digital signage and artwork with Network Rail and license to fix arch to Boots and Cashino buildings. Flyover licenses with NCC for archway. Pitch licenses with NCC and Street trading licences for pop ups.
Local schemes / dependencies	Licensing process for digital signage with Network Rail are being renewed in the light of the new design and location for the sign as existing license granted not applicable. Applications for easements with owners of buildings adjacent to Purfleet Street commenced. Internal legal team in loop but not instructed yet until we have final design.

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓	✓		
<b>Date Approved:</b>	Jan 2022					Feb 2023		
<b>Approved by:</b>	TBD					TBD		

Latest approved document: PID February 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P.21-16 Multi-User Community Hub (MUCH) Project Highlight Report

<b>Project Name:</b>	Multi-User Community Hub (MUCH)	<b>Project Manager:</b>	Verity Bennett	<b>Project Sponsor:</b>	Sarah Rhoden	<b>Report covers period of:</b>	July 2023
<b>Capital Code:</b>	C8435	<b>Client Dept:</b>	NCC Community Services		<b>Lead Designer:</b>	Hudsons	
<b>Project Code:</b>	P.21-16	<b>End User (if applicable):</b>	King's Lynn residents and visitors to the town		<b>Cost Consultant:</b>	Turner and Townsend	
					<b>Contractor on Site:</b>	Mace	

### Management Summary

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

### Project Definition

**Project Stage:** RIBA Stage 1 complete – tender for Construction Management for Design and Build Contract compete

**Objectives:**

- 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.

### 1. Overall Status (high-level summary)

Overall Status currently Amber due to:

- The Amber risk surrounding the Telecoms Mast which could impact the project timeline, design and potentially cost.
- There are two issues that the lead authority and accountable body are working to resolve together; these are the Airwave mast and the funding agreement.

RIBA Stage 02 is due to start in August and the project team will attend the October Town Deal Board meeting to provide the board with an update on the design stage. Ahead of this the project team will refresh the Town Deal board on the key design principles agreed and costed under RIBA Stage 01 at a standalone session in early October.

#### 1.1 Decisions required by the Town Deal Board

- No decisions required this month

#### 1.2 Achievements during this period

- Mace announced as the main contractor for the project

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
(1/25) 23	Timely removal of	There is a risk that the telecoms mast on the roof of	A	Technical	Alternative roof site identified & planning application	04.08.23



	Airwave telecoms mast to allow enabling works and construction	the building cannot be moved to a new location which could impact: <ul style="list-style-type: none"> <li>- Timeline</li> <li>- Design</li> <li>- Cost</li> </ul>			submitted (Feb 23) pending response (Aug 23).  Airwaves due to submit updated visuals to planning team by end of August.  Further alternative sites are being identified by BCKLWN.	
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## 2.2 Key Issues [all red and increasing amber]

### *An issue is something that has happened*

Issue ID (2/2)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
2	Airwave Mast	There is a mast on the current Argos Building which needs to be moved in order to redevelop the site.  The relocation is dependent upon planning permission being granted for a new location.  Planning application submitted in February	A	Technical	Planning permission decision pending. Letter of support issued by NCC and the Project Champion commenting on the ambition for the MUCH and the requirement to move the mast to begin works.  Alternative options are being explored if the planning application is rejected.	04.08.23
3	Funding agreement	A funding agreement is required between BCKLWN and NCC to allow NCC to claim from the TD Fund. Drafting and negotiations are ongoing.	A	Funding	BCKLWN have drafted a new funding agreement which is under review by NCC.	04.08.23

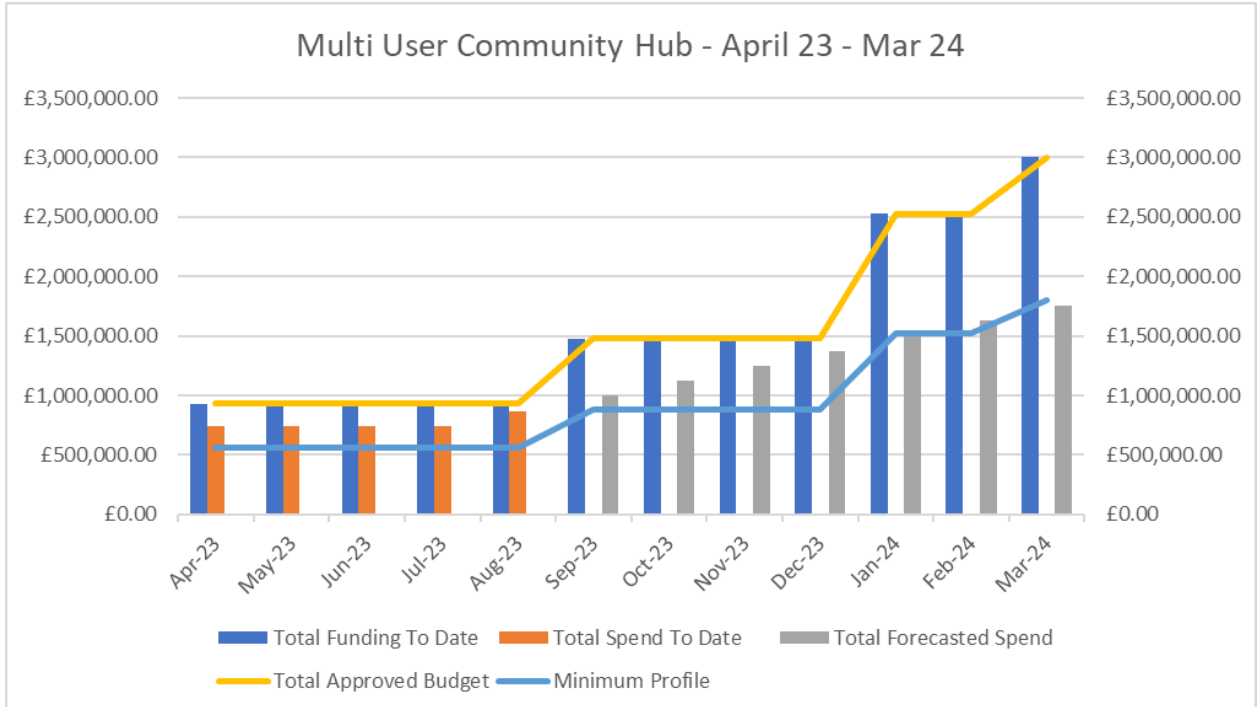
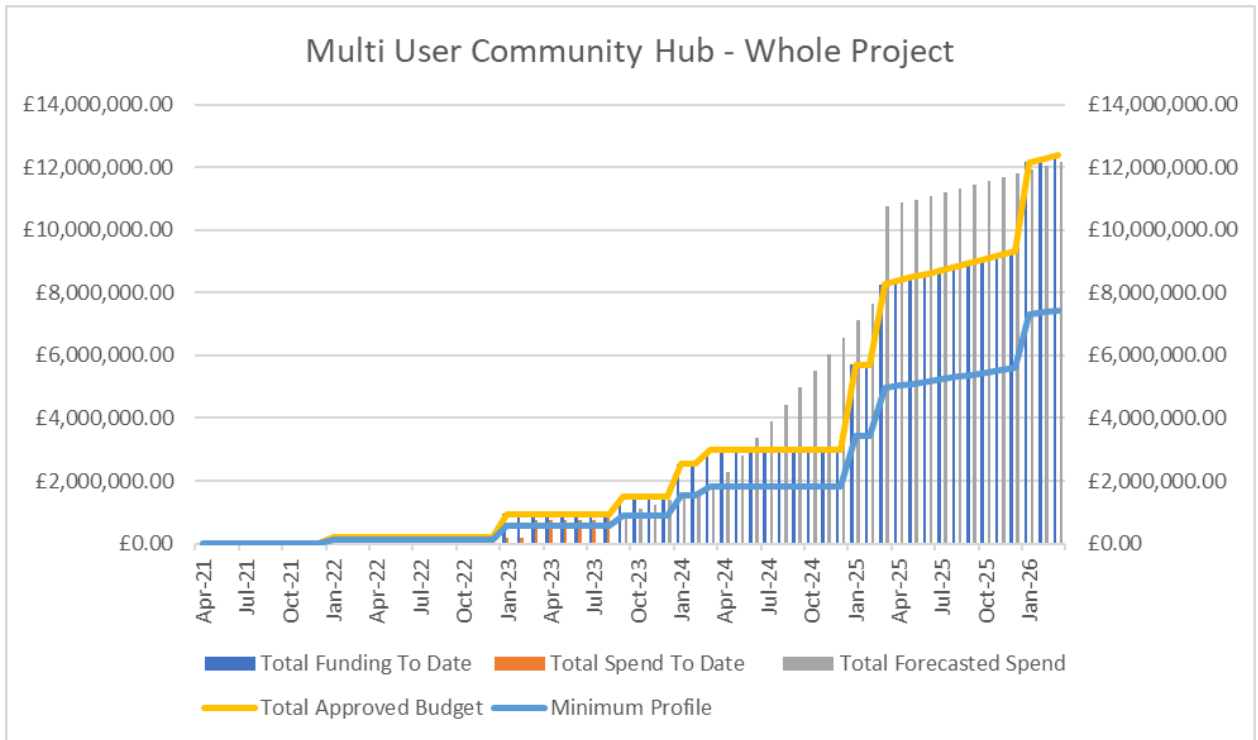
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend</i> ( <i>Overspend</i> ) £	Approved budget 2023/24 £	Total 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	12,400,000	742,898	11,657,102	1,199,102	214,550	1,199,102	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Towns Fund	(7,400,000)	(742,898)	(6,657,102)	(228,102)	(214,550)	(228,102)	0	0
Other Income*	(5,000,000)	0	(5,000,000)	(971,000)	0	(971,000)	0	966,000
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>966,000</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>966,000</i>

\*Note: will vary for each project.

### 3.1 Project Financials



### 3.2 Project Contingency and Change Control

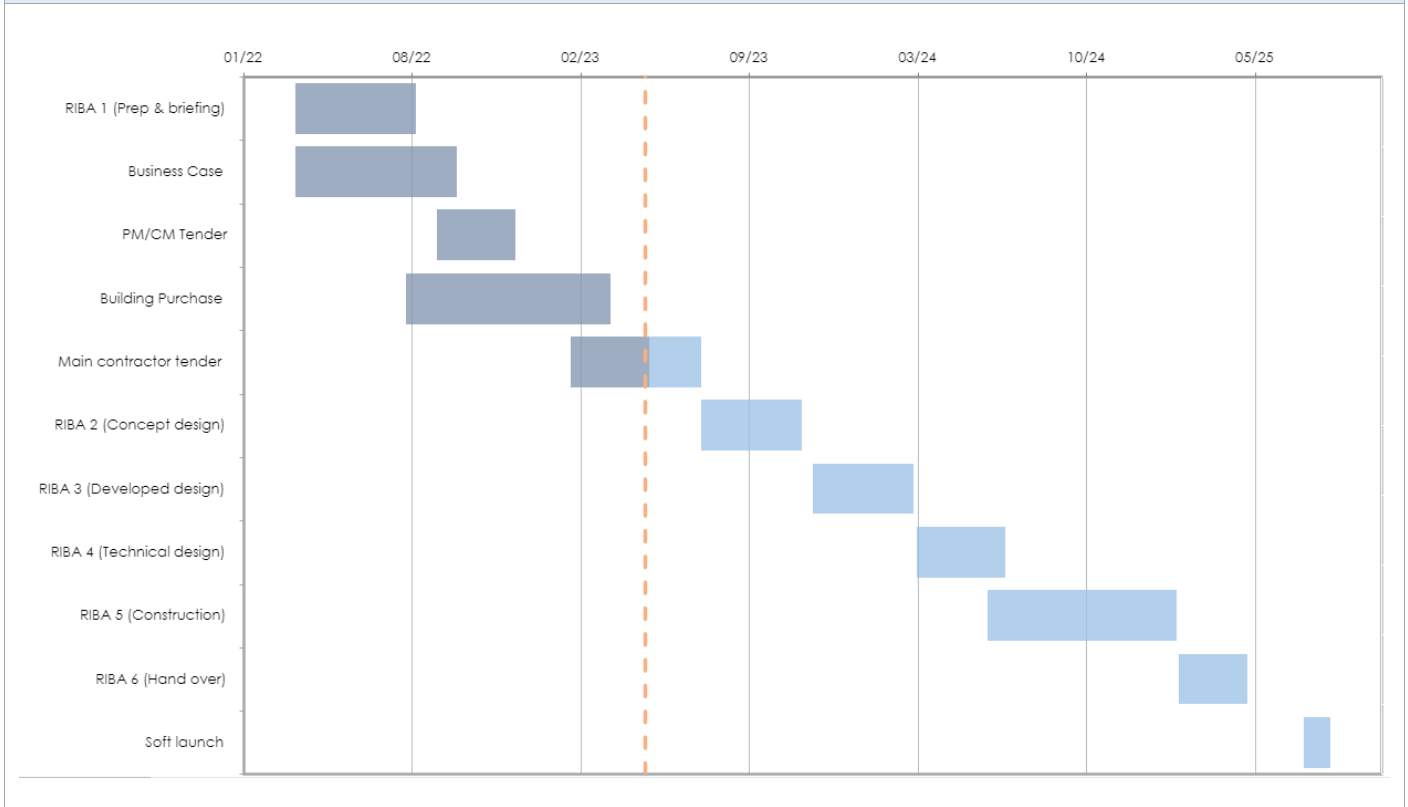
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

### 3.3 Financial Commentary

Financials currently green due to the project remaining on budget.

*Please note the 'Other Income' source is Norfolk County Council's contribution of £5million.*

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines currently rated Green as project is on track to deliver to time.

