

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



Member Major Projects Board

Agenda

Wednesday, 13th December, 2023
at 11.00 am

in the

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



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

5 December 2023

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 13th December, 2023 at 11.00 am** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Apologies for absence**
2. **Minutes from the previous meeting** (Pages 7 - 21)
3. **Declarations of Interest** (Page 22)

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

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

4. **Urgent Business under Standing Order 7**

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

5. Members pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

6. Project Tiering Definitions (VAD 5 mins) (Page 23)

7. Member Major Projects Board - Action Log (MH 5 mins) (Pages 24 - 25)

8. Update on the King's Lynn Guildhall CIO (DH/JC 5 mins) (Pages 26 - 31)

9. Standing Item: Major Projects Overview Report (VAD 5mins) (Pages 32 - 33)

10. Standing Item: Project Highlights Report (OJ 20 mins) (Pages 34 - 107)

P-21.02	Road infrastructure and utilities
P-21.03A	Development of spec units
P-21.05	Parkway, (Florence Fields) KL
P-21.06	Salters Road, KL
P-21.08	Southend Road, Hunstanton
P-21.09	West Winch
P-21.10a	Southgate area - placemaking
P-21.10b	Southgate area - STARS (Sustainable Transport and Regeneration Scheme)

P-21.11	St George's Guildhall & Creative Hub
P-21.12	Active & Clean Connectivity
P-21.14	Riverfront Regeneration
P-21.15	Public Realm – 'Rail to River'
P-21.16	Multi-User Community Hub
P-21.17	Boost
P-21.18	3G pitch

11. **Standing Item: Officer Major Project Board Minutes - to follow**
12. **Deep Dive - Southgates Area, King's Lynn (DH/JC 5 mins)** (Pages 108 - 140)
13. **Work Programme** (Pages 141 - 144)
14. **Date of Next Meeting**
27 March 2023 at 1 pm in the Council Chamber, Town Hall, King's Lynn.

To:

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

Officers

Alexa Baker, Monitoring Officer

Sharon Clifton

Vanessa Dunmall, Performance and Efficiency Manager

Debbie Gates, Executive Director Head of Central & Community Services

Lorraine Gore, Chief Executive

Duncan Hall, Assistant Director, Regeneration, Housing and Place

Geoff Hall, Executive Director, Development and Environment

Matthew Henry, Assistant Director, Property and Projects

Philippa SillisChris Upton, Project Accountant

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, 11th September, 2023 at 10.00 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Councillors A Beales, R Blunt, A Dickinson, A Kemp, J Moriarty, C Morley, T Parish, A Ryves and A Ware

Under Standing Order 34:

Councillor A Kemp
Councillor A Ryves

Officers:

Alexa Baker, Monitoring Officer
Vanessa Dunmall, Performance and Efficiency Manager
Lorraine Gore, Chief Executive
Matthew Henry, Assistant Director, Property and Projects/Management Team Representative

1 **APPOINTMENT OF THE CHAIR FOR THE MUNICIPAL YEAR 2023 TO 2024**

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RESOLVED: Councillor A Beales be appointed Chair for the Municipal Year 2023/2024.

2 **APPOINTMENT OF THE VICE-CHAIR FOR THE MUNICIPAL YEAR 2023 TO 2024**

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RESOLVED: Councillor J Moriarty be appointed Vice Chair for the Municipal Year 2023/2024.

3 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Geoff Hall, Executive Director, Oliver Judges, Executive Director and Chris Upton, Project Accountant.

4 **MINUTES FROM THE PREVIOUS MEETING**

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The minutes from the meeting held on 28 February 2023 were agreed as a correct record.

5 **DECLARATIONS OF INTEREST**

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Councillor Ware declared an interest as a Director of West Norfolk Housing Company and West Norfolk Property Company.

Councillor Ryves declared an interest as his wife was a Member of Hunstanton Town Band.

6 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was no urgent business.

7 **MEMBERS PURSUANT TO STANDING ORDER 34**

Councillors A Kemp and A Ryves were present under Standing Order 34 for all items.

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

There was no Chair's Correspondence.

9 **OVERVIEW OF THE PROGRAMME MANAGEMENT OFFICE (PMO) FUNCTION**

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The Manager, Programme Management Office provided an overview of the role of the Programme Management Office (PMO) which currently supported the Place Directorate only (copy attached to the agenda).

The Chair thanked the Manager, PMO for the overview and invited questions and comments, a summary of which is set out below.

In response to questions from Councillor Moriarty as to why some projects had not been included, the Manager, PMO explained that projects categorised as Tier 1 were under the auspices of the MMPB. It was noted that projects categorised as Tier 2 were projects on the horizon or active but not agreed as a 'Major Project' by Cabinet. The Manager, PMO gave an example of Baxter's Plain feasibility work Projects categorised as Tier 2 and Tier 3 (ideas at early stages) were not considered by MMPB. It was further explained that the Manager,

PMO rigorously challenged the highlight reports in order that correct and meaningful information was being presented to MMPB and as the reports progressed through there was an opportunity for senior officers to challenge that the information was valid, consistent and valuable.

The Assistant Director, Property and Projects reminded Members that the MMPB was a sub-committee of Cabinet and explained the role of the Board was to oversee and monitor projects and highlighted that the projects on the MMPB list were those that had been determined as a major project by Cabinet.

Councillor Blunt asked if there was a document which defined for a Tier 2 and 3 projects and who determined the category of each project. In response, the Manager, PMO explained that there was no document the process was evolving and that Tier 1 projects were those which Cabinet had determined as a major projects and MMPB oversaw and monitored.

The Chief Executive added that there was a structure of Officer Major Project (OMP) Board and MMPB and it was explained that projects in in early stages of development would go through the process and highlighted that for a project to be defined as a major project to be forwarded to MMPB, was a Cabinet decision. The PMO was a central repository to collect all information at the early stages because ultimately projects could develop and then be presented to MMPB.

Councillor Blunt commented that the categories presented confusion and that the Board needed to see a definition of a Tier 2 and Tier 3 project and would those projects be considered by MMPB. In response, The Manager, PMO explained that Tier 2 projects were active but were not overseen by the MMPB and would go through Portfolio and Panel meetings. An example was given of a Tier 3 project – originally a Town Deal project, a Town Centre Repurposing project which had been the decision of Cabinet not to proceed and was agreed that as and when funding came along the business case would be relooked at (so now Tier 3).

It was highlighted that only Tier 1 projects would be overseen and monitored by the MMPB.

The Chair, Councillor Beales commented that it would be useful to have formal clarification for Tier 2 and Tier 3 projects and added that lack of resources ran throughout the reports. He added that Tier 2 projects would remain with the Portfolio Holders but would not be invisible and would go through the process to the Regeneration and Development Panel and if there was a project of great interest or political sensitivity despite being a modest size it would go forward to MMPB.

Councillor Blunt commented that he understood the comments made by the Chair. The Chair, Councillor Beales confirmed that any

questions relating to Tier 2 and Tier 3 projects could be asked at Full Council.

The Chief Executive clarified the role of the PMO.

Councillor Morley commented that some form of definition was required for strategic areas to the future plan of the Council and gave an example of energy and environment section where climate change was the focus. Councillor Morley added that his recollection was that there had previously been a major project relating to energy, etc. Councillor Morley referred to following projects Refit involving Ameresco, Electric Vehicles, etc and that type of package required higher visibility because they were not things that may had a wider roll out for some and years and the Council needed to see that they were proving satisfactory in the authority's building environment. He also commented that he felt the 3G Pitch should go 'down' to become a Tier 2 project.

Councillor Kemp added that a review of the projects was required to take climate change into account.

Under Standing Order 34, Councillor Ryves asked if the reports were living documents and could be accessed by Members. In response, the Manager, PMO explained that the highlight reports were living documents which were updated on a regular basis. MMPB would be informed of any updates, if any, on projects following publication of the Agenda.

The Monitoring Officer advised that Tier 3 projects were operational and that information on them would be expected to remain with Portfolio Holders but that Member Access Requests would be considered and would be mindful of any exemptions which would apply in development stage and such requests would be considered on a case by case basis. Tier 2 projects were described as active not meeting the definition of a major project and whether there would be a compiled list this was not a process the Council had in terms of publishing but in terms of Member access to information it was not secret information and if a Councillor needed to know it would be considered under Member access rights.

The Assistant Director, Property and Projects explained that MMPB was a public meeting and agendas and minutes were published both on Mod Gov and the Council's website and therefore accessible to all Councillors. It was highlighted that some projects contained confidential information and could not be published in the public domain whilst projects were in the developmental stage.

The Assistant Director, Property and Projects reminded the Board of its role in relation to major projects.

Councillor Ryves commented that it would be useful if the documents could be available on line as a resource to enable Councillors to view the information as opposed to obtaining information via an officer. The Chair, Councillor Beales added that the points had been well made, it was acknowledged the wish of the Administration for transparency and openness and the need for confidentiality as described.

The Assistant Director, Property and Projects explained that if there were any further updates to report from Project Managers following the publication of the agenda, a verbal update would be given at MMPB.

Councillor Ryves highlighted the importance of Councillors having access to the MMPB information and updates.

The Chair, Councillor Beales explained that additional resources would be considered for the PMO. The Manager, PMO explained that there were plans in place to recruit additional posts to the PMO.

The Assistant Director, Property and Projects added that it was recognised with the scale of the programme of projects additional resource was required and options were being looked at.

Councillor Dickinson expressed concern that sight was possibly being lost of why the MMPB was set up in the first place and the fact that the Council had resourcing issues added weight to the argument that the Council should stick to why the MMPB was set up and what those parameters were for projects being included in the report. Councillor Dickinson highlighted the importance of the Board that it being seen to be trying to ensure as far as possible that those set of circumstances were not repeated as to why the MMPB was created.

The Chair, Councillor Beales commented that this was a point well made on why the MMPB was formed and was aware of why the circumstances emerged.

Councillor Morley added that the Council would be looking at a priority based approach to anything in terms of filling resources and there was no doubt the Chief Executive had recognised this and appointed the Executive Director, Place to put leadership in this direction and the Interim Technical Adviser previously in post, had recommended that a Project Management Office be set up. In conclusion, Councillor Morley explained that once the programme of projects/work requirements/volume was received the PMO would be resourced accordingly in order that the projects would not be delayed.

Councillor Dickinson agreed with the comments made by Councillor Morley and added that the definition MMPB started out with captured everything and that in her opinion was an excellent starting point because nothing would then fall through any of the gaps between the tiers and it could then be determined which projects did not need to be submitted to the Board.

In response to the comments made above, the Chair, Councillor Beales explained that some refining was required and priorities identified.

10

OVERVIEW OF PROJECT HIGHLIGHT REPORTING PROCESS

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The Manager, PMO provided an overview of the project highlight reporting process and explained that since the Election in May 2023 there had been some discussion on the frequency, some uncertainty and gaps between meetings and in that void the Executive Director, Place made the decision that the 'other' major projects would report every two months. The Board was informed that the Town Deal Board projects reported on a monthly cycle and the 'other' projects on a bi-monthly cycle. The Manager, PMO advised that from April 2024 the 'other' major projects would be reported on a quarterly basis.

The Chair, Councillor Beales thanked the Manager, PMO for the overview and invited questions and comments from the Board, a summary of which is set out below.

Councillor Morley expressed concern that when the Town Deal Programme Board data goes forward he saw no reason why a stream of that couldn't go to MMPB who were not Members of the Town Deal Board so that the information was received at the same time. In response, the Manager, PMO advised that the Town Deal Board Agendas and Minutes were published monthly and were publicly available on the Vision King's Lynn Website a few days after the meeting. Click on the link below to access documents:

<https://www.visionkingslynn.co.uk/document-library/>

The Monitoring Officer explained that if it was just the case of making sure Councillors were receiving the same information as the Town Deal Board when published then a separate email could be circulated.

Councillor Morley commented that his personal preference was for agendas and minutes to be available on Mod Gov at the same time as the Vision King's Lynn website. The Manager, PMO explained that this was work in progress as a separate module within Mod Gov had to be set up.

The Assistant Director, Property and Projects explained that the Borough Council had Cabinet Member representation on the Town Deal Board and most, if not all, of the specific project boards.

The Chair, Councillor Beales commented that the Town Deal Board was fine but that Councillor Morley made the point of the MMPB

receiving the information at the same time as the Town Deal Board. The Chair commented that he had a concern regarding the other projects not reporting on a monthly basis and asked if quarterly reporting was enough. The Chair added that construction projects moved at a slower pace and wondered if the number of construction projects could be reported by exception and this did not work then consideration would be required on the frequency of reporting.

The Assistant Director, Property and Projects advised that officers would flag up any issues to the Portfolio Holder, etc and escalate if required.

RESOLVED: The report be noted.

11 **MAJOR PROJECTS OVERVIEW REPORT**

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The Corporate Programmes Manager presented the major projects overview report as at end July 2023. It was noted that there were 17 projects on the list – 7 green, 10 amber and the commentary provided information as to their overall status.

The Chair, Councillor Beales invited questions/comments from the Board.

There were no questions or comments.

RESOLVED: The Major Projects Overview report was noted.

12 **PROJECT HIGHLIGHT REPORTS**

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The Manager, PMO presented the Project Highlight reports.

The Assistant Director, Property and Projects explained that the Board could identify any of the projects for a “deep dive” and relevant officers invited to attend a meeting to give a presentation and answer any questions.