## 5. Resources Commentary

Resources currently rated Green due to Project Manager, Cost Manager and Main Contractor being appointed

## 6. Communications and Engagement

- Press release scheduled for August informing the purchase of the Argos building and appointment of Mace as main contractor.
- Engagement activity planned in the library and with Adult Learners from October

## 7. Outputs and Outcomes

### Outputs

Description	Target	Notes
Number of new cultural facilities	1	
Number of derelict buildings refurbished	1	
Number of public amenities / facilities created	1	
Amount of new office space – meeting rooms and hot desking	400sqm	
Amount of floor space repurposed (commercial) – spaces available for commercial hire	425sqm	
# of transport nodes with new multimodal connection points	1	

### Outcomes

Description	Target	Notes
Amount of capacity of new or improved training or education facilities	5,200	
Number of learners enrolled in new education and training courses	100pa	
Number of learners / trainees / students enrolled at improved education and training facilities	350pa	
Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	100pa	
# of potential entrepreneurs assisted to be enterprise ready	32pa	
Improved perceptions of place by residents, visitors, and businesses	70%	
Increased footfall to the town centre	200,000 pa <sup>25</sup>	

## 8. Other Matters

Item	Comment
General stage progress	Stage two commences August 2023
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 and Completion on building complete
ICT, FF&E update	
Stakeholder engagement (comms)	
Local schemes / dependencies	RIBA Stage 1 Concept study of Baxters Plain public realm (outside scope of MUCH)

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓				
<b>Date Approved:</b>		Sept 22	Nov 22	May 23				
<b>Approved by:</b>		TDB	TDB	PB				

Last approved document: PID May 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be merged



## P-21.18 3G Sports Pitch Project Highlight Report

<b>Project Name:</b>	3G Sports Pitch	<b>Project Manager:</b>	Tommy Goode	<b>Project Sponsor:</b>	Honor Howell	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C0329	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	-		
<b>Project Code:</b>	P-21.18	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

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

### Project Definition

<b>Project Stage:</b> RIBA1 PID and Client Brief
<b>Objectives:</b> Develop a new full size 3G pitch at Lynnsport
<b>Scope:</b> 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.

### 1. Overall Status (high-level summary)

<p>The overall status is green due to</p> <ul style="list-style-type: none"> <li>Tender process has completed and awarded on time.</li> <li>On track for budget and time</li> </ul>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### 1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> <li>None</li> </ul>
--------------------------------------------------------

#### 1.2 Achievements during this period

<ul style="list-style-type: none"> <li>Tender complete and Lano sports awarded the contract.</li> </ul>
---------------------------------------------------------------------------------------------------------

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID (0/2)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No red or increasing Amber				

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (0/0)	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 (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	900,000	0	900,000	0	0	0	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	250,000	0	250,000	0	0	0	0	0
Other Income*	650,000	0	650,000	0	0	0	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

In future months, a graph will be inserted here

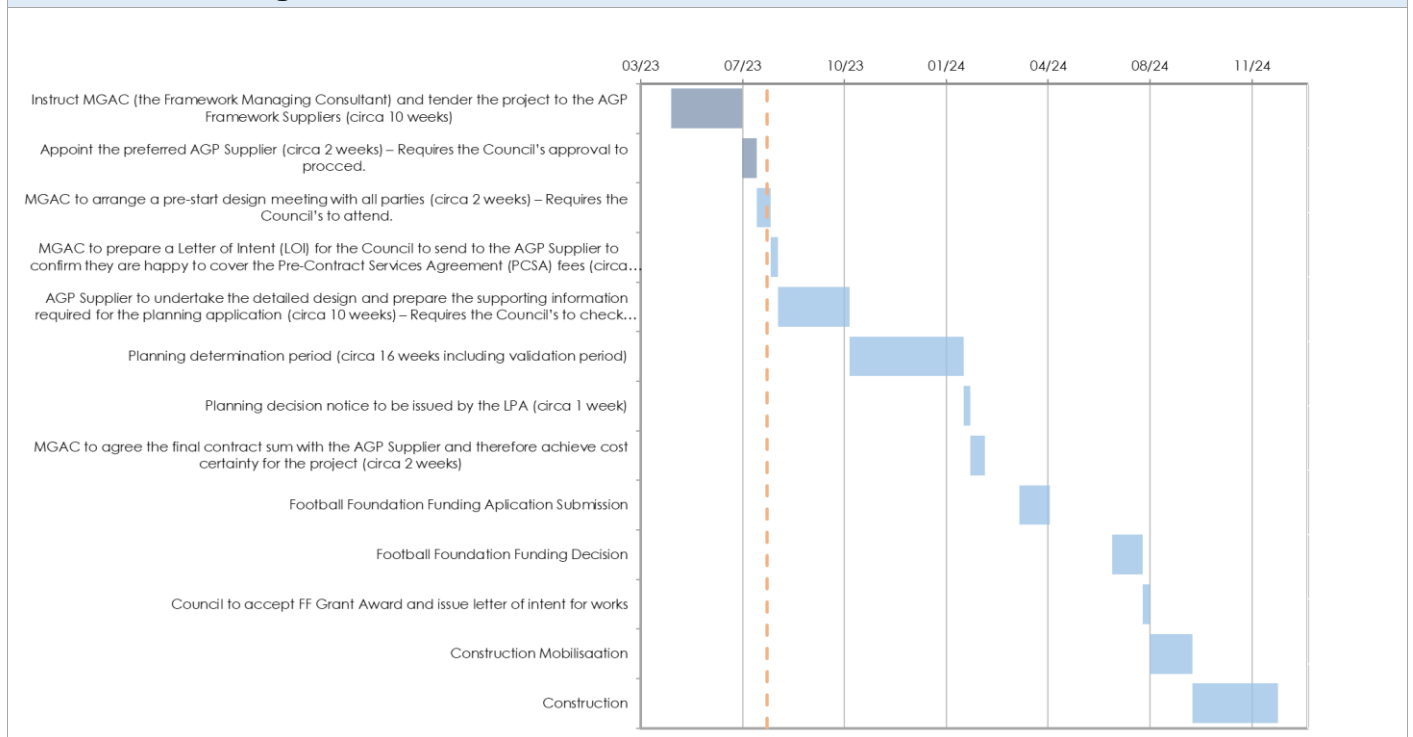
## 3.2 Project Contingency and Change Control

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

## 3.3 Financial Commentary

Financials currently Green. Total project cost has been tendered and contract awarded to Lano at a cost of £860,149.70 (exclusive of contingency and VAT). The funding contribution for BCKLWN is £250k. £250k has been awarded via the Community Infrastructure Levy (CIL). CIL funding requires 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



### 4.1 Timelines Commentary

Timelines status is currently Green. The tender process through the Football Foundation and MGAC has been completed and contract awarded.

## 5. Resources Commentary

Resources currently Green as sufficient resources currently allocated. Survey work currently being led by the Football Foundation.

## 6. Communications and Engagement

Local Football and Rugby 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. Public consultation is scheduled as part of the planning process.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Full size 3G pitch	Completion	

### 7.2 Outcomes

Description	Target	Notes
Football partners with football development plans	4	
Tugby partner with a rugby development plan	1	

Blended programme with focus on health and physical activity improvement to include programmes for specific groups, such as:		
Women and Girls	3 sessions	
Disability	1 session	
Elderly	2 sessions	
Physical Health Improvement	2 sessions	
Mental Health Improvement	2 sessions	

## 8. Other Matters

Item	Comment
General stage progress	Football Foundation funding application has been submitted
Proposed route to market (e.g. IOTT, Framework ie DPS, HPCS, LCP)	Football Foundation Framework – Tender process has begun
Surveys Status	Surveys have been completed
Local schemes / dependencies	CIL Funding awarded and timeframe of use of funding.

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓				
<b>Date Approved:</b>	Nov 21	Nov 21	Nov 21	Nov 21				
<b>Approved by:</b>	Cabinet	Cabinet	Cabinet	Cabinet				

Latest Approved Document : Report to Cabinet – River Lane Document Nov 2021

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed










# Project Highlight report – covering July 2023




53




**Project ID No.: P-21.17**  
**Project Title: Boost**  
**Completed by: Louisa Kiddell**  
**Approved by: Lisa Taylor**

Vision King's  
Lynn

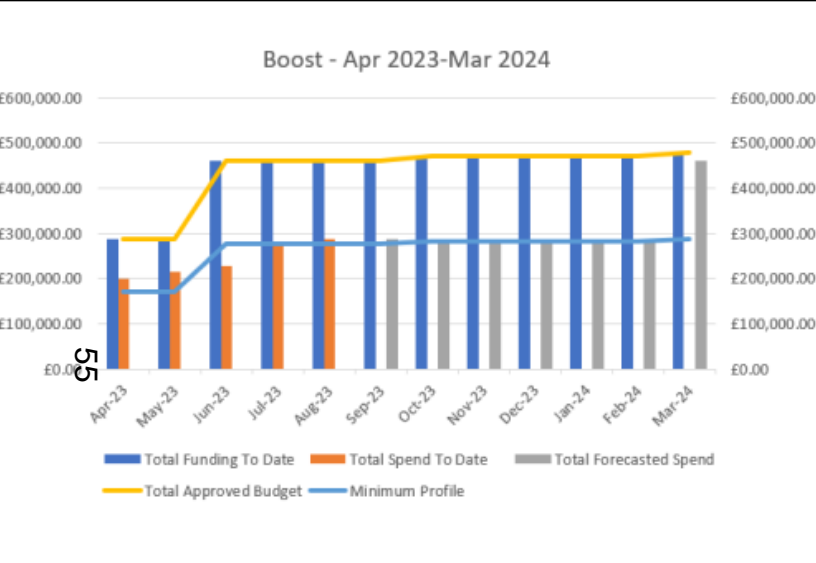
KPI Performance - July 2023	Project Metrics		Overall status
<p><b>34</b> New learners assisted - <b>Total 352</b> (Target 400) <b>88%</b>  <b>17</b> Amount of capacity of new or improved training or education facilities (measured in people) <b>Total 203</b> (Target 335) <b>60%</b>  <b>0</b> learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses <b>Total 61</b> (Target 255) <b>24%</b>  <b>16</b> closer collaborations with employers <b>Total 39</b> (Target 50) <b>78%</b>  <b>0</b> employers engaged with increasing the breadth of local skills offer that responds to employer needs <b>Total 21</b> (Target 50) <b>42%</b>  <b>0</b> New Course developed <b>Total 8</b> (Target 12) <b>67%</b>  <b>0</b> learners gaining relevant experience/being job ready (as assessed by employers) <b>Total 27</b> (Target 12.5% of 335 (42)) <b>64%</b></p> <p>54</p>	Spend		
Delivery			
Risk			
<p><b>Overall status – Green</b></p> <ul style="list-style-type: none"> <li>Spend is rated as amber as spend this month was slightly lower than planned due to defrayal, this is expected to recover in August and September.</li> <li>Delivery overall is rated as green. Some courses complete in August and more are under development for October half term. Our Project Activity Co-ordinators are targeting cohort 3 (those in employment).</li> <li>Overall project is rated as green, as the majority of the targets are on-track and expected to be achieved by close of project.</li> </ul>			
Key Milestones in the next period	Key risks/Key issues/Scope changes		
<ul style="list-style-type: none"> <li>Kier Training Hub Commences</li> <li>Completions certificates due for ILM Course 1 &amp; Digital Youth Hub</li> <li>Hair &amp; Beauty School Training Course Completes</li> <li>Ixion Skills Start</li> </ul>	<ol style="list-style-type: none"> <li>Failure to recruit participants to the project</li> <li>Failure to recruit employers to the project</li> <li>Failure to recruit support organisations/volunteers to the project</li> </ol>		

Spend - Budget Variance (inc. contingency)	
	More than 10% over or under budget
	Between 5% & 10% over or under budget
	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
	13 weeks or more behind the critical path
	4 to 12 weeks behind the critical path
	4 weeks or less behind the critical path

Risks & Issues RAG Status	
	Needs immediate attention
	Needs attention before next project review
	Can be managed

## Financial position



## Comms / Engagement update

- Ixion Programme promoted, however this has been postponed until October half term, along with Skills Start.
- Kier Training Hub has taken place at Open Road– further promotional literature has been requested
- Visit to Open Road with Councillor Kemp

## Decisions required at Town Deal Board meeting

None

## King Lynn Youth Retraining Pledge Project Management Plan

Planning						Delivery Phase 1			Delivery Phase 2								Deliver	
Area of Work	Tasks	Status	Start Date	End Date	Owner	Q1 2023		Milestone	Q2 2023		Q3 2023		Q4 2023		Q1			
						Feb-23	Mar-23		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
Procurement	Reopening of Procurement Framework (2nd Phase)	Complete	01/11/2022	31/03/2023	LT			2023-23 Outcomes Achieved										
	Marketing/Promotion plan	Complete	01/03/2022	30/06/2022	LT													
Communication	Marketing assets for KLYRP developed	Complete	01/03/2022	30/04/2023	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													
	Communication Plan (D Ps/P participants/Stakeholders)	Complete	01/03/2022	30/06/2022	LK/RR													
Governance	Confirm TP Dates for reporting	Complete	01/12/2021	31/12/2021	TH													
	Arrange P 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	31/03/2023	TH													
	Partnership Group Meetings	Ongoing	01/10/2022	31/12/2023	LT													
Compliance	Quarterly Steering Group Meetings	Ongoing	01/04/2022	01/04/2024	LT													
	Compliance monitoring	Ongoing	01/04/2022	31/05/2024	LT													
Delivery	SME recruitment	Ongoing	01/04/2022	01/03/2024	PAC													
	Participant recruitment	Ongoing	01/04/2022	31/12/2023	PAC													
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	LT													
	Monthly Reporting	Ongoing	01/04/2022	31/07/2024	LT													
	Quarterly Reporting	Ongoing	01/04/2022	31/07/2024	LT													
Performance Management	Bi-annual Reporting	Ongoing	01/04/2022	31/07/2024	LT													
	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 (Monthly)	Ongoing	01/04/2022	31/03/2024	LT													
Quality	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													
	Partner self-assessment	Ongoing	01/10/2022	30/04/2024	LT													
	Employer Feedback	Ongoing	01/10/2022	30/04/2024	LT													
Quality	Participant feedback	Ongoing	01/10/2022	30/04/2024	LT													
	Stakeholder surveys	Ongoing	01/10/2022	30/04/2024	LT													





## P-21.02 NORA EZ Infrastructure Project Highlight Report

<b>Project Name:</b>	NORA EZ Infrastructure	<b>Project Manager:</b>	Mark Fuller	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8501-4	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	NCC		
<b>Project Code:</b>	P-21.02	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	NCC		
				<b>Contractor on Site:</b>	Octavius		

### Management Summary

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

### Project Definition

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

### 1. Overall Status (high-level summary)

<p>The overall status is Amber due to</p> <ul style="list-style-type: none"> <li>▪ Delays to sectional completions being reported by Norfolk County Council project team.</li> <li>▪ Delays to service provision (within infrastructure contract) impacts upon handover of Phase I spec build units.</li> </ul>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

#### 1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> <li>▪ No Decisions required.</li> </ul>
----------------------------------------------------------------------------

#### 1.2 Achievements during this period

<ul style="list-style-type: none"> <li>▪ Contractor has commenced works on site substantial progress currently hampered by Anglian Water Services (AWS) consents.</li> <li>▪ Contractor has redirected resources to earthworks cut and fill exercise to maintain progress.</li> <li>▪ Contractor has made good progress with stabilisation works across site and commenced piling.</li> </ul>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
22/22	Potential for delays to impact upon NHS development	Delay in delivery of infrastructure has potential to impact upon delivery of NHS development	<b>A</b>	Time and cost	Delays are now impacting. Infrastructure project team fully engaged with NHS property	02.08.23 fortnightly meetings scheduled between NHS / NCC / BCKWLN
18/22	Contamination	Japanese Knotweed /	<b>A</b>	Time and cost	Remediation strategy in place – Japanese	

		Phosphur Gypsum / Asbestos			Knotweed identified and being quoted for removal	02.08.23 the majority of the Japanese knotweed has been addressed excepting within area of Phosphur Gypsum.
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## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/2	Contractor co-ordination	Octavius / NHS and RGC working in close proximity	A	Time and cost	Engagement between all parties and programme review	02.08.23 fortnightly meetings scheduled between NHS / NCC / BCKWLN
2/2	Anglian Water Services	Delays in signing off drainage design	A	Time and cost	BCKLWN and NCC engaged with AWS	02.08.23 NCC submitted all information to AWS, attended meetings to discuss and anticipating approval mid-August.

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend</i> ( <i>Overspend</i> ) £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£12,480,043	£4,433,083	£8,046,960	£6,524,832	£916,535	£6,524,832	0	£1,055,188
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Other Income*	0	0	0	0	0	0	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£6,524,832</b>	<b>£916,535</b>	<b>£6,524,832</b>	<b>0</b>	<b>£1,055,188</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>£12,480,043</i>	<i>£4,246,579</i>	<i>£8,233,464</i>	<i>£6,524,832</i>	<i>£746,996</i>	<i>£6,524,832</i>	<i>0</i>	<i>£1,055,188</i>

\*will vary for each project

## 3.1 Project Financials

*It is the intention that graphs will be provided here in future months*

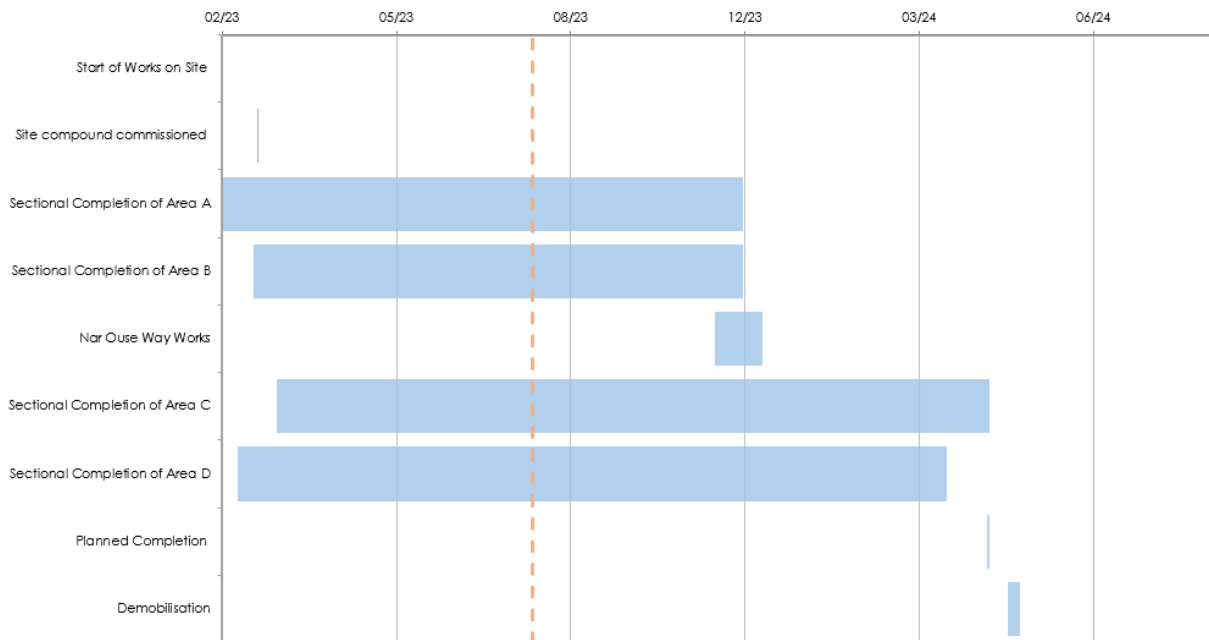
## 3.2 Project Contingency and Change Control

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

## 3.3 Financial Commentary

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

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timelines RAG status is Amber due to NCC reporting delays in infrastructure delivery against planned milestones, this is due to delays in AWS sign off of drainage designs.

### 5. Resources Commentary

Resources RAG status is Amber. NCC Project Team have ongoing resource issues. Project support – vacant posts x 1 in Property Team potential to impact delivery.

### 6. Communications and Engagement

Communications advised of current programme and of Phase I and Phase II status. No wider communication or engagement at this time.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Secondary road infrastructure to Eastern side of the Enterprise Zone		
Site wide earthworks for the Eastern side of the Enterprise Zone		

## 7.2 Outcomes

Description	Notes
Provides physical access to Phase 1, Phase 2 and wider Enterprise Zone development allowing disposal and development of plots	
New development and business relocation to Enterprise Zone	
New jobs and employment opportunities	

## 8. 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 sign off.
Health and safety	No issues reported this reporting period
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.

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓
<b>Date Approved:</b>	24.09.2019							24.09.2019
<b>Approved by:</b>	Cabinet	Nar Ouse Steering Group		Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Nar Ouse Steering Group	Cabinet

Latest approved document: Final PID, Cabinet September 2019

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed





## P-21.03a NORA EZ Development of Spec Units - Phase 1 Project Highlight Report

<b>Project Name:</b>	NORA EZ Development of Spec Units - Phase 1	<b>Project Manager:</b>	Mark Fuller/Jason Richardson	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C5002	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	RGC		
<b>Project Code:</b>	P-21.03a	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	Aecom		
				<b>Contractor on Site:</b>	RGC		

### Management Summary

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

### Project Definition

**Project Stage:** Phase 1 – RIBA 5 (awaiting utility connections and commissioning to allow handover)

**Objectives:** Development of 4 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:

- 2no semi-detached offices, offering up to 8 office suites (Plot A1)
- 2no light industrial semi detached units (Plot A2)
- Tenant fit out (Plot A1)

### 1. Overall Status (high-level summary)

Overall status is Amber as timelines and issues are being managed, despite the points noted.

- Delays to handover due to infrastructure delivery and installation of utilities
- Financial early warning for costs associated with delayed handover
- Tenant fit out Plot A1 commenced

### 1.1 Decisions required by the Officer Major Projects Board

- No decisions required at this time

### 1.2 Achievements during this period

- Tenant fit out Plot A1 commenced

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID (2/6)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2/6	Phase 1 Utilities	Continued delay to handover of	A	Programme / Financial	Regular co-ordination	03.08.23 Connections anticipated Oct / Nov.

		Phase 1 units due to utility connection delays.			meetings between Utility Consultant / NCC team to progress infrastucutre contract and utility install	
6/6	Plot A1 Tenant Fit Out	Fit out contract and handover to meet end users requirements and time constraints.	A	Programme	Actively managing and engaged with end user incl. site visit.	03.08.23 Fit out progress good.

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1/1	Phase 1 Utilities	Delay in AWS sign off impacting infrastructure delivery and utilities	A	Programme / financial	Active engagement and dialogue with AWS to secure approvals	30.08.23 verbal confirmation that this has been completed. Paperwork to follow but AWS has confirmed that works may commence.

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£6,621,178	£6,086,781	£448,692	£534,397	£85,704	£534,397	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Other Income*	0	0	0	0	0	0	0	0
<b>Net position</b>	<b>£6,621,178</b>	<b>£6,086,781</b>	<b>£448,692</b>	<b>£534,397</b>	<b>£85,704</b>	<b>£534,397</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>£6,621,178</i>	<i>£6,086,781</i>	<i>£448,692</i>	<i>£534,397</i>	<i>£85,704</i>	<i>£534,917</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

*In future months, graphs will be inserted here*

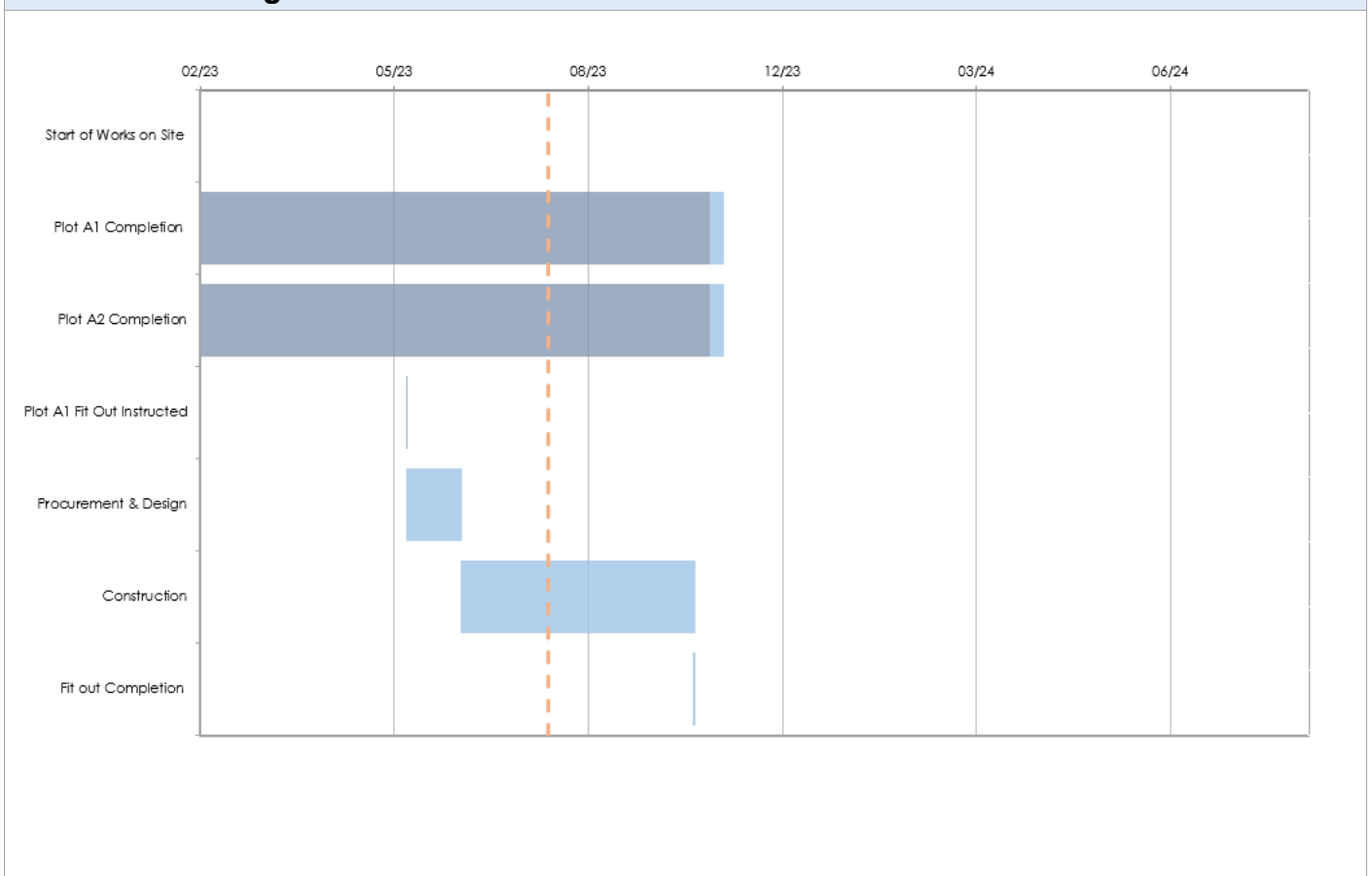
### 3.2 Project Contingency and Change Control

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

### 3.3 Financial Commentary

Financials currently Amber due to delays in handover and incurred costs as a result.

### 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The current timeline is Red due to delay in handover of Phase 1 – currently estimated Oct / Nov 2023. Plot A1 tenant fit out contract RGC instructed as per above timeline – completion estimated 17.10.23

### 5. Resources Commentary

Resources currently Green. Nothing to report.

### 6. Communications and Engagement

Communications previously advised of continued delays in handover of Phase 1 units.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Plot A1 – 2 office units – with a maximum of eight office suites in total.		
Plot A1 – tenant fit out		
Plot A2 – 2 light industrial units and associated office space.		