St George’s Guildhall and Creative Hub Project

Councillor Parish drew attention to page 21, St George’s Guildhall and Creative Hub project and explained that the Council had not agreed to underwrite the £3m whilst other funding options were explored. This had been highlighted to the Chair of the Town Deal Board and was accepted that the Borough Council could not afford to underwrite £3 m. He requested that the project definition on the report was updated.

The Chair, Councillor Beales confirmed that at the first meeting of the Town Deal Board following the May Election it was acknowledged by the Chair that the Borough Council would not underwrite the £3m and agreed that the report required updating.

The Monitoring Officer explained that as the previous Cabinet and Full Council had agreed to underwrite the £3m it would be required to go through the democratic process again to get formal agreement. A Cabinet report would be put forward to enable Councillors to consider all options which would be considered by Cabinet and ratified by Full Council for rectifying the capital programme.

Councillor Morley confirmed the report would need to go to Full Council and outlined reasons why the whole document required rephrasing accordingly.

Councillor Kemp added that these issues needed to go through a process and that the £3m was in the original budget and required Cabinet and Full Council approval and did not disagree with the variation. Councillor Kemp referred to page 22, a red RAG rating for resources for the £12m Guildhall project and the lack of capacity in the project team to oversee and apply for funding and asked what plans were in place to address this.

In response, Councillor Morley explained that the CIO had been accepted by the Charitable Commission and the Trustees had been appointed and that the report should be from the Trustees on progress and was an interim period that regarded sorting out for the £9m project.

The Chair, Councillor Beales advised that the focus was now on the £9m project.

The Assistant Director, Property and Projects commented that a number of good points had been made and that there was an error in the highlight report as there has been a shift in emphasis following the new Administration and would be picked up and amended prior to the next report.

Councillor Moriarty referred to page 21 – last report resource red and resource had now moved to amber as things progressed.

The Chair, Councillor Beales that the Town Deal Board project was in his Portfolio and the Assistant Director, Property and Projects had referred to Portfolio Holders and added that Councillor Ring has the most detailed knowledge of this project and consideration should be given as to how to bring in that knowledge in relation to the CIO and wider membership of MMPB.

Councillor Ryves referred to the Guildhall project and asked if it was now a £9m project does the underlying deflection of the budget reflect that as there was an ambiguity if it was being presented as a £12m

with the relevant infrastructure. In response, the Chair, Councillor Beales advised it was investigative work that the Guildhall had not been assessed in its lifetime and would be fully assessed and the budget would have to fit accordingly.

Councillor Ryves commented that he was not aware that the underwriting had been agreed by Full Council. In response, the Monitoring Officer explained that it had been definitely underwritten, but at the same time the Cabinet report and the recommendation made it absolutely clear that there was to be an options paper brought back so that Cabinet could again look at this “floating £3m” and that she fully understood the Administration’s policy position on that but it was formally underwritten with the strict proviso that another options paper would come back on the £3m.

Councillor Parish, Leader explained that he had taken advice on what he could do/not when he became Leader of the Council and advised that he could refuse to underwrite the £3m and made it public and informed the Chair of the Town Deal Board that the Council could not afford to underwrite the £3m which had been accepted.

The Monitoring Officer undertook to meet with Councillor Parish outside of the meeting regarding authority as Leader and the process required to amend the underwriting decision previously made by Full Council to remove the underwriting from the Capital Programme.

Councillor Dickinson explained that the £3m had been allocated in the capital programme which was approved by Council as part of the Capital Programme and added that she agreed with the Monitoring Officer in that the Cabinet report was specific in terms of a provisional underwriting and a further report would be brought back and that there were two aspects to this.

In response to questions from Councillor Morley regarding the current position of the Guildhall Informal Working Group, Councillor Moriarty undertook to clarify the position. The Monitoring Officer explained that the terms of reference for the informal working group could be examined outside of the meeting to determine if the terms of reference had been fulfilled and if there was any purpose to continue.

Following a discussion it was agreed that MMPB would undertake a “deep dive” into the Guildhall project at a future meeting.

Parkway

Councillor Parish referred to page 75 – Parkway and advised that the title had been amended to Florence Fields and a Cabinet report was being drafted to change the tenure mix.

The Chair, Councillor Beales confirmed there was ongoing work to explore tenure mix.

Councillor Morley asked if there was still opposition to the Florence Fields development and if so what could be done to address the concerns raised. Councillor Ware advised that she had attended a meeting with project officers a couple of months ago and added that clearly the project was underwritten by the funders on the particular basis of tenure and explained that it could not be changed without negotiations and added that she thought those negotiations had not taken yet place.

The Chair, Councillor Beales commented that there was a significant amount of work being carried out on the financial implications of altering the tenure mix and the economic possibilities.

The Monitoring Officer explained that the Cabinet Report had stated that a report on tenure mix was intended to come forward in October 2023 but advised that there was some slippage as what had been identified and that the tenure mix paper would need to be tied in with a financing paper with the companies because whilst we know the financing arrangements this would feed into the tenure mix discussion and that this would now be around January 2024 after the financing decision.

Councillor Ware commented further on the local opposition point. Letters have been written to businesses, residents, etc and added that she was attending a local school meeting to discuss a presentation because there was opposition but she thought the Council could do some good public information on the benefits that will arise for the area which she did not feel had been well presented to date. The Chair, Councillor Beales invited Councillor Ware to discuss this outside of the meeting to remedy the situation.

Councillor Ryves referred to Parkway and the output figures being 65% open market sales units and commented this was a grey area. In response, the Chair, Councillor Beales explained that it remained to be seen but the political objective was to increase the percentage of private rented sector and affordable rented.

Following a further question from Councillor Ryves in that any major changes would require Full Council approval, the Chair, Councillor Beales advised that any major changes would require Full Council approval and advised that preparatory work was being undertaken to put into the democratic process and all Councillors would have the opportunity to comment.

The Monitoring Officer confirmed that any major changes would require the approval of Full Council.

Southend Road, Hunstanton

Councillor Parish referred to page 84, Southend Road, Hunstanton for the delivery of 32 flats (open market and affordable units) and that he had been present when the application had been considered several times by the Planning Committee. Councillor Parish explained that at the penultimate Planning Committee he proposed that officers should ensure that the development couldn't be holiday accommodation and ensure that it was offered to local residents. Officers came up with a solution which was proposed at the final Planning Committee where approval was granted. The flats were to be offered to local people and protected from second homes and holiday flats. Cllr Parish said that the minutes were vague which would not determine it but the recording was available and would confirm the decision.

The Monitoring Officer undertook to check the recording of the Planning Committee to clarify the decision and include this in future Project Highlight Reports so that the position was clear. The Chair, Councillor Beales added that within the working environment and the officer team, the definite understanding was that the flats were to be offered first to local residents and the same ambition was also for Florence Fields.

Councillor Blunt concurred with the comments made by Councillor Parish.

Councillor Morley commented that had undertaken a recent site visit with the Chair, Councillor Beales and added that progress had not been made as much as expected. Councillor Morley highlighted the figures set out in the financial summary spend to date in this financial year was £598,761 which was £2,299,283 behind forecast and commented that there had not been as much progress as expected. Councillor Morley added that the comments indicated that there was an issue about the cavity wall risk and that more detail should be explained in the highlight report. In response, the Chair, Councillor Beales suggested that the Board undertook a "deep dive" into Southend Road, Hunstanton project.

The Assistant Director, Property and Projects explained that this was an evolving process and the specific queries raised would be discussed with the relevant Project Manager and responses reported back to the next meeting of MMPB.

The Chair, Councillor Beales highlighted the importance of needing a reporting process being place.

Councillor Morley added that when the risk was identified by the Project Manager, commentary should be issued to explain what the issue was and the degree of risk.

Councillor Morley suggested that MMPB could be invited to submit questions in advance of the meeting, upon receipt of the papers, in order that a response could be given at the meeting.

Councillor Ryves asked Councillor Morley what were the financial impacts if the Council moved towards restrictions for purchase of the flats. Councillor Morley explained that the financial assessment had been agreed by the Leader. The Chair, Councillor Beales explained that this was a question he had asked the corporate project officer team and had been informed that officers were not concerned with the impact because there was enough demand for local buyers.

Councillor Moriarty commented that he was not aware of the process in the past but asked if the Chair would be minded to have a sifting session prior to each meeting, which the Chair, Vice Chair and officers would attend and invite in advance of that any deep dives required and also when the Agenda was published, if there were questions be submitted in advance to officers.

The Chair, Councillor Beales suggested that a deep dive of one of the projects be presented to the next meeting either the Guildhall, King's Lynn or Southend Road, Hunstanton and invited comments from the Board or identified at a sifting meeting.

Councillor Blunt commented that his preference was to identify a deep dive project at the end of this agenda item.

Southgate, King's Lynn

Councillor Parish referred to page 93 Southgate and commented on the overall rating – green and referred to a recent article in the local newspaper which had implied that more money was required in order to complete the project and that this might not come forward yet because of increased cost and asked if there was a funding issue. Councillor Kemp explained that her understanding was that the project was funded last year by a £24m levelling up grant which had been awarded against the cost of £26m and added that Norfolk County Council had agreed to provide the remainder of the funding.

Councillor Morley stated that the Southgate had been split into two project reports for Southgate - Master planning and STARS project. Councillor Morley pointed out the highlight report stated that the Department of Transport still had to ratify the funding for the gyratory. In conclusion, Councillor Morley suggested that the Board undertake a deep dive of both Southgate projects.

Following comments on from the Board on the grants received to develop the projects, Councillor Kemp explained that her understanding was that part of that funding, STARS was a wider project which included changing the gyratory around King's Lynn so that was included in the £24m as well as work to the Southgate. Councillor Kemp commented that Members should be aware that the project was not a decongestion scheme and had been said that it could lead to greater queues at various times of the day and that was a worry and therefore the Council should not promote a scheme which could

cause more congestion than at present and this was of great concern and stated she wished it to be put on record.

The Chair, Councillor Beales stated that Southgate would be added to the list of deep dive projects.

Councillor Ryves added that his understanding was that the project included provision of 150 residential units and asked how the units would be funded. In response, the Assistant Director, Property and Projects explained that there were two projects and the road, etc had been the subject of discussion for a number of years. The Board had received an overview of the land assembly acquired including Brownfield site for development and funding available would be considered at a later date. The Manager PMO explained that according to the highlight report, the outputs for the master planning for Southgate included 115 housing units but that it was too early to estimate the cost. The Chair added if the context could be added to the report as it was an important point.

The Assistant Director, Property and Projects explained that in addition to the Council's Regeneration Team undertaking the master planning exercise, small slithers of land were being made available to deliver the road infrastructure. The Board was advised that the master plan indicated what the site could accommodate but the costing and viability studies had not been carried out because the road did not currently exist and would be looked at in the future.

Councillor Morley provided an overview his understanding as to why the project had been split into two separate reports.

NORA – Development Spec Units Phase 2

Councillor Morley referred to page 65 and commented that the summary indicated red and the project had been stopped and asked if it affected the other Town Deal projects relating to the Active Travel Hub, etc and asked whether there was a link that meant other projects were also required to be looked at with more scrutiny. In response the Assistant Director, Property and Projects explained that route of Nar Ouse Way and that the Enterprise Zone phase 1 and phase 2 was on the east and the active travel hub was on the west. Phase 1 and 2 were separate from the Active Travel Hub.

The Assistant Director, Property and Projects advised that the Council had gone out to tender but had been too high for Phase 2 and was pushed back in the Capital Programme to see if a better price could be obtained in the future.

Councillor Morley asked if the project needed to be revisited to see if was a feasible project. In response, the Assistant Director, Property and Projects explained that road infrastructure had been put in place

into eastern side which open up 38 acres of development land and it was hoped would attract the private sector investment.

The Chair, Councillor Beales added that his understanding was there was no infrastructure impact on the Hub and sought clarification for the next meeting.

The Chief Executive explained that the issue in relation to the spec units phase 2 was a funding issue for that project in that the Council had funding with the new Anglia LEP and with the increases in prices the Council had to go back and there was an issue securing the funding. It was highlighted that there were different issues alongside the rising costs from the Towns Fund project.

In response to questions from Councillor Blunt on the Enterprise Zone infrastructure project impacting on other phases and the South Lynn Surgery, the Assistant Director, Property and Projects explained that there were several projects coming together at the same time and the NHS had a hard time line to deliver the surgery to be open at the end of March 2024 and provided an overview of the reprofiling of the road infrastructure and delays of other projects.

Councillor Kemp stated that in her view the surgery should be listed as a major project and expressed thanks to the Assistant Director, Property and Projects and his team for progress the project.

Riverfront Regeneration Project

The Assistant Director, Property and Projects responded to questions and comments from the Board.

Councillor Morley commented that consideration should be given to undertaking a deep dive on the Riverfront Regeneration Project.

Following questions from the Chair, Councillor Beales on the content of the Regeneration and Development Panel and the link with the deep dive of projects by the MMPB, the Assistant Director, Property and Projects confirmed that update reports on projects could be presented to the Regeneration and Development Panel.

Councillor Dickinson suggested that two deep dives be undertaken at the next meeting.

It was agreed by the Board that deep dives would be undertaken on the Southgate and Southend Road at the next meeting.

RESOLVED: MMPB would undertake a “deep dive” into the following projects and these would be programmed:

- Guildhall, King’s Lynn.
- Southend Road, Hunstanton.

- Riverfront Regeneration.
- Southgate – Master planning and STARS.