### 7.2 Outcomes

Description	Target	Notes
New jobs and employment opportunities		
New businesses relocated to Enterprise Zone		
Modern office and light industrial floor space constructed and added to the BCKLWN commercial property portfolio.		
Construction of Phase 1 generates interest in the wider Enterprise Zone development.		

## 8. Other Matters

Item	Comment
General stage progress	NORA Phase 1 - RIBA stage 5
Procurement progress	Phase 1 complete
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
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.

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓							
<b>Date Approved:</b>	24.09.19							
<b>Approved by:</b>	Cabinet							

Latest Approved Document : Cabinet Report

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.03b NORA EZ Development of Spec Units - Phase 2 Project Highlight Report

<b>Project Name:</b>	NORA EZ Development of Spec Units - Phase 2	<b>Project Manager:</b>	Mark Fuller/Jason Richardson	<b>Project Sponsor:</b>	Matthew Henry	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C5002	<b>Client Dept:</b>	-	<b>Lead Designer:</b>	-	<b>Cost Consultant:</b>	-
<b>Project Code:</b>	P-21.03b	<b>End User (if applicable):</b>	-	<b>Contractor on Site:</b>	-		

### Management Summary

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

### Project Definition

**Project Stage:** RIBA 3 (Tender returned from framework on a D&B basis)

**Objectives:** Development of 4 units on the Nar Ouse Business Park offering light industrial and office space as per planning permission.

**Scope:** The project will deliver 2no pairs of semi-detached modern light industrial speculative units for the Enterprise Zone portfolio.

### 1. Overall Status (high-level summary)

Overall project status is Green due to:

- Project on hold minimum of 2 – 3 years as agreed at NORA Business Park Steering Group meeting 27.07.23
- Financials remain Red as the project costs are more than 10% over the budget
- Please note** that as the project is now on hold, this will be the last Project Highlight Report. If/when the project is revisited, the Business Case will be re-visited at that time.

#### 1.1 Decisions required by the Officer Major Projects Board

- No decisions required
- Note the decision of the NORA Business Park Steering Group to put the project on hold

#### 1.2 Achievements during this period

- Agreement at NORA Business Park Steering Group meeting 27.07.23 that project is on hold

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (0/0)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
-		No red or increasing amber				

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (0/0)	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 (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£7,574,522	0	£7,574,522	0	0	0	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Other Income*	0	0	0	0	0	0	0	0
<b>Net position</b>	<b>£7,574,522</b>	<b>0</b>	<b>£7,574,522</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>£7,774,522</i>	<i>0</i>	<i>£7,574,522</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

Graphs to be inserted here in future months

## 3.2 Project Contingency and Change Control

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

## 3.3 Financial Commentary

RAG rating is Red, project now on hold due to cost escalation.

## 4. Timelines – High Level Milestones

No milestones established at this time due to project being on hold.

## 4.1 Timelines Commentary

No milestones established at this time due to project being on hold.

## 5. Resources Commentary

Not applicable.

## 6. Communications and Engagement

Comms advised Phase 2 Spec Units Project on hold.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Plot A3 – 2 light industrial units and associated office space.		
Plot A4 – 2 light industrial units and associated office space.		

### 7.2 Outcomes

Description	Target	Notes
New jobs and employment opportunities		
New businesses relocated to Enterprise Zone		
Modern office and light industrial floor space constructed and added to the BCKLWN commercial property portfolio.		
Construction of Phase 1 and 2 generates interest in the wider Enterprise Zone development.		

## 8. Other Matters

Item	Comment
General stage progress	NORA Phase 2 – RIBA stage 3
Procurement progress	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
Local schemes / dependencies	Infrastructure contract progress.

Latest Approved Document : Cabinet Report Sept 2019

## 9. 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]	Final PID [post tender]
<b>Status:</b>	✓							
<b>Date Approved:</b>	24.09.2019							
<b>Approved by:</b>	Cabinet							





## P-21.04 NORA 4 Project Highlight Report

<b>Project Name:</b>	NORA 4	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8100	<b>Client Dept:</b>	Corporate Projects		<b>Lead Designer:</b>	LPL	
<b>Project Code:</b>	P-21.04	<b>End User (if applicable):</b>	Members of public BCKLWN Companies		<b>Cost Consultant:</b>	GCBA	
					<b>Contractor on Site:</b>	LPL	

### 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	G	G	G	G	G	G

### Project Definition

<b>Project Stage:</b> RIBA Stage 7: Use
<b>Objectives:</b> Delivery of 105 homes at NORA 4 (37 Open Market, 52 PRS, 16 Affordable) - ACP Funded
<b>Scope:</b> Phase 4 of housing delivery on the Nar Ouse Regeneration Area, delivered as part of BCKLWN Major Housing Programme

### 1. Overall Status (high-level summary)

Overall Status currently green due to:

- Project is completed, with final units now in handover process
- Whilst delayed (as a result of external market pressures), the scheme remained largely on programme
- Project finances remain healthy, with profit expected to significantly exceed the targets set within the original cabinet decision
- Project team commencing formal BCKLWN Post Project Evaluation Process
- Project team now managing utility, road, and open space adoptions, and managing management company handover process

#### 1.1 Decisions required by the Officer Major Projects Board

- Post Project Evaluation Terms of Reference and process to be agreed.
- Note predicted actual profit / surplus increased from £460,000 to £2.6m (subject to DMA profit share payment 10% to LPL)

#### 1.2 Achievements during this period

- All properties are now completed.
- Tenancy started for 7 PRS units in June and 12 in July.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (0/13)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
N/A		N/A				

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (0/13)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
N/A		N/A				

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date Underspend (Overspend) £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	17,601,355	17,368,842	232,513	£1,153,148	920,634	£1,153,148	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-1,340,000	-1,340,000	0	0	0	0	0	0
Other Income*	-21,789,876	-7,640,669	-14,149,207	-3,034,907	0	-3,034,907	0	0
Net position	-5,528,521	8,388,172	-13,916,693	-1,881,759	920,364	-1,881,759	0	0
<b>Last Month:</b>								
Net position	-5,582,521	8,108,828	-13,637,349	-1,881,759	641,290	-1,881,759	0	0

## 3.1 Project Financials

In future months, graphs will be shown here

## 3.2 Project Contingency and Change Control

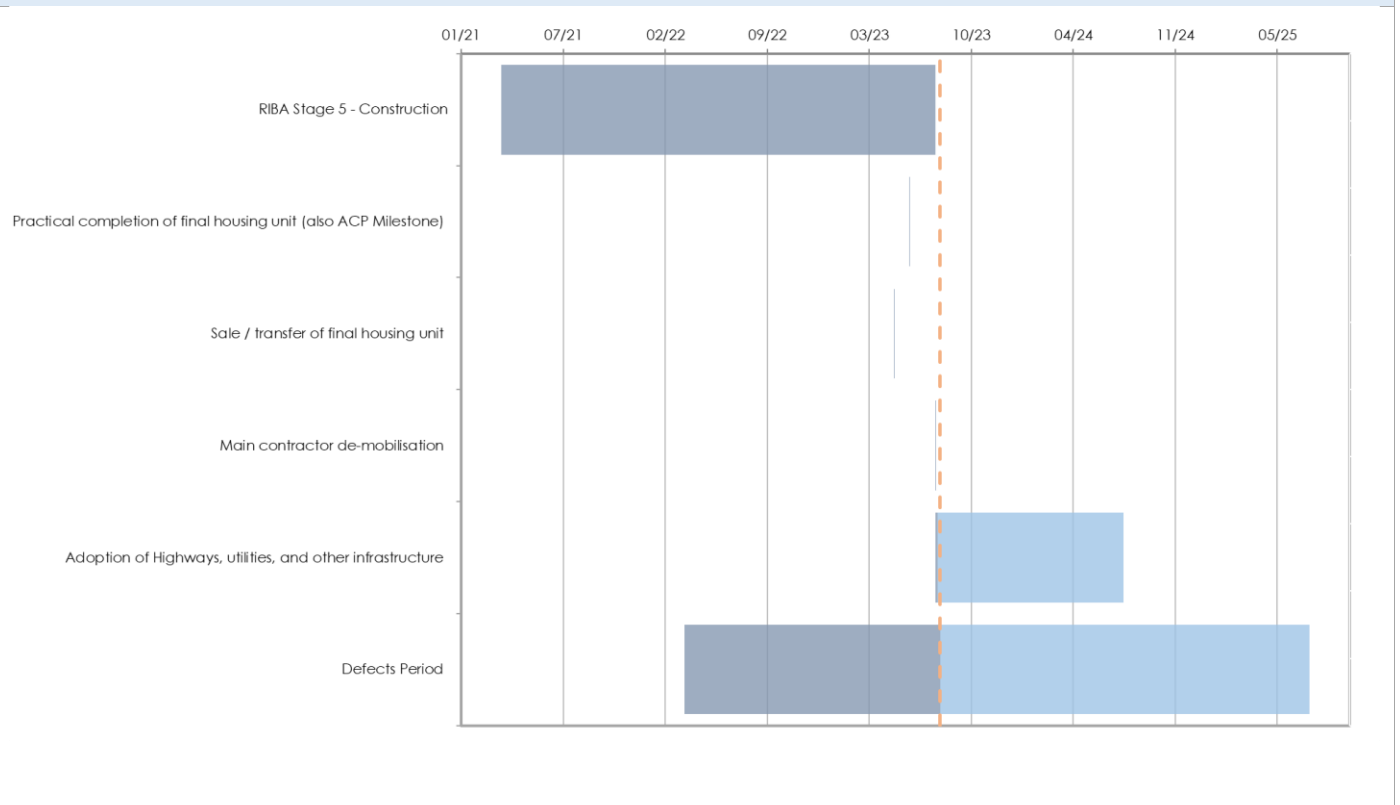
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

## 3.3 Financial Commentary

Financials are currently Green.

No changes to project financials. Conversion of housing units for refugee housing – sold at market rate – to have no negative impact on income. No outstanding financial risks realised. Awaiting income from WNP Ltd and WNHC Ltd for disposal of rental / affordable units.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline is Green – Delay to practical completion due to sub-contractor issues – which impacted subsequent trades, but still met ACP requirements. Minor delay in context of wider project is minimal.

### 5. Resources Commentary

Resources currently Green. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and with full understanding of issues. Clerk of works returned from long-term sickness absence.

### 6. Communications and Engagement

- Residents have been kept update on progress by LPL. Letter to be sent to residents on project completion.
- The project partnership team, BCKLWN, Lovell, and the wider supply team, had a project completion photograph on the 30th June 2023.
- The project team is undertaking investigations into a post-completion community engagement programme to help integrate buyers into the local community. A communications plan would need to be developed to support & promote these activities.
- Creating communities free drop-in event at St Michaels School planned for 12th August 2023 in association with Lily, AWN, LPL

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of:		
Private Rental Units	48	Changed from 52

Open Market Sale Units	35	Changed from 37
Affordable Units	22	Changed from 16, to deliver additional LAHF units (Refugee Social Housing Scheme)
Total	105	
Net Surplus	£460,000	As per Cabinet Decision - 4th February 2020. Note final account predicted actual profit £2.6m (subject to DMA profit share payment 10% to LPL)
Delivery Pace in accordance with Accelerated Construction Programme Funding		
Contribution of housing units towards BCKLWN 5-year housing supply requirements	105 units – 2022-2023	
Private rental units to contribute towards WNP Ltd housing supply.		

## 7.2 Outcomes

Description	Notes
Social value	<p>LPL have reported on the social value outputs on the scheme. Whilst a full report is to follow highlights relating to NORA 4 include:</p> <ul style="list-style-type: none"> <li>• 11 Apprenticeships created in 2022/23</li> <li>• 6 College &amp; School Engagements in 2022/23</li> <li>• 99.87% of waste diverted from landfill</li> <li>• Considerate Contractors score averaging 43 out of 45</li> <li>• Subcontractors: <ul style="list-style-type: none"> <li>○ 51% Norfolk</li> <li>○ 24% West Norfolk</li> <li>○ 39% within 30 miles of the site</li> </ul> </li> <li>• Suppliers <ul style="list-style-type: none"> <li>○ 43.7% Norfolk</li> <li>○ 24.6% West Norfolk</li> <li>○ 32.3% within 30 miles</li> </ul> </li> <li>• Use of SMEs - 97.6%</li> <li>• Living Wage – 100% of Lovell staff.</li> </ul>

## 8. Other Matters

Item	Comment
General stage progress	RIBA Stage 7 – Use
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?	Gateley PLC appointed to undertake conveyancing services
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
Local schemes / dependencies	Refugee Social Housing Scheme. Six additional houses will now be sold to West Norfolk Housing Company Ltd, as opposed to being PRS.