13 **WORK PROGRAMME**

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

The following items were identified for the next meeting:

Post Project Evaluation Terms of Reference – NORA 4
 Deep Dive – Housing Development, Southend Road, Hunstanton
 Deep Dive – Southgate, King's Lynn
 Update on the Guildhall, King's Lynn focussing on the new CIO and plans of the Trustees

The items listed below were identified for a future meeting:

Deep Dive – Guildhall Project
 Deep Dive - Riverfront Regeneration Project

14 **FOR INFORMATION: MINUTES FROM THE OFFICER MAJOR PROJECTS BOARD MEETINGS**

West Winch Growth Area – 16 August 2023

In response to questions from Councillor Ryves on the risks relating to West Winch from the Officer Project Board Meeting, Councillor Moriarty advised that he received regular updates from the Project Officer.

The Manager, PMO explained that there was one emerging risk identified at the 16 August meeting but subsequent to the meeting it was reported by the Project Officer that there was no change as set out in the highlight report at the end of July 2023.

15 **DATE OF NEXT MEETING**

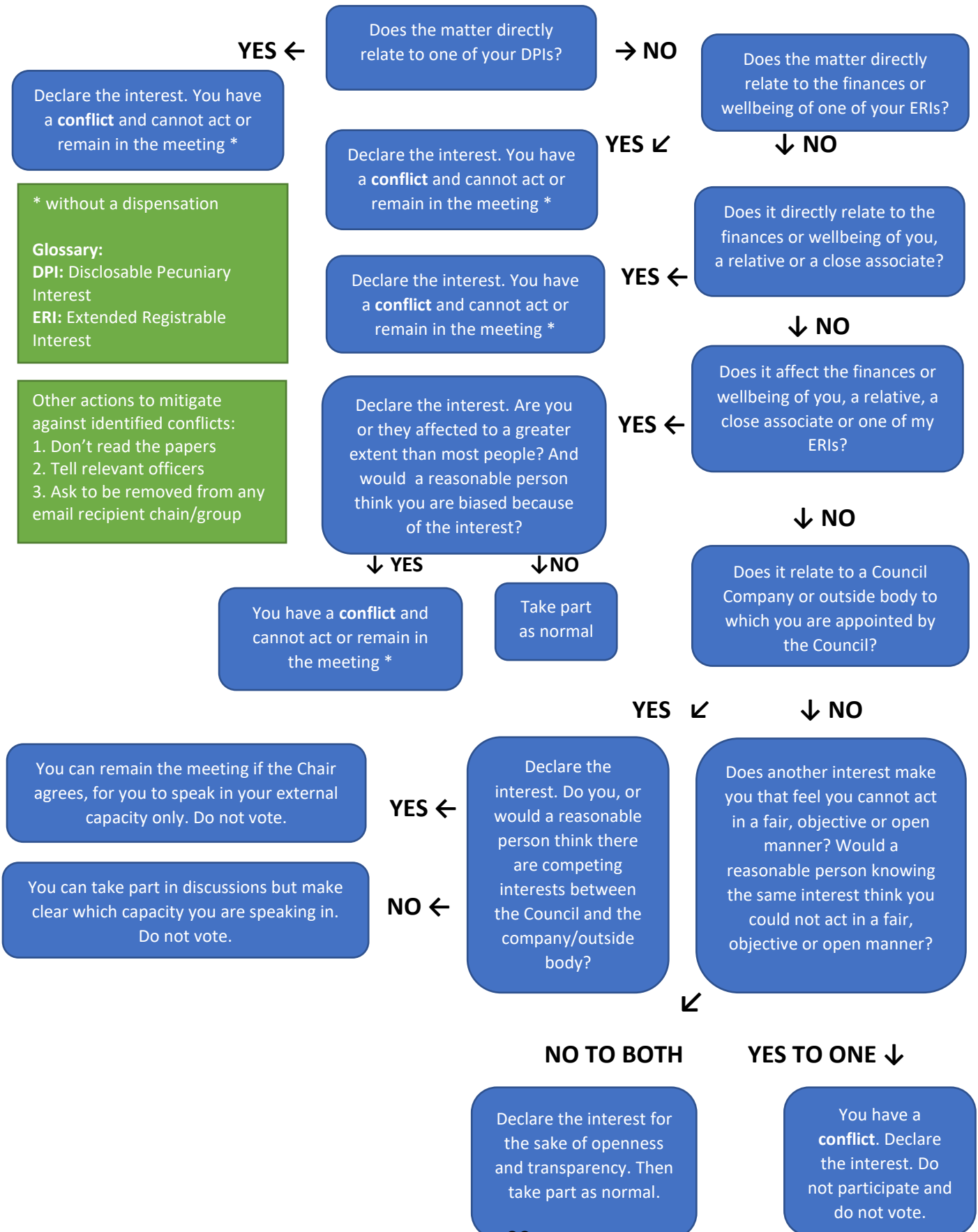
13 December 2023, at 11 am in the Council Chamber, Town Hall, King's Lynn.

The meeting closed at 11.56 am

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Report to MMPB – 13th December 2023

Place Directorate Projects – Tiering

The Borough Council agreed a process for Members to provide oversight and assurance for projects designated by Cabinet, in November 2021. The Council's Management Team agreed a 'tiering' structure for projects in January 2023.

This was mentioned at the MMPB meeting in September 2023 and Board members requested definitions of projects within the three tiers, provided below.

- Tier 1** Projects designated by Cabinet as a 'Major Project', delivery of which is to be monitored by the Member Major Projects Board.
- Tier 2** Projects actively being progressed operationally, with decisions made as appropriate, by Officers and/or Portfolio Holders, taken to policy review and development panels at key stages, as appropriate.
- Tier 3** Projects that are identified as initiatives to be taken forward 'at some point', for example, when capacity allows, or when funding opportunities arise; discussed with Portfolio Holders.

Tier 1 projects are the ones that come to MMPB, as per the Cabinet decision.

Please note that work is planned by the S151 Officer and finance team to restructure the Capital Programme over the next few months. It is intended to align the definitions given above for Place Directorate projects, with this work, in due course. A further update will be brought to MMPB at the meeting in March 2024.

Report to MMPB – 13th December 2023

MMPB Action Log

Background

At the MMPB meeting in September, various requests were made and queries asked, around the agenda items. Whilst minutes capture the meetings, consideration has been given to a way to provide updates on these, after each MMPB meeting.

Proposal

Since then, an Action Log has been developed, which captures

- Who the issue was raised by
- Subject
- The action
- Which MMPB meeting it was raised at
- An update
- Who provided the update
- Whether the item is completed and the date closed off.

It is proposed that the requests / queries are captured in the format attached to this report and that as soon as responses can be attained after the MMPB meeting, the log will be provided to members.

At the next planned MMPB meeting, the completed log will be added to papers (for information only).

Conclusion

The Board is asked to note

- the proposal for the council's Programme Management Office (PMO) to run this Action Log approach to assist Board members with queries / issues
- that logs will be published with subsequent meeting papers, for information

**Member Major Projects Board
Action Log
(run wef Sept 2023)**

Ref	Raised by	Subject	Action	MMPB meeting	Update	Comment provided by	Completed	Date closed
1	Board	General	Set up a log for actions and queries raised at MMPB. Respond to queries after the meeting, and publish the log at the next MMPB meeting.	11.09.23	Log now in place, covering paper and first version going to MMPB in December 2023.	VD	Yes	13.09.23
2	Board	General	Clarification required over definitions of project tiers.	11.09.23	Paper being taken to the next meeting of MMPB	VD		
3	Cllr Parish	P-21.11 Guildhall	Overall status to be updated to reflect position around funding gap.	11.09.23	Wording has been updated wef report covering August 2023.	VD	Yes	21.09.23
4	Cllr Morley	P-21.11 Guildhall	Clarify position of the Guildhall Task Group. Check whether the terms of reference had been fulfilled and whether the group would continue.	11.09.23	It is understood that the Task Group has fulfilled its Terms of Reference and is in the process of being disbanded.	Dem Svs	Yes	30.11.23
5	Cllr Parish	P-21.05 Parkway	Request to update project name to include 'Florence Fields'.	11.09.23	Florence Fields has been added.	VD	Yes	09.10.23
6	Cllr Morley	P-21.05 Parkway	Provide further clarity over concerns mentioned as an issue (item J5) on June/July Project Highlight report.	11.09.23	Initially when fencing was put up to secure the site, some anti-social behaviour problems were encountered. CCTV assist with monitoring the site but since works on site have commenced, no further issues have occurred. This issue will be removed from the next Highlight report	DO	Yes	16.10.23
7	Board	P-21.05 Parkway	Provide an update on the tenure mix discussions currently underway.	11.09.23	It was confirmed at the meeting that a Cabinet report, reflecting discussions on tenure mix will be coming forward in due course, at which point members will have the opportunity to input. No further action required.	MH	Yes	21.09.23
8	Cllr Parish	P-21.08 Southend Road	Update project definition on the Project Highlight Report, to make the local connection aspect clearer.	11.09.23	The planning consent / decision document does not reference or condition a local connection. However in accordance with the comments made at planning committee, Cabinet committed to delivering on this goal as part of the decision to proceed with the scheme and officers are working to this end goal. Future Project Highlight Reports will be updated accordingly.	JG	Yes	21.09.23
9	Cllr Morley	P-21.08 Southend Road	Provide more information on the cavity wall issue identified as an amber risk on the June/July Project Highlight report.	11.09.23	The cavity should be a consistent width of 50mm. The natural stone used meant that the internal cavity had a variance (i.e. in some places it was smaller than 50mm, in some spots it was wider). The warranty provider (LABC) questioned this, which was reflected in the report reviewed by MMPB. A senior LABC officer has since reviewed and is happy with the construction detailed, understanding that a stone material does not have a consistent inner face and this is acceptable. Further small additional changes have also been made to accommodate these concerns, including adding more ventilation into the cavity to ensure it dries quickly if there is any water within it, and adding inspection points so that the warranty provider can check that the cavities are clean and free of any other obstructions that could cause water transfer. This issue has been now formally signed off by LABC as acceptable and the next Project Highlight Report will reflect this.	JG	Yes	21.09.23
10	Cllr Morley	P-21.12 Active & Clean Connectivity	Clarify whether there is any impact on the Active Travel Hub element of the project, from the pause of the EZ Phase 2 Spec Units project	11.09.23	The ACC Project Sponsor has confirmed that there is no impact.	DO	Yes	16.10.23

25

Overview – CIO for MMPB Dec 2023

- What is a CIO
- The St George's Guildhall and Creative Hub CIO
- Trustees

What is a CIO?

- A Charitable Incorporated Organisation (CIO) is a corporate form of business designed for (and only available to) charitable organisations in England and Wales
- 27 • A CIO comes into being (is 'constituted') once it is registered as such by the Charity Commission for England and Wales
- The main benefits of the CIO form are that the charity is a corporation with legal personality (the ability to enter contracts, sue and be sued, and to hold property in its own name – rather than in the name of its trustees), and its members have limited liability

St George's Guildhall & Creative Hub CIO

Its charitable objects are:

- “The advancement of, understanding and appreciation of the arts for public benefit by the provision of theatrical performances, public activities and events at the historic St. George's Guildhall and creative hub site. The preservation and conservation of St. George's Guildhall, its outbuildings and historically significant surrounding land for the public benefit through the provision of public events, relevant performances, and cultural and educational activities”.

28

[Charity overview, ST. GEORGE'S GUILDHALL AND CREATIVE HUB - 1204051, Register of Charities - The Charity Commission](#)

St George's Guildhall & Creative Hub CIO

The CIO

- Will be the lessee for the site (once redeveloped) with a long-term agreement
- Will be responsible for operating the site (once redeveloped) as a heritage visitor attraction, education resource and creative hub by day, and a theatre and entertainment venue by night
- Will engage and oversee a professional management team who will be responsible for the day-to-day management of the Centre
- Will be ultimately responsible for the governance of the CIO, St Georges Guildhall and Creative Hub and adherence to its charitable Objects, ensuring that the charity is well-run and efficient

The trustees and the Chair are unremunerated volunteers

CIO Trustees

- Trustees were recruited through an open, transparent and robust process, facilitated by a professional firm with experience in this area.
- The recruitment was driven by skills needed on the CIO
- Trustees have a range of relevant skills and experience and as at November 2023 are:
 - Baroness Natalie Evans (Chair)
 - Craig Symonds
 - Erika Clegg
 - Andrew Barnes
 - Robert Anderson

30

Link to Charity Commission register:

[Trustees, ST. GEORGE'S GUILDHALL AND CREATIVE HUB - 1204051, Register of Charities - The Charity Commission](#)

More information

- [St Georges Guildhall Creative Hub Cabinet Report April 2022](#)
- [Press article on recruitment of trustees](#)

31

No.	Heading	Scheme	Brief description	Strategic fit	Cabinet date(s)	BCKLWN Project Sponsor	Main Funding Source	RAG ratings as at end Sept 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	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating A	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	Phase 1 - 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	Matthew Henry	LEP Funding, Capital Receipts & Borrowing	Overall RAG rating A	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 and nearing completion
P-21.05	Major Housing	Parkway, (Florence Fields) 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	David Ousby	Capital Receipts & Borrowing	Overall RAG rating A	Overall status currently Amber due to - Ongoing discussions taking place with Homes England to ensure that the project meets revised ACP funding deadlines. - Scheme costs and funding are being managed carefully to ensure scheme viability. - Timescales for the project remain tight but deliverable. - Resources are suitable for the project.
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	David Ousby	Capital Receipts & Borrowing	Overall RAG rating G	Overall status currently Green. - Project progressing well. - Project finances currently remain as expected. - Project timelines need careful management to ensure ACP and FCH contract requirements are met.
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	David Ousby	Capital Receipts & Borrowing	Overall RAG rating A	Overall Status currently Amber: - Project viability is being significantly changed by inflation in the labour and materials market.
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 F40objectives of the Norfolk Suffolk Economic Strategy as a Growth Location - Supporting Borough and County economic growth	13-Nov-18	Geoff Hall	Business Rates Pool & Revenue	Overall RAG rating A	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	Duncan Hall	Borrowing	Overall RAG rating G	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.
32 P-21.10b	Regeneration	Southgate area - STARS (Sustainable Transport and Regeneration Scheme) NCC led scheme	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 Gytratory. Norfolk County Council led scheme.	- Within the Town Investment Plan (TIP) - Levelling Up Funding secured by NCC	15-Jun-21	Duncan Hall		Overall RAG rating G	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	Duncan Hall	Town Deal Grant	Overall RAG rating R	Overall status is currently Red - The indicative costs developed through the emerging RIBA Stage 2 works are in excess of the current budget for the scheme. Phasing options are being developed and costed but it may not be possible to deliver the outputs as originally set in the Towns Deal Fund application if the funding identified as part of the NLHF application is not replaced. - The emerging Historic Building Analysis includes a number of discoveries that have been made including that of the original medieval floor. Due to the significance of this find, an assessment on the impact on the Business Plan, proposals will be undertaken. - The news of the discovery of the medieval floor and the associated links to Shakespeare received widespread interest and coverage across national and international media. This interest will be followed up with potential funders to investigate opportunities for additional funding and opportunities for the project. - The feedback from the RIBA Stage 2 works indicate that the likely timescale for the construction works is 18 months rather than the 15 months originally identified. This would mean a project completion date in the Summer of 2026 outside the Towns Fund programme envelope. Options to phase the works to ensure the Towns Funding is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works. - As we progress the design through RIBA Stage 3 a better understanding of the cost and phasing options will be developed, alongside the identification of the funding required and what options there are. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.
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	David Ousby	Town Deal Grant	Overall RAG rating A	Overall RAG rating is Amber. - Active Travel Hub timeline remains Amber, whilst formal procurement process is underway, extensions requested to the returns period are extending the process by 3 weeks. - LCWIP work underway, barrier replacements being undertaken and planned works updated as per delivery profile. - Active Travel Plans – 1 business remaining to be signed up. Targeted marketing still to be issued, 4 scoping reports complete and issued, next stage options to be presented to project board.

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	Geoff Hall	Town Deal Grant	Overall RAG rating A	Overall Status is AMBER, for the following reasons: - Programme: previously reported procurement issues for professional team now resolved, but resulted in late start and late integration of PM and QS. - Working up the detailed project programme has identified that the design period will need to run until November 2024 pushing the end date for construction to March 2026. - In addition it has been recommended that the the procurement of the works be split with an enabling works package at the Devil's Alley to deal with the below ground infrastructure, a contract for the Custom House suitable for a Grade 1 listed building and a public realm package including remaining Devil's Alley works and South Quay. This decouples works and mitigates some programme pressures. An enabling works package will mitigate the risk that the ground conditions at Devil's Alley will present unknown issues causing delay and escalating cost to main works. - Budgets: The overall budgets allowed in RIBA 2 have been retested and are far higher than our current budgets allow. This takes into account inflation, and rising construction and materials costs. The design team are now working to manage this during the detailed design process through value engineering and scope management. - The 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.
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	David Ousby	Town Deal Grant	Overall RAG rating A	Overall Status currently AMBER due to - The substantive works will be complete in early 2024 due to programme prolongation to late autumn following requirements for licenses, and planning consent being factored in, including likely panel dates. The art installations will be completed by March 2024. This is later than previously reported but works will be completed within the financial year. - 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.
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	Duncan Hall	Town Deal Grant	Overall RAG rating A	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 underway.
P-21.17 33	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	Duncan Hall	Town Deal Grant	Overall RAG rating G	Overall status – Green - Spend is rated as green, spending this month was less than target, however this is due to payment system delays and will catch up in October and November, with many payments now initiated for courses taking place or completing in Q3. - Delivery overall is rated as green. 3 courses are due to take place around October half term, as well as further training for the employed cohort. - Overall project is rated as green, as the majority of the targets are on-track & 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	Neil Gromett (Alive WN)	Borrowing & Grant Funded	Overall RAG rating G	The overall status is green due to - Designs are due to return early October and Planning application to commence in Nov 23.



P-21.02 NORA EZ Infrastructure Project Highlight Report

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

Management Summary

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

Project Definition

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

1. Overall Status (high-level summary)

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.

1.1 Decisions required by the Officer Major Projects Board

- No Decisions required.

1.2 Achievements during this period

- Site wide earthworks largely complete
- Stabilisation works largely complete
- Piling complete in Area A and progressing in Area B – second rig on site to commence Area D

2. Risks and Issues

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

Risk ID (2/22)	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	A	Time and cost	Infrastructure project team fully engaged with NHS property	02.08.23 fortnightly meetings scheduled between NHS / NCC / BCKWLN – programme currently aligns with NHS programme
18/22	Contamination	Japanese	A	Time and	Remediation strategy	09.10.23 Japanese Knotweed dealt

		Knotweed / Phosphur Gypsum / Asbestos		cost	in place – Japanese Knotweed identified and being quoted for removal	with - Phosphur Gypsum removal scheduled to commence 23.10.23
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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
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 and other AWS related matters	A	Time and cost	BCKLWN and NCC engaged with AWS	09.10.23 NCC submitted all information to AWS, closing off issues – now down to one outstanding matter.

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 £
Current Month:								
Capital Expenditure	£12,460,768	£6,547,767	£5,913,001	£6,524,832	£2,301,187	£6,524,832	0	£627,286
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
Net position	0	0	0	£6,524,832	£2,301,187	£6,524,832	0	£627,286
Last Month:								
<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>£933,759</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

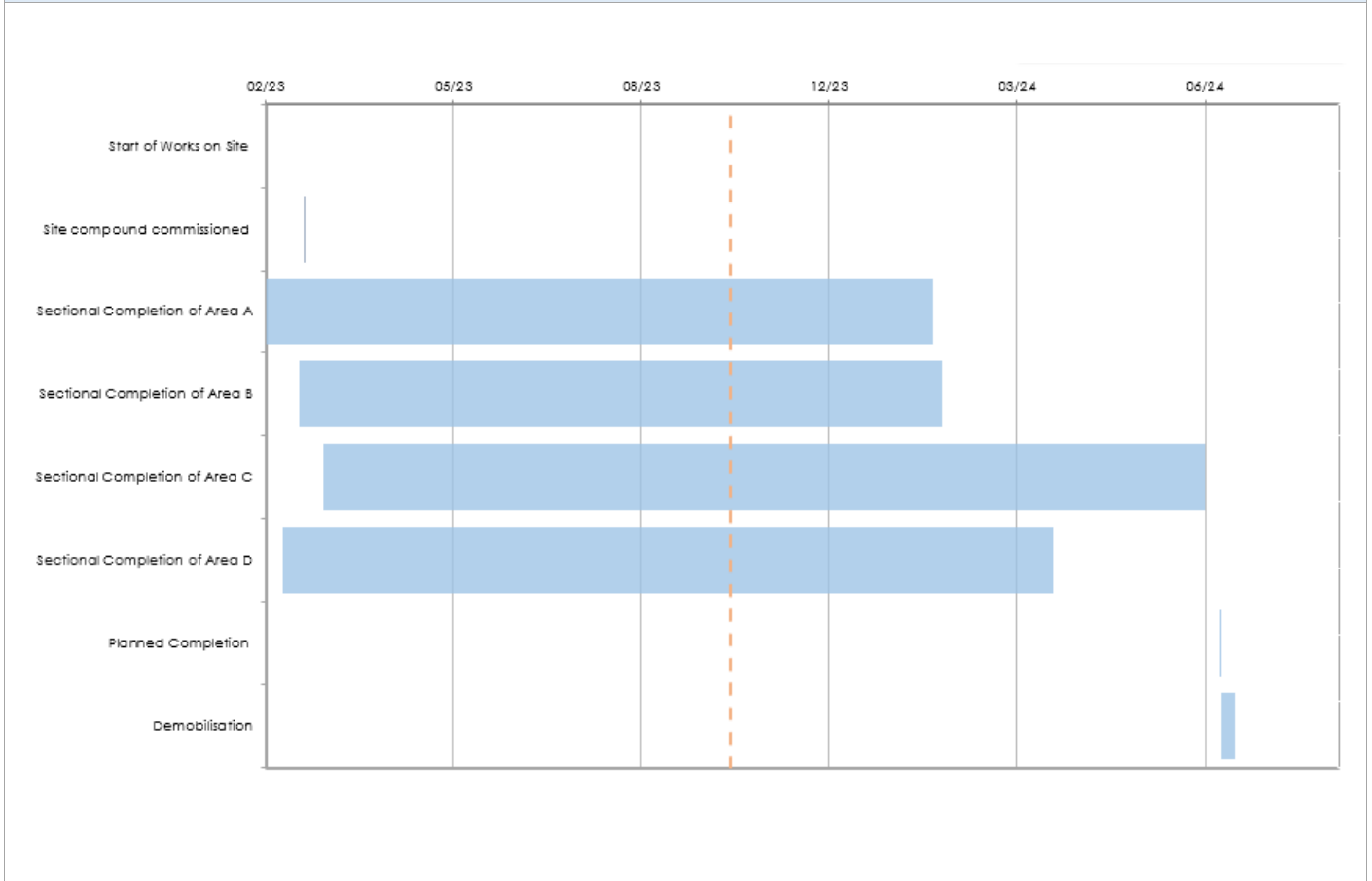
3.2 Project Contingency and Change Control

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]
Status:	✓	✓	✓	✓	✓	✓	✓	✓
Date Approved:	24.09.2019							24.09.2019
Approved by:	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)	
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



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

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

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	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 and nearing completion

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 and nearing completion

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 Phase 1 units due	A	Programme / Financial	Regular co-ordination meetings between Utility Consultant / NCC	09.10.23 Utility connections delayed until new year January 2024

		to utility connection delays.			team to progress infrastructure 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.	09.10.23 Fit out nearing completion and on target for 17.10.23 but occupation cannot take place until units formally handed over January / February 2024

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	09.10.23 Outstanding issues with AWS being closed off
1/2	Attenuation tanks	During period of heavy rainfall attenuation tanks in car park area lifted	A	Programme	RGC monitoring and investigating cause including excavations	03.10.23 RGC instructed to proceed with investigations

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 £
Current Month:								
Capital Expenditure	£6,621,178	£6,510,991	£110,187	£534,397	£424,210	£110,187	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
Net position	£6,621,178	£6,086,781	£448,692	£534,397	£85,704	£534,397	0	0
Last Month:								
<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

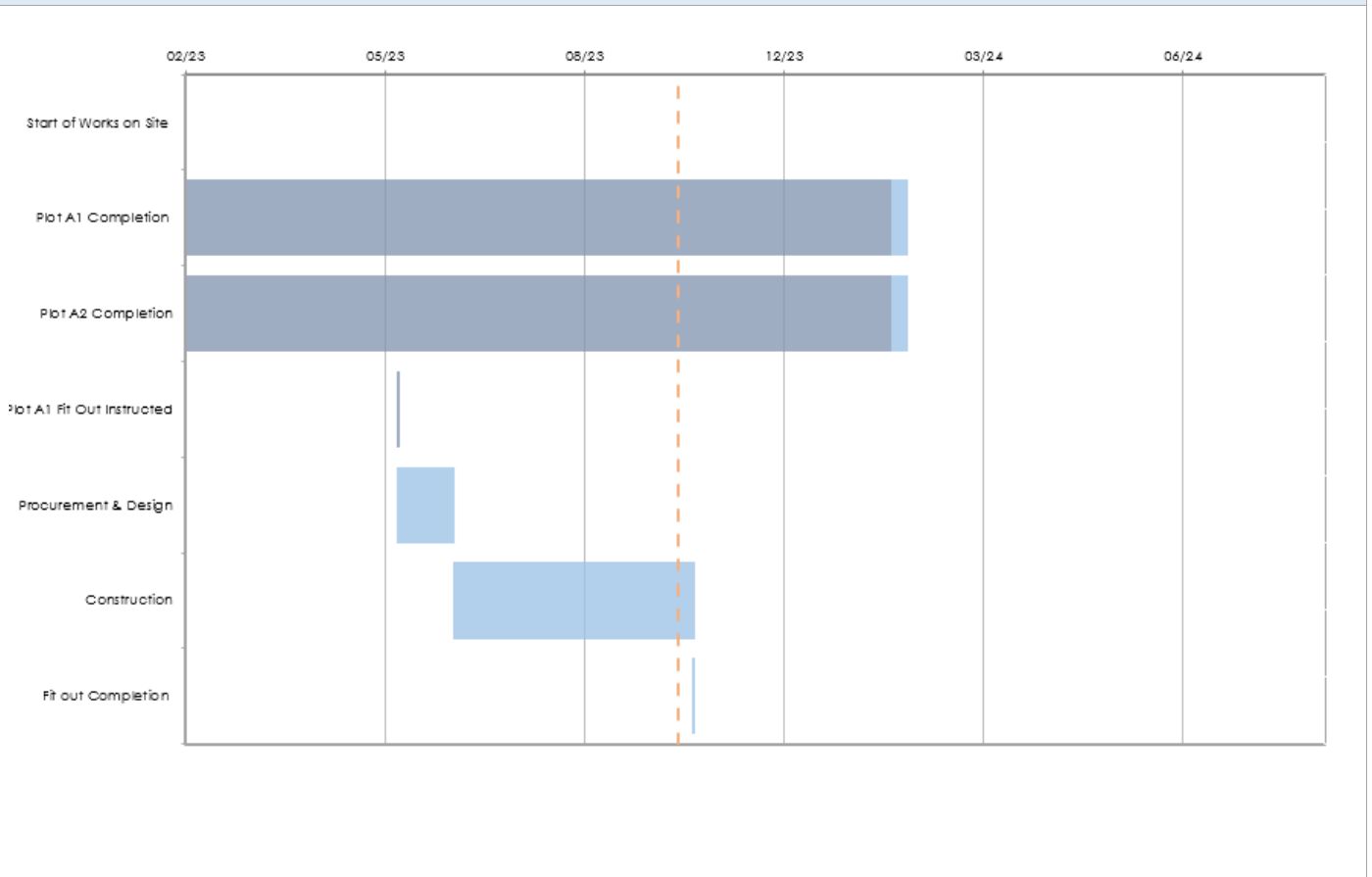
3.2 Project Contingency and Change Control