## 9. 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	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing	
<b>Date Approved</b>	N/A	N/A	N/A	TBC	11/20	TBC	N/A	TBC	02/20	10/20	08/23		
<b>Approved by</b>	N/A	N/A	N/A	DG	LPA	DG	N/A	DG	Cabinet	MO	JG		

Latest Approved Document: Signed Contract (BCKLWN & LPL) – 22/10/2020

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.05 Parkway Project Highlight Report

<b>Project Name:</b>	Parkway	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8431	<b>Client Dept:</b>		Corporate Projects	<b>Lead Designer:</b>	LPL	
<b>Project Code:</b>	P-21.05	<b>End User (if applicable):</b>		Members of public & BCKLWN Companies	<b>Cost Consultant:</b>	GCBA	
					<b>Contractor on Site:</b>	LPL	

### Management Summary

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

### Project Definition

<b>Project Stage:</b> Cabinet approval received. Contracts signed. RIBA Phase 5.
<b>Objectives:</b> Delivery of 226 homes at Parkway – Gaywood (Open Market, PRS, Affordable) – APC Funded
<b>Scope:</b> Housing delivery on the former COWA sports field, delivered as part of BCKLWN Major Housing Programme

### 1. Overall Status (high-level summary)

<p>Overall status currently Amber due to</p> <ul style="list-style-type: none"> <li>Ongoing discussions taking place with Homes England to ensure that the project meets revised ACP funding deadlines.</li> <li>Scheme costs and funding are being managed carefully to ensure scheme viability.</li> <li>Timescales for the project remain tight but deliverable.</li> <li>Resources are suitable for the project.</li> </ul>
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#### 1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> <li>Note that a paper is being drafted by Cabinet for review Oct 2023 to review the tenure mix, and specifically determine what the consequences on the council's Capital budgets would be if the volume of Private Rented Sector (and / or affordable) properties were increased.</li> </ul>
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#### 1.2 Achievements during this period

<ul style="list-style-type: none"> <li>Contract signed enabling works to commence.</li> <li>Press release issued confirming the contracts have been signed and works starting.</li> <li>Letters issued to neighbouring properties providing an update on works starting.</li> <li>Ground workers started to deliver equipment to site.</li> <li>Early works have started, particularly around the bellmouth entrance to the site. Some trees removed to enable this to happen.</li> <li>Temporary site cabins delivered.</li> </ul>
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## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (2/44)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A4	Inflation	Inflation increases outpace house price inflation, impacting on scheme viability	A	Finance	Monitoring of market. Early purchase and storage of materials. Fix build prices with sub-contractors.	01/08/2023
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.	01/08/2023

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (2/44)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A2	ACP Funding	Compliance with ACP Milestones – Start on site currently Jan 23 with practical completion estimated April 2026. Deadline Missed – awaiting contract signing. 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	01/08/2023
J5	Public Concern	Members of the public are concerned with current site activities.	A	Other	CCTV Operators to assist with monitoring site.	01/08/2023

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date Underspend (Overspend) £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£54,461,999	£5,309,924	£49,152,075	£8,600,000	£145,003	£8,600,000	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-£2,124,716	-£2,124,716	£0	0	0	0	0	0
Other Income*	-£47,499,762	-£383,262	-£47,116,500	0	0	0	0	0
<b>Net position</b>	<b>£4,837,521</b>	<b>£2,801,946</b>	<b>£2,035,575</b>	<b>£8,600,00</b>	<b>£145,003</b>	<b>£8,600,000</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>£4,837,521</i>	<i>£2,663,062</i>	<i>£2,174,459</i>	<i>£8,600,000</i>	<i>£6,119</i>	<i>£8,600,000</i>	<i>0</i>	<i>0</i>

\*will vary for each project



### 3.1 Project Financials

In future months, graphs will be inserted here.

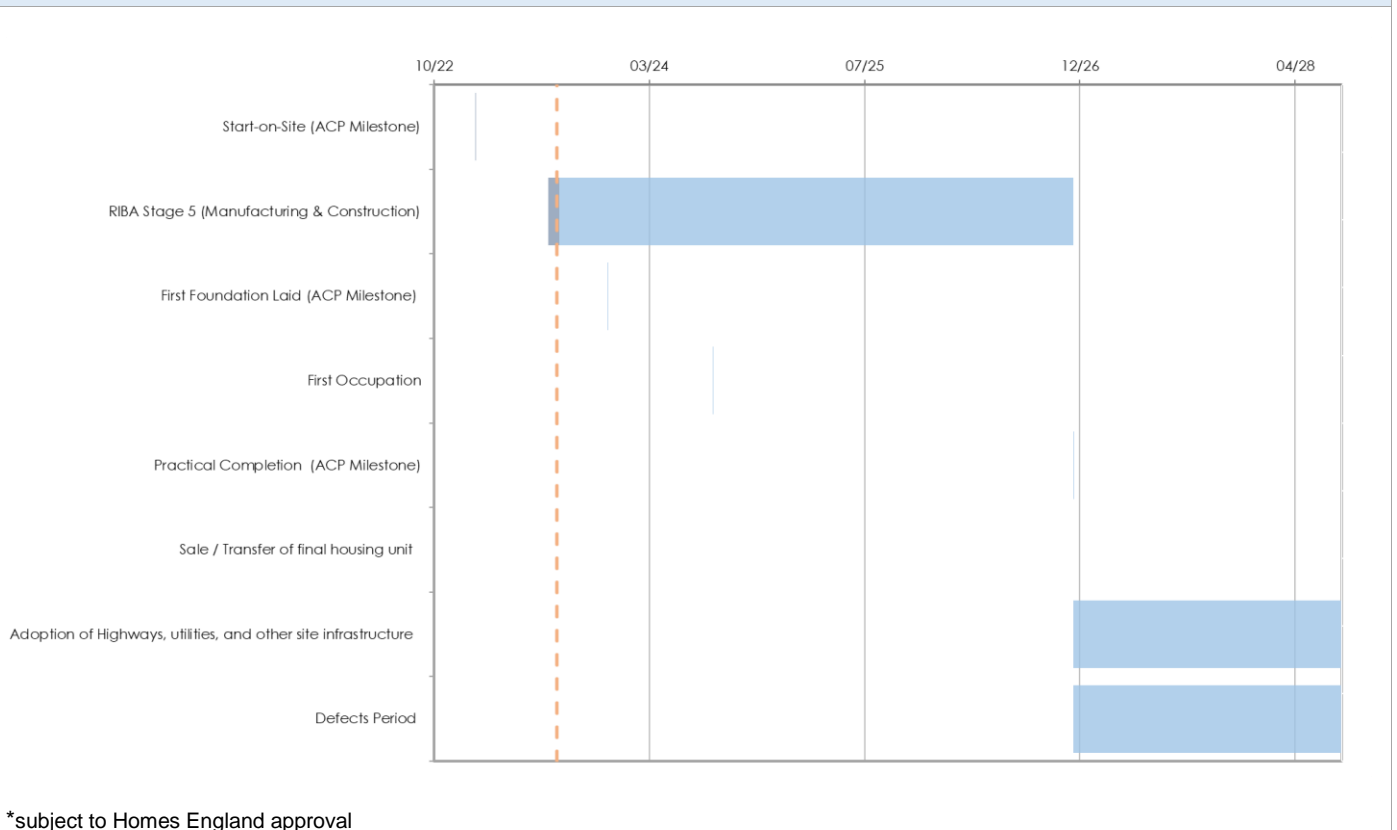
### 3.2 Project Contingency and Change Control

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

### 3.3 Financial Commentary

Financials RAG is Amber as although overall spending within total approved budget, 2023/24 approved budget to be revised due to delay in start on site (July 2023) and capital budget in future years reprofiled.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline is currently amber. Programme delay may requires review with Homes England following entering of main contract.

## 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 work has returned to work however assistant clerk of work is now on long term sick. Lovell Partnership Ltd have resources in place and the project team are now starting site set up and commencing early works.

## 6. Communications and Engagement

Draft comms plan is with Communications team. Joint meeting to discuss impact, strategy and proposals – 13.07.23.  
 Press release issued on contracts being signed and start on site.  
 Letters issued to those near Tranche 1 updating them that works will be starting.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of		
Private Rented Units	46	20.3%
Open Market Sales Units	146	64.60%
Affordable units	24	10.6%
Shared ownership	10	4.42%
Total	226	
Delivery Pace in accordance with Accelerated Construction Programme		
Contribution of housing units towards BCKLWN 5-year housing land supply		
Social Value targets		
Social		Apprenticeships / Trainees - 22 School Engagements - 12 Volunteering – TBC Skills development – 1,040 weeks Staff training – 1,200 person hours. Community engagement – 16 newsletters, 40 person hours
Environmental		Waste diverted from landfill – 95% Considerate Constructor Score – 42/45 HVO Fuel – 100% EcoCabins – 100%
Economic		Sub-contractors - 60% Norfolk 33% West Norfolk 40% within 30 miles Suppliers - 40% Norfolk 33% West Norfolk 35% within 30 miles SMEs – 25% Living Wage – 100%

### 7.2 Outcomes

Description	Target
N/A	

## 8. Other Matters

Item	Comment
General stage progress	Started on site.
Procurement progress	As above.
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.
Statutory updates	Pre commencement conditions awaiting discharge.
Health and safety	Lovell Partnership Ltd appointed as Principal Designer and Principal Contractor

## 9. 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	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
<b>Status</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
<b>Date Approved</b>	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/23	07/23			
<b>Approved by</b>	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet	OJ			

Latest Approved Document: Cabinet Report – Council Approved 26<sup>th</sup> January 2023

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



P-21.06

## Salters Road Project Highlight Report

<b>Project Name:</b>	Salters Road	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8161	<b>Client Dept:</b>	Corporate Projects	<b>Lead Designer:</b>	LPL	<b>Cost Consultant:</b>	GCBA
<b>Project Code:</b>	P-21.06	<b>End User (if applicable):</b>	Freebridge Community Housing	<b>Contractor on Site:</b>	LPL		

### Management Summary

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

### 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

### 1. Overall Status (high-level summary)

Overall status currently Green.

- Risks largely relate to current construction market conditions and the potential for price inflation. As subcontracts are let this risk should reduce – procured ¾ of the procurement packages.
- 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 and FCH contract requirements are met.
- Homes England RX4 causing concern / this has been raised higher within HE. Should be sorted within the next 10 days.

### 1.1 Decisions required by the Officer Major Projects Board

N/A

### 1.2 Achievements during this period

- Utilities have been laid throughout the site
- Roof trusses in on plots 1 – 15
- Brickwork continuing and trades will track round the site in a continuous way which in turn enables the programme to be run smoothly
- S278 agreement returned & signed from BC, NCC and Lovell so works to the highway can now progress

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (0/20)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		N/A				

## 2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (1/20)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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. Has been raised with higher management at HE – so will now progress. Deed of Variation with HE to resolve issue, now progressing.	06/08/2023

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£14,807,465	£6,441,819	£8,365,646	£6,390,298	£1,597,575	£6,390,298	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-£1,065,547	-£1,065,547	£0	0	0	0	0	0
Other Income*	-£14,774,534	-£886,191	-£13,888,343	-£7,180,556	0	-£7,180,556	0	0
<b>Net position</b>	<b>-£1,032,616</b>	<b>£3,801,787</b>	<b>-£4,834,403</b>	<b>-£790,259</b>	<b>£1,597,575</b>	<b>-£790,259</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>-£1,032,616</i>	<i>£3,282,171</i>	<i>-£4,314,787</i>	<i>-£790,259</i>	<i>£1,077,959</i>	<i>-£790,259</i>	<i>0</i>	<i>0</i>

## 3.1 Project Financials

\*will vary for each project

In future months, graphs will be inserted here.

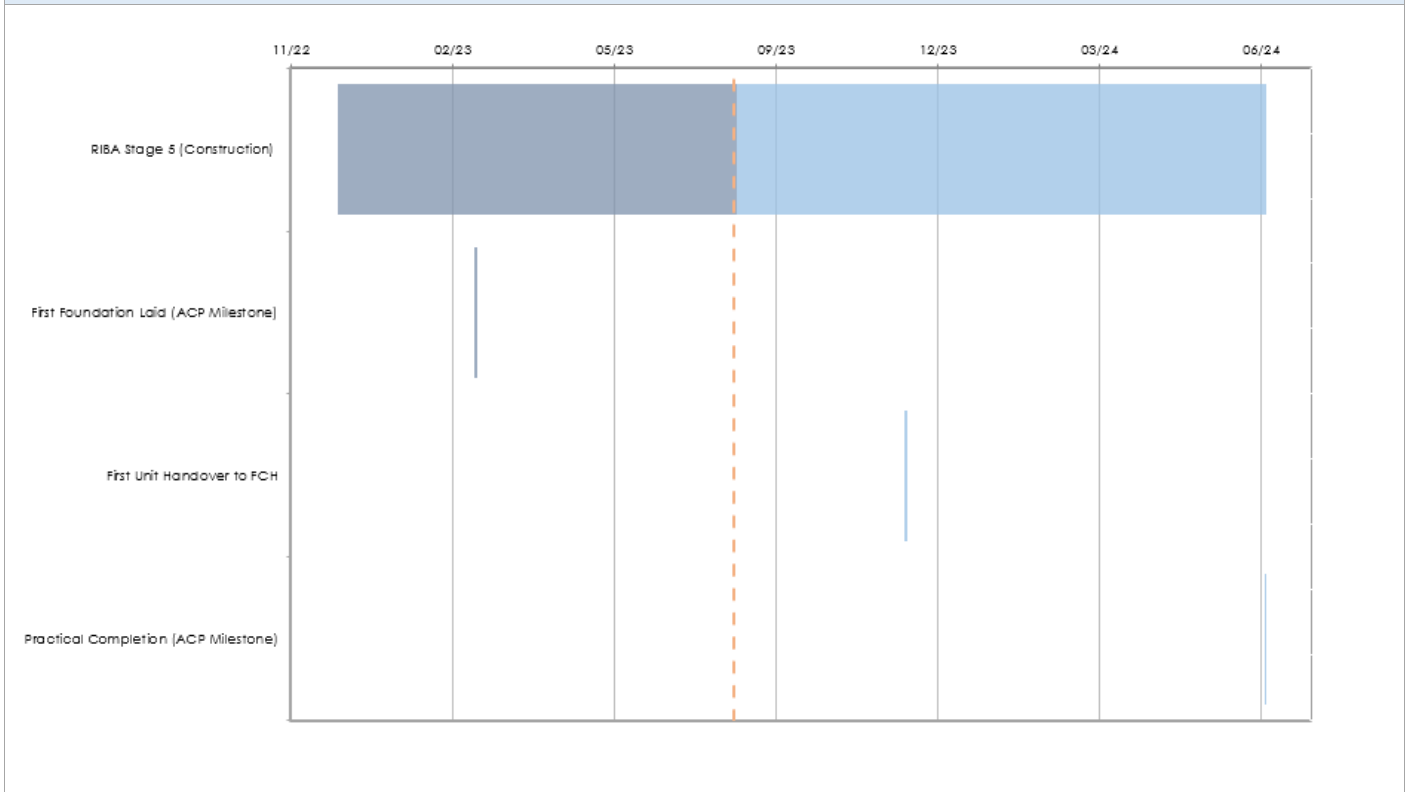
## 3.2 Project Contingency and Change Control

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

## 3.3 Financial Commentary

Financials RAG is Green as currently on track, the project is due to be completed in 2023/24 . Costs currently within expectations.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

Timeline is currently Green. The Borough Council and Lovell are working together to meet ACP Deadlines: practical completion to be June 2024.