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 January / February 2024
 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]
Status:	✓							
Date Approved:	24.09.19							
Approved by:	Cabinet							

Latest Approved Document : Cabinet Report

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



P-21.05 Parkway (Florence Fields) Project Highlight Report

Project Name:	Parkway (Florence Fields)	Project Manager:	James Grant	Project Sponsor:	David Ousby	Report covers period of:	August & September 2023
Capital Code:	C8431	Client Dept: -	Corporate Projects	Lead Designer:	LPL	Cost Consultant:	GCBA
Project Code:	Parkway (Florence Fields)	End User (if applicable): -	Members of public & BCKLWN Companies	Contractor on Site:	LPL		

Management Summary

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

Project Definition

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

1. Overall Status (high-level summary)

Overall status currently Amber due to
<ul style="list-style-type: none"> ▪ Ongoing discussions taking place with Homes England to ensure that the project meets revised ACP funding deadlines. ▪ Scheme costs and funding are being managed carefully to ensure scheme viability. ▪ Timescales for the project remain tight but deliverable. ▪ Resources are suitable for the project.

1.1 Decisions required by the Officer Major Projects Board

<ul style="list-style-type: none"> ▪ Note that a paper is being drafted for Cabinet 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. ▪ Members Delegated decision for the wildlife area.
--

1.2 Achievements during this period

<ul style="list-style-type: none"> ▪ Temporary site cabins delivered and mains power and now in full use. ▪ Site team met with a number of senior management representatives from KLA to discuss piling and effects this may have on the school. ▪ Drainage deliveries continuing, new bell mouth formed, piling mat complete, piling to commence on 9th October. ▪ Groundworker package confirmed. ▪ Newsletter issued to 950 residents in the local area describing works to date and advising of upcoming piling works. Newsletters left in local community venues.
--

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
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
E8		Dykes, network rail culvert issues to be resolved	A		CoW working to resolve this within existing BC dykes contract and other site works	06/10/23
C19	Planning	Planning Condition 9 – needs to be amended, as per ongoing lighting discussions between NCC & BC	A		JG working on an agreement between NCC & BC	06/10/23
J1	Land transfer	NCC / BCKLWN land transfer near KLA. Needs to be registered with Land Registry ASAP as this could delay permissions & UKPN allowing use of new substation	R		JG to chase whether this is being progressed with Legal	06/10/23

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 £
Current Month:								
Capital Expenditure	£54,461,999	£6,616,225	£47,845,774	£8,600,000	£1,451,304	£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
Net position	£4,837,521	£4,108,247	£729,274	£8,600,000	£1,451,304	£8,600,000	0	0
Last Month:								
Net position	£4,837,521	£3,895,309	£2,174,459	£8,600,000	£1,238,366	£8,600,000	0	0

*will vary for each project

3.1 Project Financials

In future months, graphs will be inserted here.

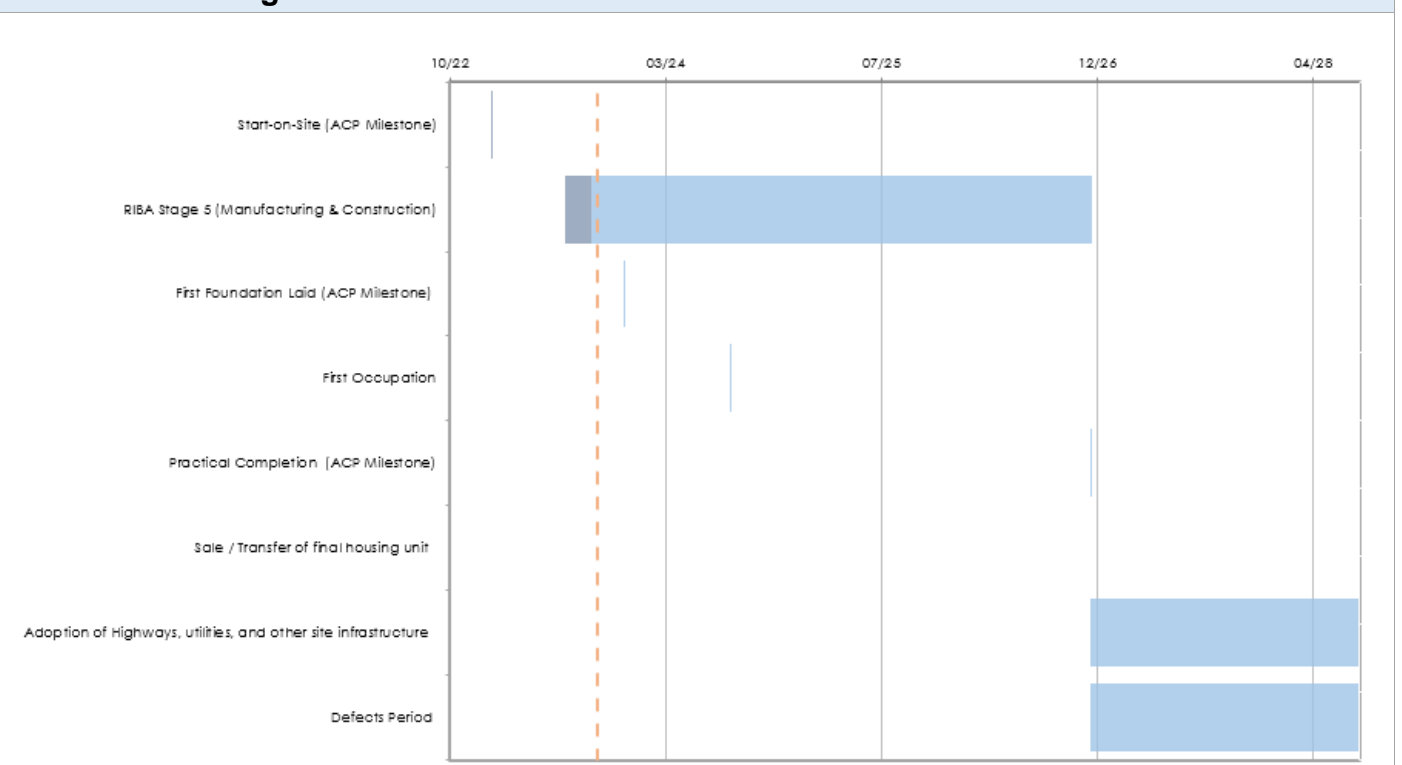
3.2 Project Contingency and Change Control

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



*subject to Homes England approval

4.1 Timelines Commentary

Timeline is currently green.

5. Resources Commentary

Resources currently green. Project being delivered by Internal BCKLWN team. Project Officer fully engaged with project and full understanding of issues. Clerk of work is fully engaged with the project, focusing on drainage and tree works at the moment. Assistant Clerk of Works is due to return to work in the next couple of weeks and will be able to assist the CoW. Lovell Partnership Ltd have resources in place.

6. Communications and Engagement

Draft comms plan is with Communications team. Newsletter has been issued to 950 residents in the local area informing them of works to date, site contact details and commencement of piling works. The newsletter has been left in community locations including; Gaywood Church Rooms, Gaywood Library, Gaywood Health Centre and Gaywood Community Centre. Comms and the project team are working on some information boards for a local councillor to share with the community.

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
Status	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	08/21	03/22	04/22	N/A	09/22	01/23	07/23			
Approved by	N/A	N/A	N/A	DO	LPA	DO	n/a	DO	Cabinet	OJ			

Latest Approved Document: Cabinet Report – Council Approved 26th January 2023

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



P-21.06

Salters Road Project Highlight Report

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

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	G	G	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, King's 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.

- Project progressing well.
- Project finances currently remain as expected.
- Project timelines need careful management to ensure ACP and FCH contract requirements are met.

1.1 Decisions required by the Officer Major Projects Board

N/A

1.2 Achievements during this period

- The road make up has started and progressing well.
- Roof trusses complete to plot 19, roof tiles to plot 15, first fix complete to plot 6 – tradesmen continuing well.
- Outstanding land transfer restrictions as a result of ACP funding have been resolved (RX4)

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 (0/20)	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

	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 £
Current Month:								
Capital Expenditure	£14,807,465	£7,531,393	£7,276,072	£6,390,298	£2,687,149	£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	-£1,574,485	-£13,200,049	-£7,180,556	0	-£7,180,556	0	0
Net position	-£1,032,616	£4,891,361	-£5,923,977	-£790,259	£2,687,149	-£790,259	0	0
Last Month:								
<i>Net position</i>	-£1,032,616	£3,282,171	-£4,314,787	-£790,259	£1,077,959	-£790,259	0	0

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. Handover on the first phases to FCH could become tight but working in partnership to work through this.

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 is fully engaged with the project, Assistant CoW is due to return to work within the next couple of weeks, this will assist with the detailed internal works and handover inspections. Freebridge has independent CoW undertaking inspections which BC CoW picks up issues on here and resolves, only passing realised items to Lovell. Lovell have all resources in place.

6. Communications and Engagement

Newsletter being drafted within next period.
 Ongoing dialogue with residents on Salters Road still positive despite ongoing disruption during road construction.
 Regular meetings between all parties ongoing – 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

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)

Traditional, D&B)	
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 Contractor.
Local schemes / dependencies	Retaining wall adjacent Losinga Road was in poor state of repair, has been made good by Lovell.

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



P-21.08 Southend Road Project Highlight Report

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

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	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) with an intention to initially market to people with a local connection to the area

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.

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

- Construction in some sections now at roof plate.
- Roof structure commenced – trusses being lifted.
- Internal stud work started on a number of ground floor plots.
- LABC issue resolved.

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
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

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
J8	Conveyancing	Conveyancing packs not yet complete	A	Legal	Working with solicitor. BC need to push.	06/10/23

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 £
Current Month:								
Capital Expenditure	8,381,104	3,932,799	4,48,305	2,395,043	1,220,326	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
Net position	434,296	3,270,751	-2,836,455	-2,299,283	1,220,326	-2,299,283	0	0
Last Month:								
<i>Net position</i>	434,296	2,378,910-	-1,944,614	-2,299,283	328,486	-2,299,283	0	0

*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
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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.

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 is fully engaged with the project and Assistant CoW is due to return to work in the next couple of weeks and will assist CoW.

Lovell team fully resourced.

6. Communications and Engagement

H&S Posters designed by primary school pupils now on display on the site hoarding.
Next newsletter to be designed and drafted soon.

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
Status:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Ongoing		
Date Approved	N/A	N/A	N/A	TBC	07/21	TBC	N/A	12/21	03/21	03/22			
Approved by	DG	DG	DG	DG	LPA	DG	DG	DO	Cabinet	MO			

Latest Approved Document: Signed contract – March 2022

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



P-21.09 West Winch Growth Area Project Highlight Report

Project Name:	West Winch Growth Area	Project Manager:	Nikki Patton & Hannah Wood-Handy	Project Sponsor:	Geoff Hall	Report covers period of:	August & September 2023
Capital Code:	C8171	Client Dept:	Strategic Housing & Planning	Lead Designer:	NA		
Project Code:	P-21.09	End User (if applicable):	-	Cost Consultant:	NA		
				Contractor on Site:	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 1st 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 £
Current Month:								
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
Net position	0	303,322	(302,322)	0	0	0	0	0
Last Month:								
<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

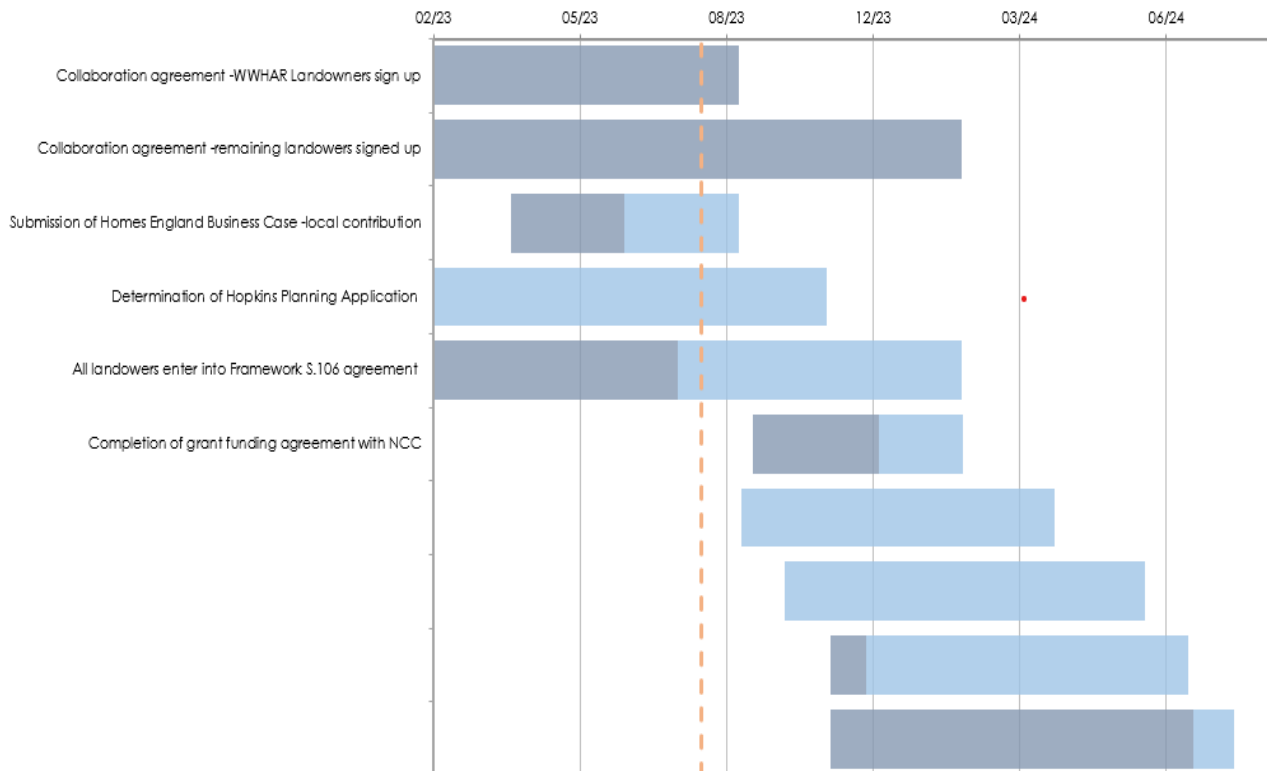
Financial RAG rating is Green and is where it is expected to be.

£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 17th 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		Completed & adopted Jan 23
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"> detailed applications for individual developments can be made (which comply with strategic requirements), and mechanisms to secure payments and deliver the strategic infrastructure in accordance with the masterplan are in place 	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"> 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. Priorities and objectives of the Norfolk Suffolk Economic Strategy as a Growth Location Meeting housing need Supporting both Borough and County economic growth

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	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 weeks or less behind the critical path	G	Can be managed



P-21.10a Southgates Programme Placemaking Project Highlight Report

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

Management Summary

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

- Second meeting of the STARS Project Team and Southgates Regeneration Joint Project Board with NCC has been held.
- The scheme has been put forward for the new Levelling Up Place Service offer, which brings together arm's length bodies to support councils delivering culture led regeneration projects. Support offer from LUPS expanded to include communications strategy for wider STARS project.

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	Need to track ongoing design development of STARS on impact of the	A	Outputs/ Outcomes	BDP reviewing STARS plans over masterplan to coordinate masterplan development sites.	05/10/2023

	development sites	remaining land for development and access to sites			BDP retained as consultant.	
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.	05/10/2023

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 £
Current Month:								
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
Net position	£540,560	£136,148	£404,412	£404,412	0	£404,412	0	0
Last Month:								
<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.

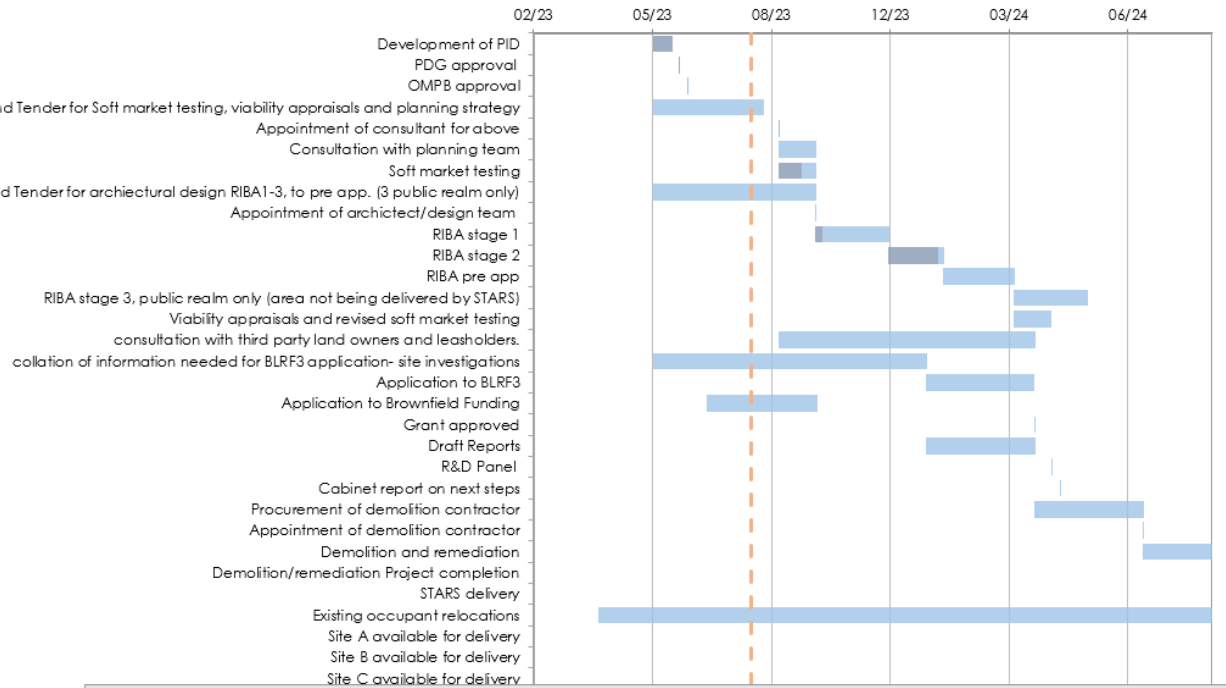
Additional funding for remediation and abnormal ground costs will be sought from Brownfield Land Release Fund when third

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 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. Support received from Levelling Up Place Service for specific work streams.

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 NCC. A further meeting to finalise this to be held soon.

Dialogue with Landowners continuing.

R&D Panel Update took place on 12 September 2023. Members Induction session planned October 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 & PID being prepared for RIBA Stage 2+. Scope to cover;</p> <ul style="list-style-type: none"> Agree BCKLWN land contributions to NCC's STARS LUF project. Agree officers to progress with seeking further external funding. RIBA stage 1-3 feasibility, market testing and delivery options of development sites. Prepare information required for the Brownfield Land Relief Fund 3 application. Need to agree how to progress any required legal/land agreements for land required.
Procurement progress	<p>BDP contract extension agreed. 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 &, Arboriculture surveys – underway 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 Nar Ouse Active Travel Hub – complementary to Southgate active travel proposals. BSIP – NCC funding to improve bus infrastructure 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	OMPB						

Latest approved document – Client Brief April 2021

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



P-21.10b STARS scheme - Project Highlight Report

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

Management Summary

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

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 Gyrotary 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 gyrotary 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 Gyrotary 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

- Options for structures to take the diverted London Road over the Middleton Stop Drain were presented at a meeting on 12 September 2023 with the KLWN conservation officer and representatives from Historic England.
- An internal KLWN/NCC meeting was held with highway and bridge engineers on 3 October to discuss the possibility of moving the road alignment and it was concluded that this was not possible.
- NCC have fed back to WSP on the draft Appraisal Specification Report (ASR) and Options Assessment Report (OAR).

- The ask of LUPS was agreed by Jemma with input from Ian Parkes.
- Grant Brewer of NPS has been engaged to advise NCC on land issues.
- Matt Hayward and Martin Chisholm provided comments on the Gyratory element of the scheme. It was not possible to coordinate people's calendars for a Gyratory design day out to King's Lynn and workshop. Therefore a 2 hour workshop virtual meeting has been arranged for 11 October and people requested to make their own site visits as and when preferably in small groups.
- Presentation on Southgates regeneration and the STARS scheme was given to the KLWN regeneration and Development Committee on 12 September.
- A meeting of the Southgates Regeneration Board was held on 27 September but without any senior manager.
- Met with Dft and Active Travel England on 18 September who needed further information regarding the funding swap between projects and years to ensure the full LUF funding claimed from Dft by 31 March 2026. Sent a note and proposal to DFT on 25 September.

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, or risk access to development plots, may not be politically or publicly acceptable and could be challenged through the consultation process		Viability	Consultation activities are planned	05/10/23
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	05/10/23
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	05/10/23
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.	05/10/23
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

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 £
Current Month:								
Capital Expenditure	26,794,4000	0	0	0	0	0	0	0
Revenue Expenditure	0	0	0	0	0	0	0	0
Grant Income	(24,115,860)	0	0	0	0	0	0	0
Other Income*	(2,678,540)	0	0	0	0	0	0	0
Net position	0	0	0	0	0	0	0	0
Last Month:								
<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)

- Gyrotory £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. Have sent a proposal and awaiting a response. ATE contact supports principle of allowing sufficient time to get the scheme right rather than meeting an arbitrary funding deadline

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	Southgates & Gyrotory OBC Submission		Apr-24	May-24

4.1 Timelines Commentary

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

5. Resources Commentary

Resources are currently RAG rated 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 making 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.		

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>P-21.10a Southgates Placemaking Highlight Report (overall delivery of Masterplan and dev sites). Active and Clean connectivity. https://www.visionkingslynn.co.uk/projects/active-and-clean-connectivity/</p> <p>Local Cycling and walking Infrastructure Plan (LCWIP) -</p> <p>Bus Service Improvement Plan (BSIP) – proposals for Hardwick Road</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:		✓						
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



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

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

Management Summary

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

Project Definition

Project Stage: RIBA Stage 2 – Concept Design

Objectives:

The project has the following 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 Red

- The indicative costs developed through the emerging RIBA Stage 2 works are in excess of the current budget for the scheme. Phasing options are being developed and costed but it may not be possible to deliver the outputs as originally set in the Towns Deal Fund application if the funding identified as part of the NLHF application is not replaced.
- The emerging Historic Building Analysis includes a number of discoveries that have been made including that of the original medieval floor. Due to the significance of this find, an assessment on the impact on the Business Plan, proposals will be undertaken.
- The news of the discovery of the medieval floor and the associated links to Shakespeare received widespread interest and coverage across national and international media. This interest will be followed up with potential funders to investigate opportunities for additional funding and opportunities for the project.
- The feedback from the RIBA Stage 2 works indicate that the likely timescale for the construction works is 18 months rather than the 15 months originally identified. This would mean a project completion date in the Summer of 2026 outside the Towns Fund programme envelope. Options to phase the works to ensure the Towns Funding is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works.
- As we progress the design through RIBA Stage 3 a better understanding of the cost and phasing options will be developed, alongside the identification of the funding required and what options there are. A further decision on the final project scope and funding package will be made following the completion of RIBA Stage 3.
- Of the est. £12,174,091 initial budget, £3.3m was originally identified as part of a unsuccessful NLHF application with alternative funding sources now being sought.

1.1 Decisions required by the Town Deal Board

- Confirmation of next steps following discoveries in Historic Buildings Analysis, with respect to potential programme/cost implications.