### 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 (CoW) has returned to work, however assistant CoW is now on long term absence. 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.

### 6. Communications and Engagement

Members of the team attended Greenpark Academy to present on H&S and PPE on construction sites and promote a poster competition around safety and staying away from sites.

Newsletter issued to residents.

Regular letters to neighbours and ongoing dialogue with bungalows on Salters Road.

Project Officer continuing to push for improved comms between all parties; BC, FCH, Lovell

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
-------------	--------	-------

Delivery of:		
Affordable Units	78	
Delivery Pace in accordance with Accelerated Construction Programme		Units per month – 4.87

## 7.2 Outcomes

Description	Notes
N/A – as per outputs	

## 8. Other Matters

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 i.e., 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

## 9. 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	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	TBC	10/21	TBC	N/A	09/21	03/21	01/23			
Approved by	N/A	N/A	N/A	DG	LPA	DO	N/A	DO	Cabinet	MO			

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

Spend - Budget Variance (inc. contingency)	Milestone Delivery RAG Status	Risks & Issues RAG Status
<b>R</b> More than 10% over or under budget	<b>R</b> 13 weeks or more behind the critical path	<b>R</b> Needs immediate attention
<b>A</b> Between 5% & 10% over or under budget	<b>A</b> 4 to 12 weeks behind the critical path	<b>A</b> Needs attention before next project review
<b>G</b> Within 5% of budget or less than £10k	<b>G</b> 4 weeks or less behind the critical path	<b>G</b> Can be managed



## P-21.08 Southend Road Project Highlight Report

<b>Project Name:</b>	Southend Road	<b>Project Manager:</b>	James Grant	<b>Project Sponsor:</b>	David Ousby	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C5004	<b>Client Dept:</b>	Corporate Projects		<b>Lead Designer:</b>	LPL	
<b>Project Code:</b>	P-21.08	<b>End User (if applicable):</b>	Members of public & BCKLWN Companies		<b>Cost Consultant:</b>	GCBA	
					<b>Contractor on Site:</b>	LPL	

### Management Summary

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

### 1. Overall Status (high-level summary)

Overall Status currently Amber:

- Project viability is being significantly changed by inflation in the labour and materials market.
- LABC have raised a technical query with the cavity wall construction

#### 1.1 Decisions required by the Officer Major Projects Board

- Note impact of delays on the scheme and revised project completion estimated May 2024 (was November 2023) and impact on capital budget phasing
- Note approved capital budget is £8,381,104 total contract value with Lovell has risen to £8,410,585

#### 1.2 Achievements during this period

- Floor planks have been delivered early helping mitigate other delays. Schedule of floor installation provided. Clerk of Works will monitor this.
- Mobile cranes have been booked and will be used on site to assist with the speed of the build.
- Off site storage area reduced
- Progress with kitchen selections

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (4/19)	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.	01/08/2023
A2	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.	01/08/2023



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.	01/08/2023
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.	01/08/2023

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (1/19)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1	LABC	LABC disputing cavity wall detail.	A	Operational	Continue ongoing discussions with LABC to come to an agreed resolution	04.08.23

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	8,381,104	3,311,233	5,069,871	2,395,043	598,761	2,395,043	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	-520,000	-520,000	£0	0	0	0	0	0
Other Income*	-7,426,808	-142,048	-7,284,760	-95,760	0	-95.760	0	0
<b>Net position</b>	<b>434,296</b>	<b>2,649,185</b>	<b>-2,214,889</b>	<b>-2,299,283</b>	<b>598,761</b>	<b>-2,299,283</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>434,296</i>	<i>2,378,910-</i>	<i>-1,944,614</i>	<i>-2,299,283</i>	<i>328,486</i>	<i>-2,299,283</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

*In future months, graphs will be inserted here*

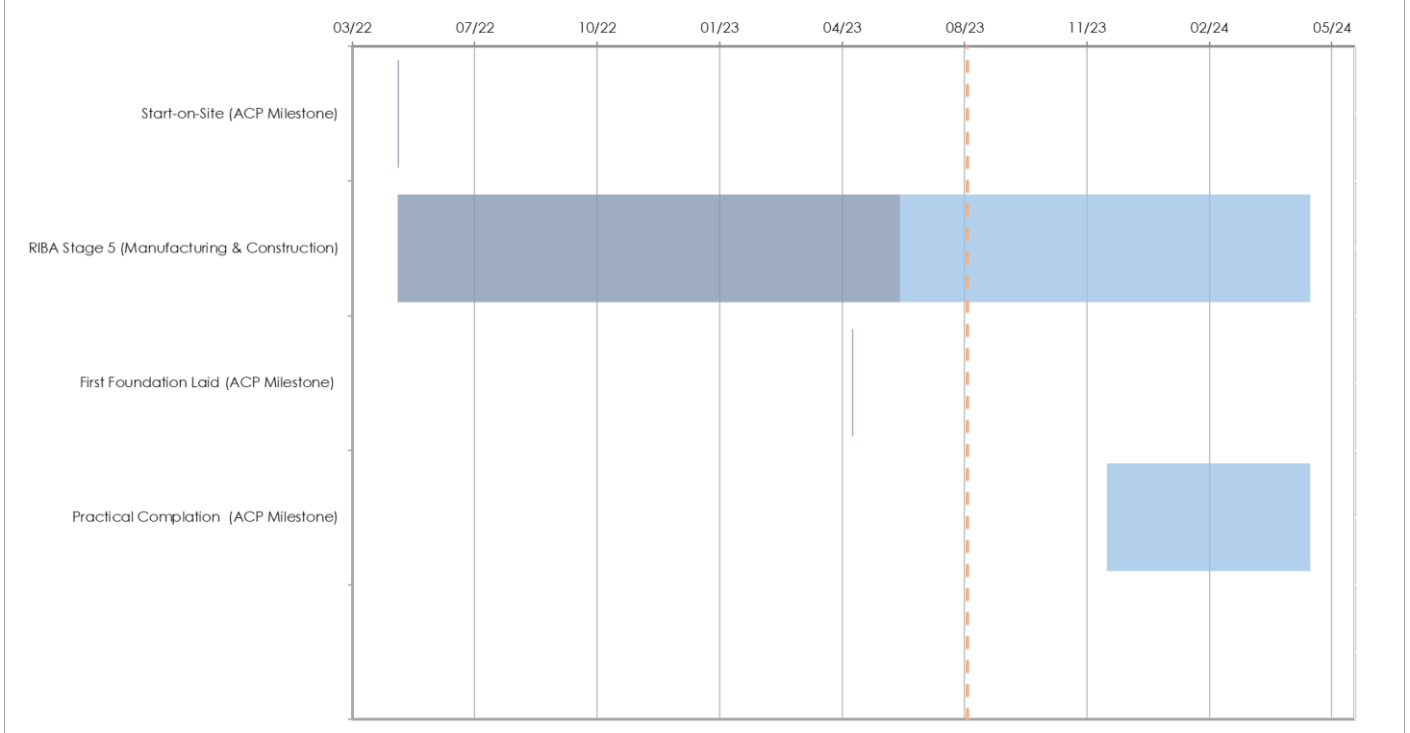
## 3.2 Project Contingency and Change Control

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

## 3.3 Financial Commentary

Financials currently RAG is Amber. Full financial implications of delays under review but technical approvals, delays, and increasing material costs are likely to have significant impact on project profit. Current estimates show total contract value with Lovell rising from £6,777,688 to £8,410,585 with no or negative house price movement to compensate. Investigations into minimising financial impact ongoing. Investigating any further potential savings.

## 4. Timelines – High Level Milestones



### 4.1 Timelines Commentary

The timeline is currently Amber. Delays mobilising and agreeing temporary works has resulted in significant delay. Revised completion date now 13 May 2024 (originally Nov 2023) [SUBJECT TO FORMAL CONTRACT EXTENSION OF TIME TO BE AGREED]. The same variation will be required for the ACP funding. It should be noted that the first foundation laid milestone relates to when the foundation for the whole block is completed. Due to the volume of groundworks, and the nature of the build, this milestone is later than a traditional project. Need to understand how the LABC issue could affect any programme delays

### 5. Resources Commentary

Resources currently Green. Project being delivered by Internal BCKLWN team. Project Officer & Principal Project Manager fully engaged with project and full understanding of issues. Clerk of Works has returned to work however assistant clerk of works is now on long-term absence.

### 6. Communications and Engagement

Presentation to Hunstanton Primary School – whole school assembly to present the site and discuss Health and Safety related matters. Pupils have been asked to create a poster on H&S, Personal Protective Equipment and hazards on building sites. Lovell managing local comms with 6 weekly newsletters. Newsletter went out in July.

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Delivery of;		
Shared Ownership	2	6.25%
Open Market Sales Units	26	81.25%

Affordable units	4	12.5%
Total	32	
Delivery Pace in accordance with Accelerated Construction Programme		9.03 Units per month
Contribution of housing units towards BCKLWN 5-year housing land supply		

## 7.2 Outcomes

Description	Notes
N/A – as per Outputs	

## 8. Other Matters

Item	Comment
General stage progress	Works on site. Brick work continuing to go up
Procurement progress	Block management tender is out to the market
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	Gateley PLC instructed to undertake conveyancing & legal support works.
Statutory updates	Pre-occupied and compliance conditions to be discharged
Health and safety	LPL appointed as Principal Designer and Principal Contractor

## 9. 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	Contract Signed	RIBA Stage 5	RIBA Stage 6	RIBA Stage 7
<b>Status:</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
<b>Date Approved</b>	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
<b>Approved by</b>	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Latest Approved Document: Signed contract – March 2022

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.09 West Winch Growth Area Project Highlight Report

<b>Project Name:</b>	West Winch Growth Area	<b>Project Manager:</b>	Nikki Patton & Hannah Wood-Handy	<b>Project Sponsor:</b>	Geoff Hall	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8171	<b>Client Dept:</b>	Strategic Housing & Planning	<b>Lead Designer:</b>	NA		
<b>Project Code:</b>	P-21.09	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	NA		
				<b>Contractor on Site:</b>	NA		

### Management Summary

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

### Project Definition

**Project Stage:** Strategic Delivery

**Objectives:** To facilitate and enable delivery of the West Winch Strategic Growth Area to allow up to 4,000 homes and associated infrastructure to be delivered

**Scope:** To unlock strategic barriers to delivery to support the vision set out in the adopted local plan by preparing the following;

- Landowners collaboration agreement: A legal agreement that allows landowners to work together in a fair way so they can bring forward their land for development and make an equal contribution to the community and shared facilities and amenities for the area.
- Masterplan: A document and policy that helps to guide future growth and development. It brings together the housing, facilities and amenities, and the existing environment.
- S.106 Framework Agreement: A legal agreement between the council and landowners/developers. The purpose of the framework agreement is to firm up the approach that will be taken on a development. It helps to make sure that the growth area is developed in line with the masterplan.

### 1. Overall Status (high-level summary)

Overall status is Amber. The project areas that the Brough Council are currently leading are programmed to complete by the end of 2023. Financials, issues and milestones are all where they are expected to be. Capacity is red and reflects the critical stages the project is at in relation to funding applications to central government which requires more resource at particular stages.

#### 1.1 Decisions required by the Officer Major Projects Board

- None

#### 1.2 Achievements during this period

- Authority obtained by Cabinet on 1<sup>st</sup> August to enter the Collaboration Agreement as a landowner to secure the objectives of the Councils adopted Masterplan SPD and give confidence to government that the land for the WWHAR can be secured and delivered.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber] *A risk is something that may happen*

Risk ID (0/16)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
		No red or increasing amber issues				

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (0/0)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		No red or increasing amber issues				

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

## 3. Financial Summary

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	0	0	0	0	0	0	0	0
Revenue Expenditure	1,000,000	952,613	47,387	0	0	0	0	0
Grant Income	(500,000)	(562,408)	62,408	0	0	0	0	0
Other Income*	(500,000)	(86,883)	(413,117)	0	0	0	0	0
<b>Net position</b>	<b>0</b>	<b>303,322</b>	<b>(302,322)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

### 3.2 Project Contingency and Change Control

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

*In future months, a graph will be inserted here*

### 3.3 Financial Commentary

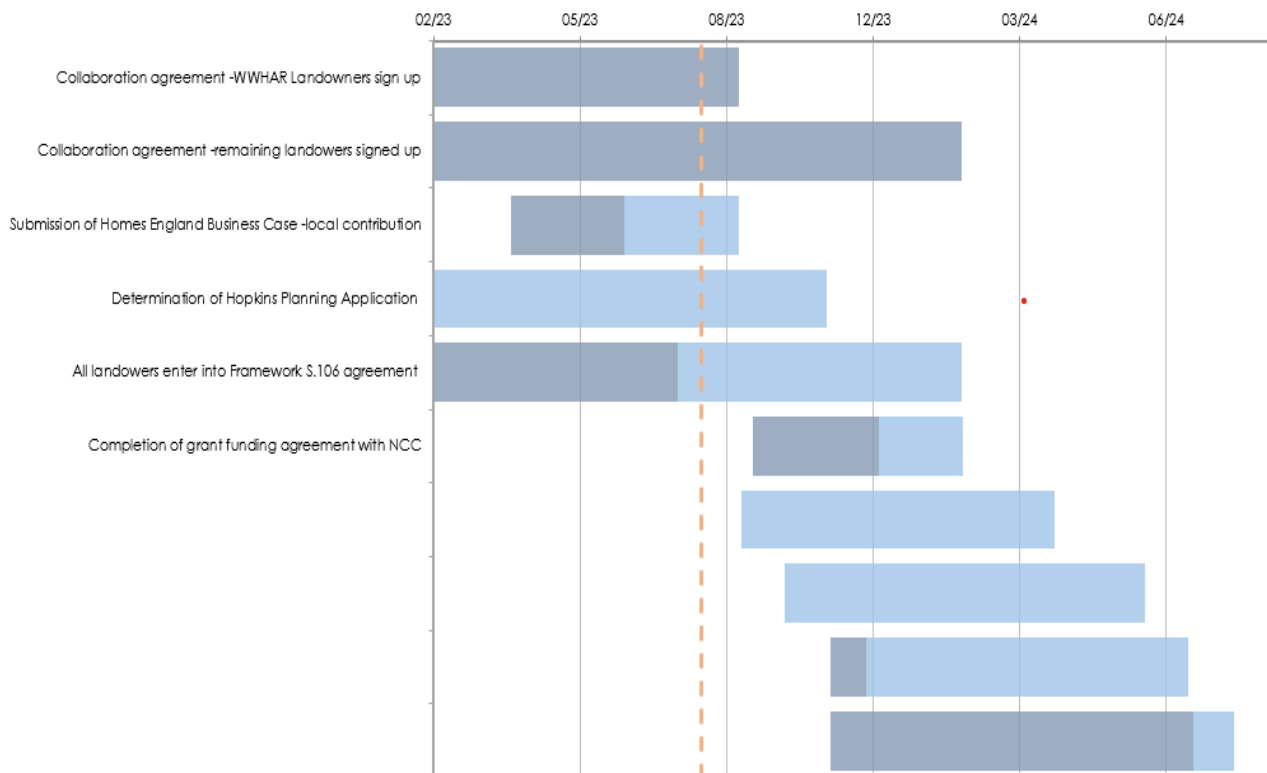
Financial RAG rating is Green and is where it is expected to be.