1.2 Achievements during this period

- Announcement of medieval floor discovery and links to Shakespeare
- Review of Communication and Marketing tender returns and progression to interviews. Appointment due in Sept 2023.
- Progression of Historic Buildings Analysis and meetings with Historic England, National Trust and the Borough Conservation Officer regarding the development of the Conservation Management Plan
- Progression of RIBA Stage 2 report and cost plan

2. Risks and Issues

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

Risk ID (4/40)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
003	Funding	Inadequate funding to delivered intened scope of project	R	Finance	Reviewing options in respect of phasing without materially impacting project objectives and business plan (Core Scheme).	03/10/2023
010	Funders	Project is not able to deliver funding requirements in the timescale for the funders	R	Performance	Review alignment of phasing options against funding and Business Plan requirments	03/10/2023
015	Contractors	Lack of resource in main contractor market due to buoyant state of market	R	Performance	Early engagement of main contractors to prepare their tendering teams for the bid. Undertake an EoI of the market to understand appetite for the scheme.	03/10/2023
018	Asbestos	Asbestos and other hazardous substances present within areas being stripped back / refurbished. Potential impacts to cost, programme and phasing options.	R	Health and Safety	R&D survey to be undertaken at end RIBA Stage 3 to target areas of proposed works.	03/10/2023

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

Issue ID (2/9)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
010	HBA Findings	Impact on project (programme/budget/outcome s) following HBA findings	R	Programme/ Finance	Work with Project Board, PM consultants and Lead Design to identify next steps and impact on project	10/10/2023
011	Budget	Budgetary pressures following RIBA Stage 2 cost plan	R	Finance	Work going with PM consultants and Lead Design to understand phasing options to best deliver Towns Fund and Project output/outcomes	10/10/2023

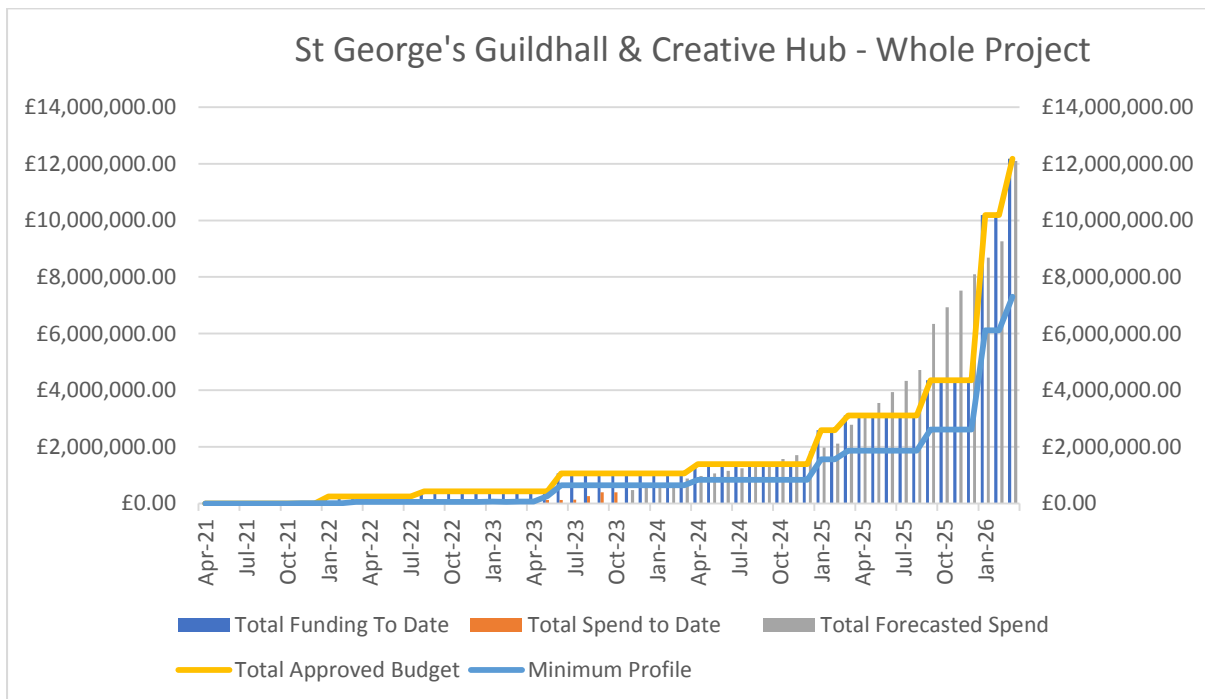
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

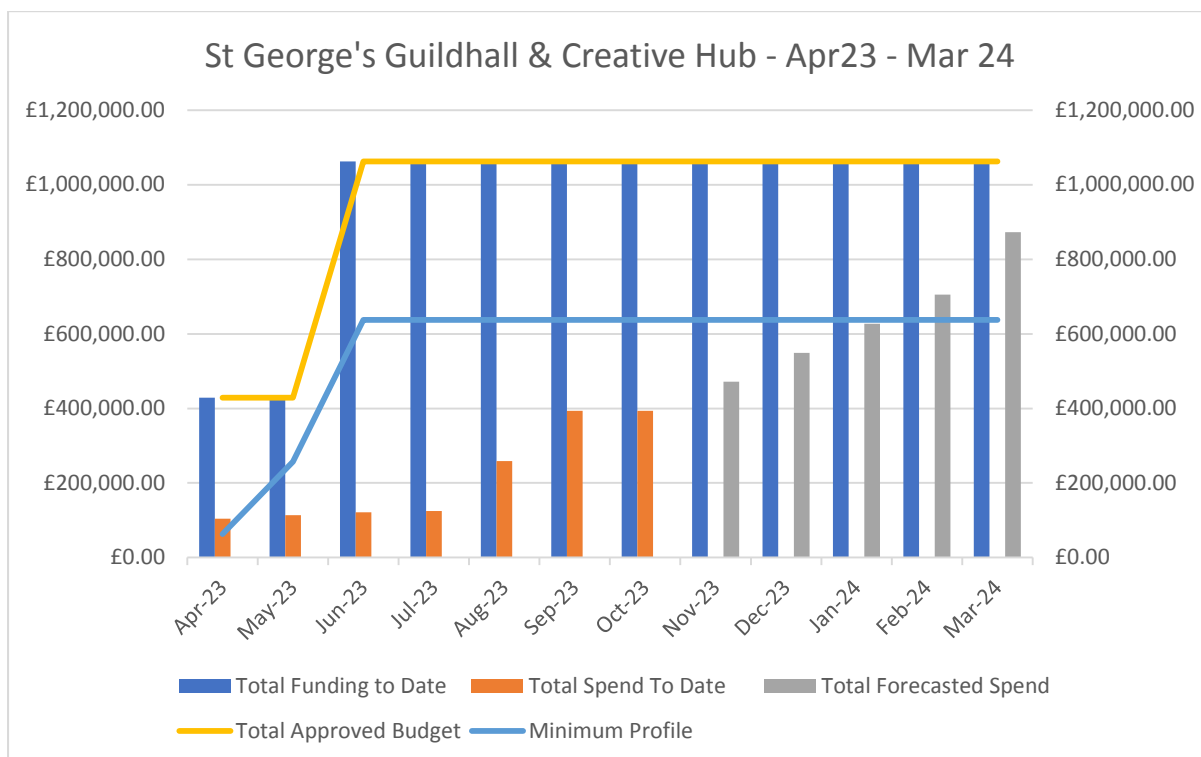
3. Financial Summary

	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 £
Current Month:								
Capital Expenditure	10,552,782	418,417	10,330,284	783,961	294,117	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)	(393,417)	(7,899,683)	(783,961)	(294,117)	(783,961)	0	0
Other Income*	(4,076,910)	(25,000)	(4,051,910)	(154,500)	0	(154,500)	0	0
Net position	0	0	0	0	0	0	0	1,386,214
Last Month:								
<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>

*Note: will vary for each project.

3.1 Project Financials





3.2 Project Contingency and Change Control

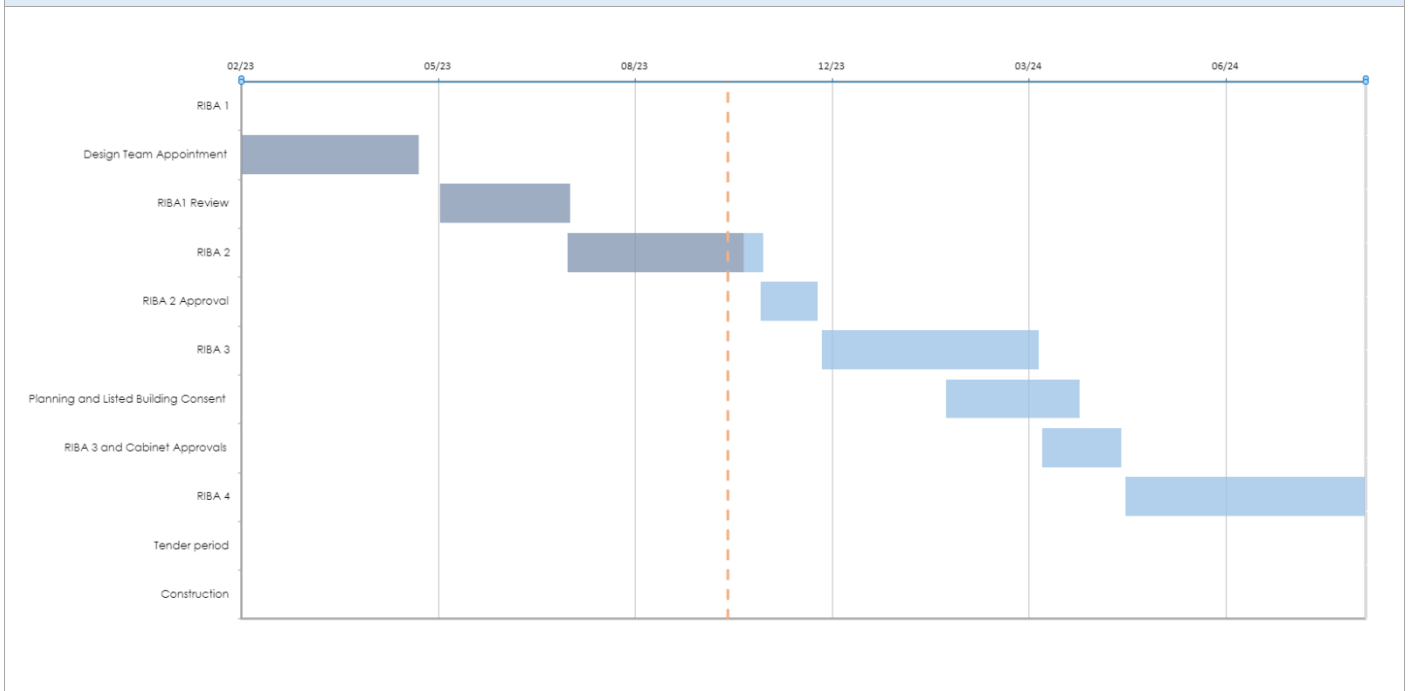
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
1	None at present confirmed. Phasing options currently being investigated following RIBA Stage 2 cost plan.						

3.3 Financial Commentary

Financials currently RED following the emerging RIBA Stage 2 cost plans showing works are in excess of the current budget for the scheme. Phasing options are being developed and costed but it may not be possible to deliver the outputs as originally set in the Town Deal Business Case if the funding identified as part of the NLHF application is not replaced.

This work will be incorporated into the funding strategy being developed by the project team to meet the project costs and £3.3m funding identified as part of the unsuccessful NLHF application.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines are currently RED following the emerging RIBA Stage 2 works. To allow for the initial findings to be incorporated in the RIBA Stage 2 report, the reports will now be ready for approval at the end of October, a month later than expected. This change also means the wider programme is pushed back by 4 weeks meaning the proposed start of works is now at the end of January 2025.

The emerging RIBA Stage 2 work also indicates that the likely timescale for the construction works is now 18 months rather than the 15 months originally identified. Alongside the above change in programme this would mean a project completion date in the Summer of 2026 outside the Town Deal programme timescales. Options to phase the works to ensure the Towns Fund element is spent by March 2026 are being explored, alongside any reduction in programme brought about by reducing the scope of works.

5. Resources Commentary

- Resources currently Amber due to Q3/Q4 workload to respond to the findings from the HBA work. This is being reviewed with the Lead Design Team and Pulse to ensure appropriate resources are available both within the project team and wider support areas to keep the project on programme.
- The Learning and Engagement Officer started in September and has been supporting engagement work through events and with schools.
- Appointment of evaluation consultants completed.
- Options to assist with the resourcing of the CIO being explored.

6. Communications and Engagement

- The procurement of the Comms Agency has been completed with 'We Are Destination' appointed to assist with this work.
- Announcement of a Medieval Floor discovery and links with Shakespeare was covered widely in the media across multi-media channels and across an international audience. The reach and exposure of the news are still being collated but by the Friday afternoon of the week this discovery was covered (06.10.2023) the value of the coverage was being estimated at £2m AVE (Advertising Value Equivalency).
- Event held to showcase findings from Historical Buildings Analysis work, with further engagement event now planned in December to present RIBA Stage 2 work, ahead of March event prior to the submission of the planning application in April 2024.

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 ²	
Amount of new office space	669m ²	
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 completing RIBA St 2 report to incorporate HBA findings. Work looking at high level 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 held for new Trustees in early Sept. Comms and Marketing Tender completed and We Are Destination appointed. Head and Tails Exhibition currently open in Femoy Gallery with preparation of delivery of the Dragon festival underway for November. Additional comms support procured to ensure publicity for these events
Procurement progress	Tender exercises completed for Lead Architect, PM, QS, Archaeological Measured Survey, HBA, Drainage & Utility Surveys, CMP, Approved Inspector, and Comms Agency. Tender exercises to be completed for Catering Consultant.
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	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]
Status:	✓	✓	-	✓				
Date Approved:	24/06/22	21/12/22	-	21/12/22				
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board				

Latest approved document: PID December 2022

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



P-21.12 Active & Clean Connectivity Project Highlight Report

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

Management Summary

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

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 remains Amber, whilst formal procurement process is underway, extensions requested to the returns period are extending the process by 3 weeks.
- LCWIP work underway, barrier replacements being undertaken and planned works updated as per delivery profile.
- Active Travel Plans – 1 business remaining to be signed up. Targeted marketing still to be issued, 4 scoping reports complete and issued, next stage options to be presented to project board.