£500,000 from Business Rates Pool

£500,000 from Borough Council

Note an element of total costs to be recovered from Landowners and developers. As part of the Collaboration Agreement & Framework S.106 agreement landowners/developers will contribute to the costs of producing the document. Contributions will be recovered as planning permissions are granted and homes are developed.

## 4. Timelines – High Level Milestones



### Norfolk County Council Milestones

- Results of Public Consultation on WWHAR published Summer 2023
- Submission of Planning Application for WWHAR Summer/Autum 2023 (NCC lead)
- Submission of Outline Business Case to Department for Transport (DFT) Summer/Autum 2023 (NCC lead)

## 4.1 Timelines Commentary

RAG rating is Green. All Borough Council milestones to be met and completed this year, are all currently progressing on time. All of the above high level milestones are critical tasks that must be met prior to the submission of both funding business cases to Department for Transport and Homes England in Summer/Autumn 2023.

Future milestones will be determined once Government funding outcomes are known.

## 5. Resources Commentary

Red RAG rating is to reflect the Council's overall limited staffing capacity.

Review of project capacity and resource currently taking place to support future business case work for Homes England and the timescales required.

## 6. Communications and Engagement

Joint Communications Plan with NCC

Two formal Stakeholder Groups;

- Landowners Stakeholder Group – meet quarterly. Last meeting Dec 22
- West Winch External Stakeholder Group (Parish Councils, Ward Members, Neighbourhood Plan Group) – meet quarterly. Last meeting held 17<sup>th</sup> July 23

Dedicated web pages on Council's Website

Social media messaging on specific messages and consultation events

Email updates where appropriate to both stakeholder groups and Council members

Public Consultation events – online and face to face

Further public drop in session being planned for Autumn 23

First edition of quarterly Newsletter currently being prepared. Expected Distribution Sept 2023

## 7. Outputs and Outcomes

### 7.1 Outputs

Description	Target	Notes
Adopted Masterplan SPD		<b>Completed &amp; adopted Jan 23</b>
Framework and Site specific S.106 Agreement drafted. Land required for WWHAR secured via this mechanism	Aug 23	Draft produced. Currently being considered by relevant landowners and developers
Collaboration Agreement entered into by all necessary landowners (WWHAR landowners initially)	Aug 23	

### 7.2 Outcomes

Description	Target	Notes
<p>To unlock strategic barriers to delivery of the site by working in partnership with Norfolk County Council to expediate housing delivery and coordinate the provision of the required highway infrastructure in the West Winch area namely the West Winch Housing Access Road. The growth area is to brought to a position where:</p> <ul style="list-style-type: none"> <li>detailed applications for individual developments can be made (which comply with strategic requirements), and</li> <li>mechanisms to secure payments and deliver the strategic infrastructure in accordance with the masterplan are in place</li> </ul>	Summer 2025	
To integrate of a large number of new homes and associated facilities with an existing village community, generate a range of major improvements and shape a place that promotes a sense of community amongst residents		

## 8. Other Matters

Item	Comment
General stage progress	The Framework S.106 agreement and collaboration agreement have been developed and produced. They require signature by the landowners & developers. The Master Plan SPD has been produced and adopted by the Council (Jan 23) and funding discussions with Homes England are well underway. All of these areas are expected to be completed this year. This project forms part of a wider West Winch project which includes delivery of the West Winch Housing Access Road, securing central government funding for the road and supporting the co-ordination of the landowners collaboration agreement . This work will continue well beyond 2023.
Legal instruction form issued?	May 2019 – External legal advisors appointed
Local schemes / dependencies	<p>The West Winch Growth area is identified in the Councils adopted Local Plan and is the largest housing allocation in the borough. It is critical to;</p> <ul style="list-style-type: none"> <li>The development strategy for the Borough Council's Adopted Local Plan and Local Plan review which is underway for the period to 2039 and Housing Delivery Test.</li> <li>Priorities and objectives of the Norfolk Suffolk Economic Strategy as a Growth Location</li> <li>Meeting housing need</li> <li>Supporting both Borough and County economic growth</li> </ul>

## 9. Approved Documents

	Cabinet Report	Cabinet Report						
Status:	✓	✓						
Date Approved:	Sept 2018	Aug 2023						
Approved by:	Cabinet	Cabinet						

Latest Approved Document : Cabinet Report August 2023

Spend - Budget Variance (inc. contingency)		Milestone Delivery RAG Status		Risks & Issues RAG Status	
<b>R</b>	More than 10% over or under budget	<b>R</b>	13 weeks or more behind the critical path	<b>R</b>	Needs immediate attention
<b>A</b>	Between 5% & 10% over or under budget	<b>A</b>	4 to 12 weeks behind the critical path	<b>A</b>	Needs attention before next project review
<b>G</b>	Within 5% of budget or less than £10k	<b>G</b>	4 weeks or less behind the critical path	<b>G</b>	Can be managed





## P-21.10a Southgates Programme Placemaking Project Highlight Report

<b>Project Name:</b>	<b>Southgates Programme Placemaking</b>	<b>Project Manager:</b>	Jemma Curtis	<b>Project Sponsor:</b>	Duncan Hall	<b>Report covers period of:</b>	June & July 2023
<b>Capital Code:</b>	C8173	<b>Client Dept:</b>	Regeneration & Economic Development	Regeneration & Economic Development	<b>Lead Designer:</b>	BDP	
<b>Project Code:</b>	Southgates Programme Placemaking	<b>End User (if applicable):</b>	-	-	<b>Cost Consultant:</b>	-	
					<b>Contractor on Site:</b>	-	

### Management Summary

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

### Project Definition

**Project Stage:** RIBA stage 1 (Masterplanning).

**Objectives:** Transformation of King's Lynn's principal gateway through placemaking, preservation and enhancement of heritage assets, active travel, redevelopment of brownfield sites, highway and public realm improvements to support placemaking.

**Scope:** To transition the vision set out in the Southgates Masterplan into a delivery plan for the redevelopment of brownfield sites, public realm and landscaping with RIBA Stage 3; including further site investigations viability and cost assessments for remediation and demolition. Working in partnership with NCC/STARS to ensure separate STARS project aligns with wider placemaking objectives of the masterplan.

### 1. Overall Status (high-level summary)

The overall status is currently Green as

- Timescales and financials are at the level BCKLWN currently expect.
- Risks and Issues are at a similar level to last month.
- The Southgates Regeneration Area Cabinet report was approved in April which endorsed the masterplan and agreed the set of next steps for the project, including detailed feasibility of the development sites and land strategy. Full Council approval of masterplan pending October 2023.

#### 1.1 Decisions required by the Officer Major Projects Board

- n/a

#### 1.2 Achievements during this period

- First meeting of the STARS Project Team and Southgates Regeneration Joint Project Board with NCC has been held.
- Scheme has been put forward for the new Levelling Up Place Service offer, which brings together arms length bodies to support councils delivering culture led regeneration projects.

### 2. Risks and Issues

#### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID (2/29)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
5	Impact of STARS on design on development	Need to track ongoing design development of STARS on impact of the remaining land for	A	Outputs/ Outcomes	BDP reviewing STARS plans over masterplan to coordinate masterplan development sites. BDP retained as consultant.	01/08/2023

	sites	development and access to sites				
29	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. Historic England are also supporting the OBC. Meeting set to include Landscape Architect in OBC.	01/08/2023

## 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID (0/0)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
		N/A				

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

## 3. Financial Summary (BCKLWN only)

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend (Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	£540,560	£136,148	£404,412	£404,412	0	£404,412	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Other Income*	0	0	0	0	0	0	0	0
<b>Net position</b>	<b>£540,560</b>	<b>£136,148</b>	<b>£404,412</b>	<b>£404,412</b>	<b>0</b>	<b>£404,412</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>£540,560</i>	<i>£136,148</i>	<i>£404,412</i>	<i>£404,412</i>	<i>0</i>	<i>£404,412</i>	<i>0</i>	<i>0</i>

\*will vary for each project

## 3.1 Project Financials

Graphs will be inserted here in future months

## 3.2 Project Contingency and Change Control

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

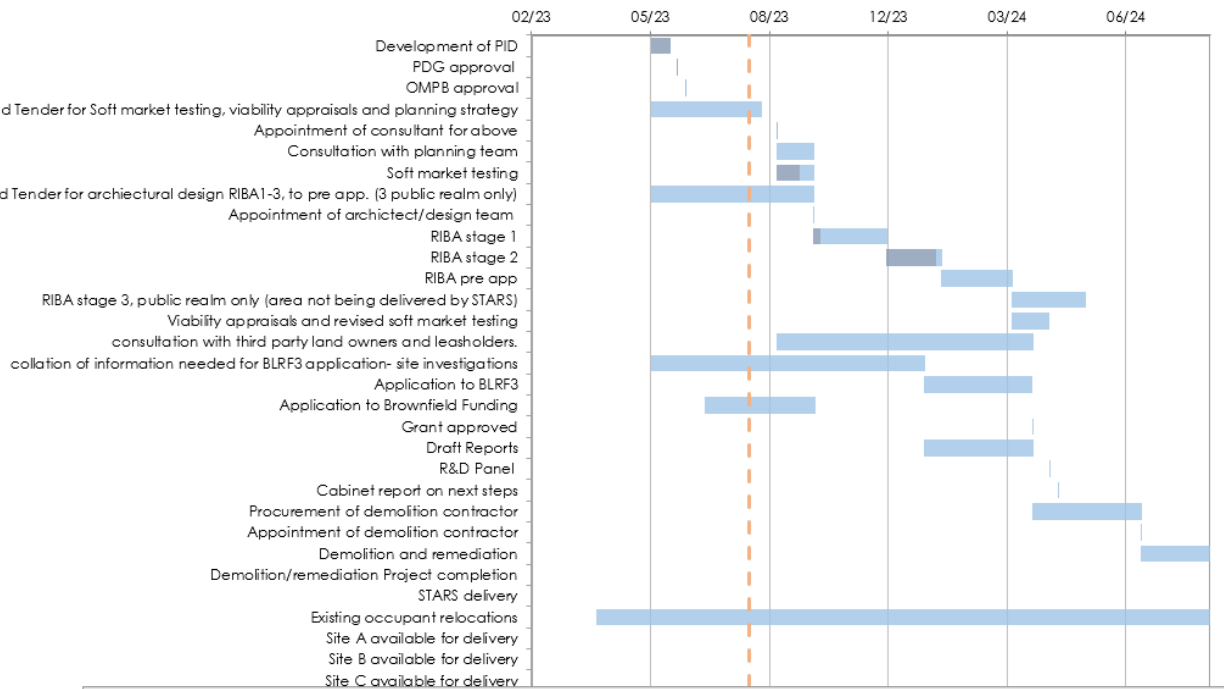
## 3.3 Financial Commentary

RAG rating is Green, as initial funding is in place via Business Rates Pool & BCKLWN - £540k for feasibility, project development and site clearance works.

The financial summary above covers BCKLWN funding only.  
 BCKLWN capital provisions for further acquisitions if required.  
 Additional funding for remediation and abnormal ground costs will be sought from Brownfield Land Release Fund when third round is announced (understood to be Autumn 2023/early 2024).

#### 4. Timelines – High Level Milestones

Current key dates in the short term are:  
 Report to Cabinet on outcome of RIBA stage 2 and delivery options, due March 2024.



#### 4.1 Timelines Commentary

Timelines are RAG rated as Green currently.

#### 5. Resources Commentary

Resources are currently RAG rated Green as clarity on role and responsibilities have been further established. Governance set out in Officer level project resource – currently additional officer resource is being sought from the Corporate Projects Team and through potential use of the PM and QS Framework.

#### 6. Communications and Engagement

Extensive stakeholder engagement has taken place up to this point in the project.  
 Press coverage was achieved in April regarding cabinet decision.  
 Comms & engagement plan for next stage being developed with a further meeting to finalise this on 10.08.23.  
 Dialogue with Landowners continuing.  
 R&D Panel Update 12 September 2023. Members Induction session planned September 2023.

#### 7. Outputs and Outcomes

##### 7.1 Outputs

Description	Target	Notes
Housing Units	115	TBC

Active Travel infrastructure delivered		TBC
Public Realm Improved		TBC
Improved historic asset	1	

## 7.2 Outcomes

Description	Target	Notes
Improved perception of place		
Increased public transport, walking and cycling use		
Increase in visitors		

## 8. Other Matters

Item	Comment
General stage progress	<p>RIBA Gateway 1 &amp; PID being prepared for RIBA Stage 2+. Scope to cover;</p> <ul style="list-style-type: none"> <li>Agree BCKLWN land contributions to NCC's STARS LUF project.</li> <li>Agree officers to progress with seeking further external funding.</li> <li>RIBA stage 1-3 feasibility, market testing and delivery options of development sites.</li> <li>Prepare information required for the Brownfield Land Relief Fund 3 application.</li> <li>Need to agree how to progress any required legal/land agreements for land required.</li> </ul>
Procurement progress	<p>BDP contract extension agreed.</p> <p>Procurement via framework for next phase of detailed feasibility RIBA 1-3 on development sites.</p>
Surveys Status	<p>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 BLRF application when round 3 is announced. WSP commissioned as part of STARS to complete Heritage Assessment, Ground Conditions &amp;, Arboriculture surveys – underway and due for completion July 2023 and will inform RIBA 1-3 work on the brownfield sites.</p>
Local schemes / dependencies	<p>STARS also includes the gyratory scheme. P-21.10b</p> <p>Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals.</p> <p>BSIP – NCC funding to improve bus infrastructure</p> <p>West Winch – traffic modelling includes assumptions around growth area in future model.</p>

## 9. 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]	Final PID [post tender]
Status:	✓	✓	n/a	Draft	Draft			
Date Approved:	15/06/21	April 2021						
Approved by:	Cabinet	OMP						

Latest approved document – Client Brief April 2021

Spend - Budget Variance (inc. contingency)	
<b>R</b>	More than 10% over or under budget
<b>A</b>	Between 5% & 10% over or under budget
<b>G</b>	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
<b>R</b>	13 weeks or more behind the critical path
<b>A</b>	4 to 12 weeks behind the critical path
<b>G</b>	4 weeks or less behind the critical path

Risks & Issues RAG Status	
<b>R</b>	Needs immediate attention
<b>A</b>	Needs attention before next project review
<b>G</b>	Can be managed



## P-21.10b STARS scheme - Project Highlight Report

<b>Project Name:</b>	Southgates STARS Programme	<b>Project Manager:</b>	Ian Parkes (NCC)	<b>Project Sponsor:</b>	David Allfrey (NCC)	<b>Report covers period of:</b>	June and July 2023
<b>Capital Code:</b>		<b>Client Dept:</b>	-	<b>Lead Designer:</b>	NCC / WSP		
<b>Project Code:</b>	Southgates STARS Programme	<b>End User (if applicable):</b>	-	<b>Cost Consultant:</b>	-		
				<b>Contractor on Site:</b>	-		

### Management Summary

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

### Project Definition

**Project Stage:** Scheme and business case development to gain funding approval from DfT and the subsequent construction of cycling, walking and bus priority improvements including public realm enhancements to the Southgates area and the town centre Gyratory one-way system.

**Objectives:** To facilitate the adopted Southgates Masterplan and implement bus priority and active travel measures in line with the adopted LCWIP. In combination with the Southgates Masterplan STARS will transform King's Lynn's principal southern gateway into the town. It will also significantly transform parts of the town centre gyratory one-way system, particularly at the northern end of Railway Road where public realm is dominated by vehicular traffic and is hostile for pedestrians and cyclists. The stated objectives in the Outline Business Case will be:

- Enhance connectivity and accessibility for all within King's Lynn
- Encourage greater use of public transport in King's Lynn
- Encourage modal shift from private car to active travel in King's Lynn
- Support the delivery of planned housing growth and development in the Borough
- Protect and enhance King's Lynn's heritage and cultural environment through place-making
- Improve local air quality and King's Lynn's natural environment
- Improve road safety in King's Lynn

**Scope:** The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) comprises changes to the town centre Gyratory to implement bus priority and active travel measures in line with the adopted LCWIP, and bus priority and active travel highway changes in the Southgates area to enable the adopted masterplan devised by the Borough Council of King's Lynn and West Norfolk.

### 1. Overall Status (high-level summary)

Scheme development and OBC preparation under way. WSP designers have worked with NCC Network Management and public transport staff to finalise Southgates element of the scheme and provided information setting out the impacts on general traffic. This now needs to be presented to decision makers, members and relevant stakeholders as part of the engagement process. Heritage Impact Assessment (HIA) scoped but need to devise London Road diversions structural options to complete that work.

The OBC submission is likely to be in May now rather than February 2024 due to delays in commissioning the topographical, drainage and ground penetrating radar (GPR) surveys.

#### 1.1 Decisions required by the Officer Major Projects Board

- n/a

#### 1.2 Achievements during this period

- NCC network management staff continued to work collectively with WSP designers to devise a suitable highway layout for Southgates
- Workshop with WSP, NCC public transport and network management colleagues held on 20 July to see the impact of

the Southgates junction on buses and cars.

- Diagrams illustrating future journey times for general traffic have been produced.
- KLWN have apprised new Cabinet members of the STARS scheme
- Finance report taken to NCC Cabinet in July as part of Capital Programme Report illustrating the finance profile of the scheme.
- Quarterly STARS update report for April to June sent to DfT in July including the development funding ask which is unchanged.
- Presentation on STARS scheme given to WNT&ISG on 4 August to update the councillors particularly the new KLWN Members
- A meeting of the Southgates Regeneration Board was held on 4 July which included a discussion with Edwards James from (formerly of Historic England) about the new Levelling Up Places Service (LUPS)
- Sent a note to LUPS setting out our “ask” of them, which at this stage is principally related to heritage aspects and advice on consultation and engagement and this has been agreed
- NCC have feedback to WSP on the draft Strategic Dimension text for the OBC
- Had a further meeting with KLWN colleagues in relation to land acquisition to get this in train so KLWN land is made available in a timely fashion to enable scheme implementation.

## 2. Risks and Issues

### 2.1 Key Risks [all red and increasing amber]

*A risk is something that may happen*

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Road design	Designs that re-allocate road space from vehicular traffic to active travel may not be politically or publicly acceptable and could be challenged through the consultation process		Viability	Consultation activities are planned	27/07/23
3	Public inquiry	Potential public inquiry required to determine more details about how the scheme's future transport operations will be considered.		Programme	Programme to be updated	27/07/23
4	Inflation and cost increases	Inflationary pressures and increases in costs will increase the overall cost of the scheme.		Outputs / Outcomes	Appropriate inflation, optimism bias and risk to be factored into scheme costs and appraisal	27/07/23
6	Construction delays	Delays to construction processes and activities		Programme	Procurement approach to identify optimum suppliers. Regular monitoring and meetings with site stakeholders accompanied by careful scheduling.	27/07/23
8	LTN1/20 compliance	DfT requires design of schemes that are compliant with LTN1/20 and Gear Change guidance and advice. Full LTN 1/20 compliance may not be possible on all streets		Outputs / Outcomes	Make client aware when discussing the schemes	27/07/23

### 2.2 Key Issues [all red and increasing amber]

*An issue is something that has happened*

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
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Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

### 3. Financial Summary (BCKLWN only)

	Total approved budget (Includes contingency) £	Total spend to date £	Total variance to date <i>Underspend</i> <i>(Overspend)</i> £	Approved budget 2023/24 £	Total spend 2023/24 £	Current year forecast 2023/24 £	Current year variance between budget and forecast £	Total remaining contingency budget £
<b>Current Month:</b>								
Capital Expenditure	0	0	0	0	0	0	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0	0	0
Other Income*	0	0	0	0	0	0	0	0
<b>Net position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Last Month:</b>								
<i>Net position</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

\*will vary for each project

### 3.1 Project Financials

Capital cost (includes development of business cases)

- Gyratory £5.8m Including risk and inflation
- Southgates £21.1m Including risk and inflation
- **Total £26.9m**

How this is being met

- DfT contribution £24.11586m
- NCC contribution £2.02604m (includes NCC contributions to OBC/FBC)
- KLWN land value contribution £0.6525m
- **Total £26.9m**

### 3.2 Project Contingency and Change Control

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

### 3.3 Financial Commentary

RAG rating is currently Green

- Funding has been allocated by government from the Levelling Up Fund (LUF) subject to satisfactory business case submissions to DfT.
- As advised in the LUF bid and subsequently to DfT we will draw down all the funding by the March 2026, but the project will not be completed until June 2027
- Discussions or ongoing with DfT as to the precise finance mechanism NCC will use to achieve this.

### 4. Timelines – High Level Milestones

#### Milestones to Outline Business Case (OBC) submission

	Task Description	Estimated Duration	Earliest Start	Latest Finish
1	Gap analysis	1 month	Feb-23	Apr-23
2	Survey Scoping & procurement (topo, drainage, GPR)	2 month	Feb-23	Apr-23
3	Agree Design Principles	1 month	Feb-23	Mar-23
4	Modelling & Design Iterations	3 months	Feb-23	Aug-23
5	Final Modelling for Business Case / Environment	2 months	Aug-23	Oct-23
6	Topo surveys	10-12 wks	Sep-23	Nov-23
7	Drainage Surveys	4-6 months	Mar-23	Sep-23
8	GPR Surveys	4-6 minths	Apr-23	Sep-23
9	GI Surveys (tbc)	tbc	Sep-23	tbc
10	Ecology / Environment Surveys (tbc)	tbc	Sep-23	tbc
11	Receipt of surveys ( <i>Topo only available</i> )	1 month	Oct-23	Nov-23
12	Finalise Design work - Highways / ITS / Drainage / Structures	3 months	Nov-23	Jan-24
13	Cost Estimates / Land / QRA	1 month	Jan-24	Jan-24
14	Consultation/ Engagement	1 month	Feb-24	Mar-24
15	Main Environment work for BC	3 months	Dec-24	Feb-24
16	Business Case	2 months	Jan-24	Apr-24
17	<b>Southgates &amp; Gyrotory OBC Submission</b>		<b>Apr-24</b>	<b>May-24</b>

#### 4.1 Timelines Commentary

Timelines are currently rated as RAG Green as is at a current expected level.

#### 5. Resources Commentary

Resources are currently RAG as Green.

Norfolk County Council are working collaboratively with the Borough Council and are effectively co-clients for the work WSP are undertaking to develop the scheme and business case.

#### 6. Communications and Engagement

A draft communication and engagement plan has been produced for the STARS project by the NCC Communication Officer and there are monthly meetings of a comms group for the wider Southgates regeneration project.

NCC and KLWN officers are keen to commence some engagement as soon as they are comfortable with the proposals to be able to share them. Options are being considered and may include maing use of the Town Deal Active and Clean Connectivity (A&CC) stakeholder group

#### 7. Outputs and Outcomes

##### 7.1 Outputs

Description	Target	Notes
Revised highway layouts around the town centre Gyrotory one-way system that incorporate improvements for buses, cyclists and pedestrians and enhancements to the public realm.		
Removal of the existing signalised Southgates roundabout and a reconfigured signal controlled junction with bus priority measures and dedicated cycling and walking improvements. This includes diverting London Road to the east of the historic South		



Gate but retaining an active travel route under the gate to emphasise its historic role as an entry point to the town.		
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7.2 Outcomes		
Description	Target	Notes
Increased levels of walking and cycling- increased living standards and well-being	2027	
Shorter and more direct journeys for pedestrians and cyclists.	2027	
Reduction in accidents and improved safety.	2027	
Improved local heritage offer.	2027	
Improved perception of place and public realm.	2027	

8. Other Matters	
Item	Comment
General stage progress	On track
Procurement progress	
Surveys Status	Surveys under way and being carried out by Norse.
Local schemes / dependencies	P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. <a href="https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/">https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/</a> Local Cycling and walking Infrastructure Plan (LCWIP) - Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road

9. 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]	Final PID [post tender]
Status:		✓						
Date Approved:								
Approved by:								

N/A as standard DfT major scheme approval process is being followed rather than the Royal Institute of British Architects (RIBA) stages

Spend - Budget Variance (inc. contingency)	
R	More than 10% over or under budget
A	Between 5% & 10% over or under budget
G	Within 5% of budget or less than £10k

Milestone Delivery RAG Status	
R	13 weeks or more behind the critical path
A	4 to 12 weeks behind the critical path
G	4 weeks or less behind the critical path

Risks & Issues RAG Status	
R	Needs immediate attention
A	Needs attention before next project review
G	Can be managed

## MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2023 - 2024

DATE OF MEETING						
28 April 2023						
MEETING CANCELLED						
26 June 2023						
MEETING POSTPONED						
DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
11 September 2023	10 am Council Chamber	Appointment of Chair for the Municipal year 2023/2024			31/08/23	01/09/23
		Appointment of Vice Chair for the Municipal Year 2023/2024				
		Overview of Project Highlight Reporting process	Highlight	V Dunmall		
		Overview of Programme Management Office (PMO) function	Overview	V Dunmall		

DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
11 September 2023	10 am Council Chamber	Major Projects Overview Report to end July 2023				
		Officer Major Projects Board Minutes – For Information				
		Work Programme				
13 December 2023	11 am Council Chamber	Project Highlight Reports	Highlight	V Dunmall	04/12/23	05/12/23
		NORA 4				
		Project Officers to bring proposed Terms of Reference for the Post Project Evaluation				
		Officer Major Projects Board Minutes – For Information				
		Work Programme				

DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
27 March 2024	1.00 pm Council Chamber	Project Highlight Reports	Highlight	V Dunmall	18/03/24	19/03/24
		Officer Major Projects Board Minutes – For Information				
		Work Programme				