1.1 Decisions required by the Town Deal Board

- N/A

1.2 Achievements during this period

- Active Travel Hubs and NORA infrastructure tender documentation advertised and gaining interest
- Active Travel Plans – Mars engaged to start process and data collection
- LCWIP update meetings undertaken and revised costings received, barrier replacement schemes commenced
- Marketing and Communication meetings undertaken, revised script for animation sent to company for amendment.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (3/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
22	Partnership negotiation	Tennyson Avenue LCWIP intervention risk	A	Programme	NCC Officers following up on WSP contact with Network rail. WSP presented progress 29/8/23. Network Rail sent data	04.10.2023

		of non-delivery due to negotiation with Network Rail.			to WSP suggesting traffic queues would pose an issue to any proposed crossing. NCC have ordered vehicle counts and video surveys for confirmation to counter their objection.	
23	Partnership negotiation	Hardwick Roundabout cycle route widening at risk due to Highways England control and planning.	A	Programme	The cycle routes are part of the Hardwick roundabout and owned by National Highways as part of their asset. The Hardwick Roundabout will be impacted by West Winch bypass and National Highways are looking to de trunk Hardwick in the future but this would be outside the project timeline.	04.10.2023
15	NORA (Nar Ouse Regeneration Area) ATH (Active Travel Hub) Access Road	Decision on funding for ATH access on West Side of NORA EZ (Enterprise Zone).	A	Financial	<ol style="list-style-type: none"> 1. Initial cost analysis complete awaiting ATH tender returns for firmer cost information. 2. Financial pressure on Enterprise Zone Pot B funding has increased owing to inflationary pressure, increased borrowing costs and impact of other land sales 3. Potential funds from LCWIP savings to contribute, will present as one option for use of revised funding. 4. Application for capital award from DLUHC via NCC Devolution monies submitted and progressed to next stage. 	29.09.2023

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
21	Position of ACC (Active and Clean Connectivity) 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. Issue remains when considering wider projects being developed, role of WNTISG needs defining in this respect. Communication of wider works and developments needs coordination between partners both internally and externally.	29.09.2023
26	LCWIP options from reserve list or main strategy regarding any possible underspend.	Possible emerging savings or scheme alterations from original LCWIP interventions as a consequence of other external funding and factors.	A	Strategy	LCWIP team to cost potential savings and options within scope for use of any unallocated funding within the scheme list. ACC project board to be presented with options and informed of timescales for clarity.	29.09.2023
27	ATP phase 2 delivery plan	ATP data has been produced for 4 businesses next step is to plan how the remaining funding within this strand is utilised to ensure best outcomes for each company.	A	Strategy	ACC project board to be presented with delivery options for enacting on recommendations presented in individual company reports.	29.09.2023

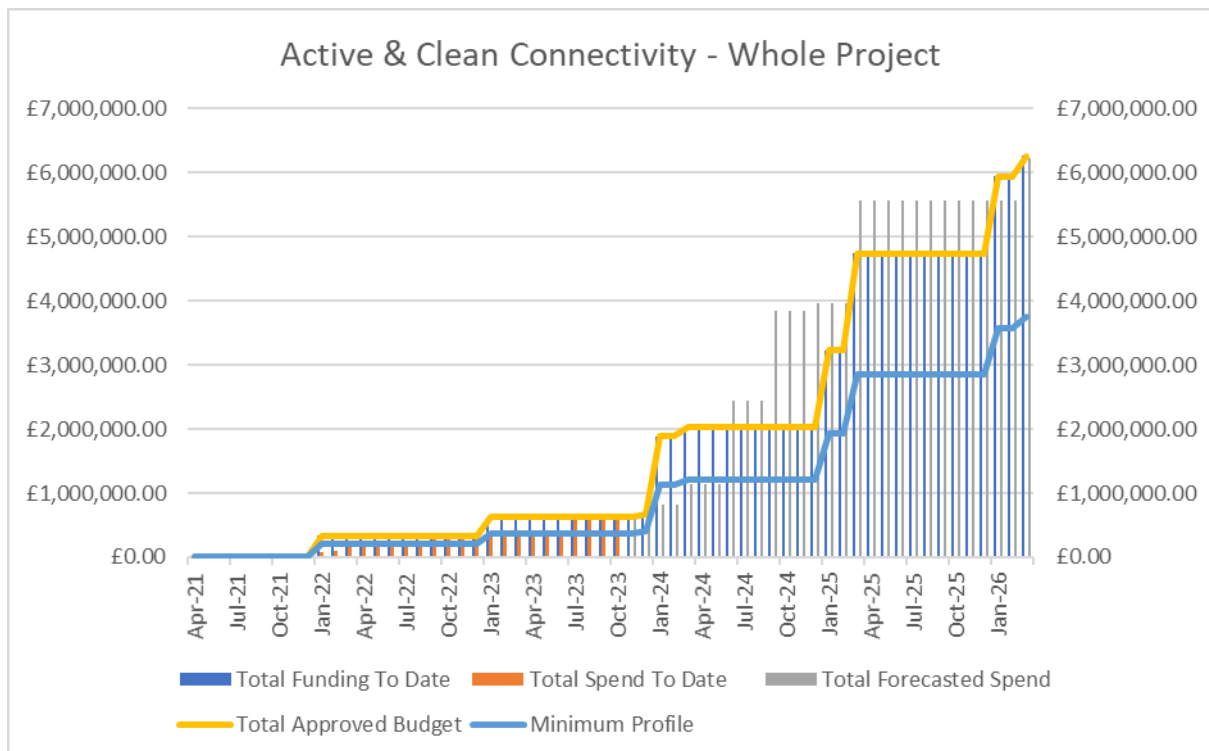
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

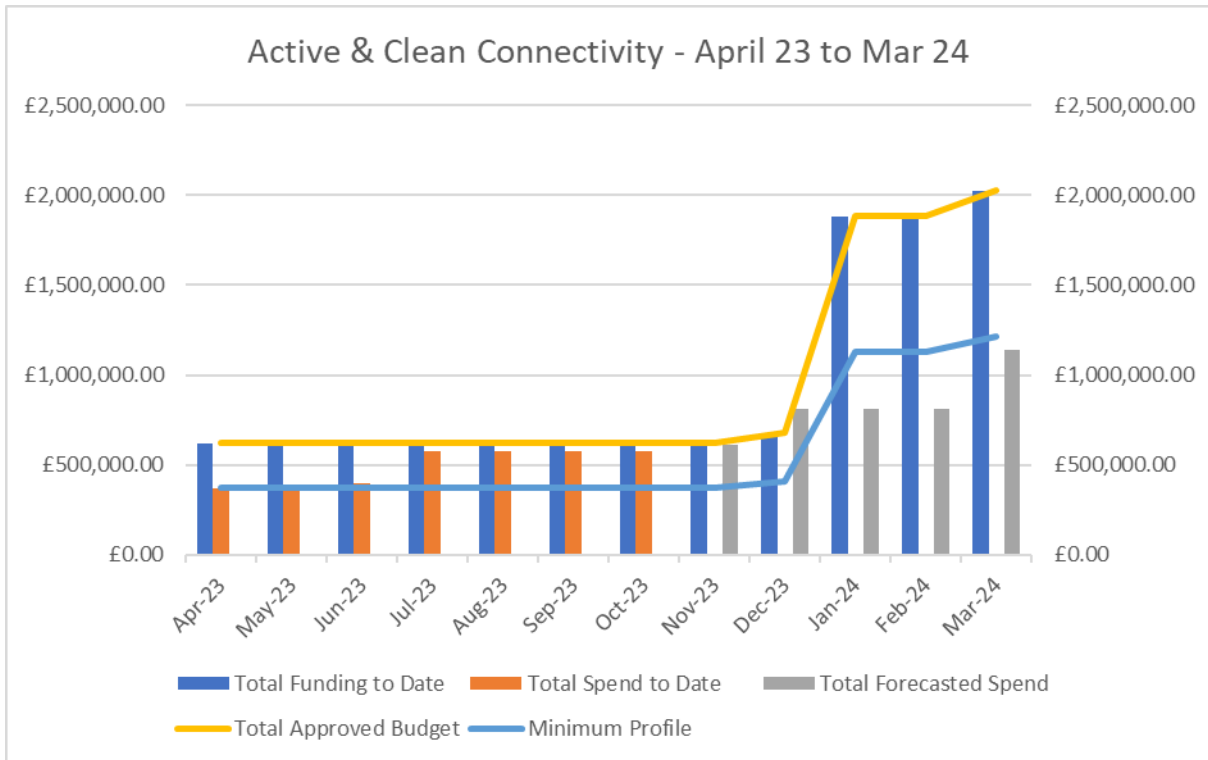
3. Financial Summary

	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 £
Current Month:								
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
Net position	0	0	0	0	0	0	0	1,073,676
Last Month:								
Net position	0	0	0	0	0	0	0	1,073,676

*Note: will vary for each project.

3.1 Project Financials





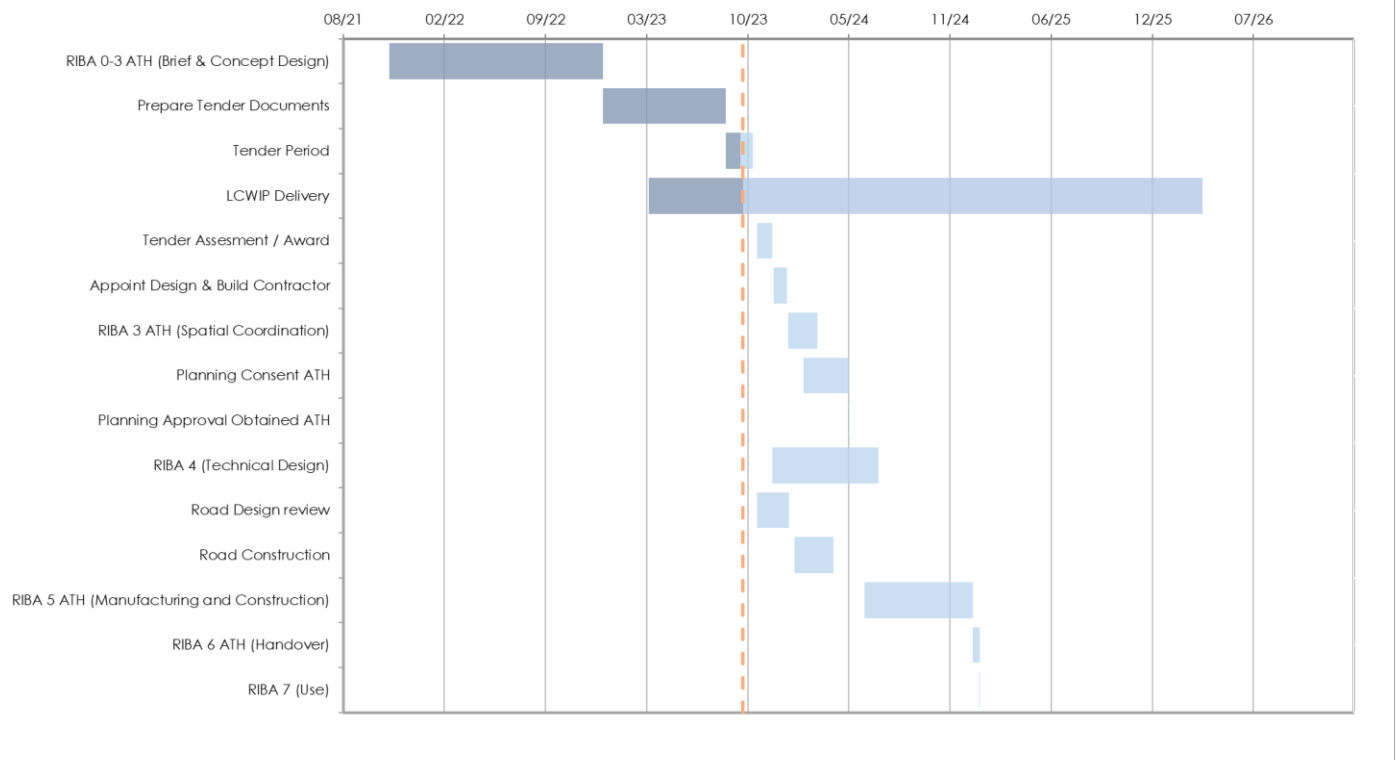
3.2 Project Contingency and Change Control

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

RAG rating is currently Green.
 The Financial profile has been realigned to reflect current spend profile and LCWIP interventions.
 The ATH contract is not progressing to time, leading to further underspend.

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline is showing as Amber owing to the ongoing risk of delay in procurement for the Active Travel Hubs. The Tender has been advertised with reasonable interest being shown, however extension to returns deadline has been granted following requests from potential contractors.

The above timeline reflects this revised return date and delivery timeline to take place once tender has been awarded. This timeline is reflective of a shift of dates further by one month from the previous issue, this currently shows no impact on completion dates owing to a condensed programme.

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, physical works commenced this month.

5. Resources Commentary

Rating now showing as green with external resources now in place from Pulse and AMA to progress ATH elements. 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.

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 revised scripting to be finalised and issued.
- LCWIP initial scheme commencement, press piece to be issued.
- Video re ATP (Active Travel Plans) 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-fuelling 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 – Out to tender closing date revised to 23 rd October
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]
Status:	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a
Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	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)	
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



P-21.14 Riverfront Regeneration Project Highlight Report

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

Management Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4. Timelines	5. Resources
This Report	A	A	A	R	A	G
Last Report	A	A	A	R	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 south of Devil's Alley

1. Overall Status (high-level summary)

Overall Status is AMBER, for the following reasons:
<ul style="list-style-type: none"> ▪ Programme: previously reported procurement issues for professional team now resolved, but resulted in late start and late integration of PM and QS. ▪ Working up the detailed project programme has identified that the design period will need to run until November 2024 pushing the end date for construction to March 2026. ▪ In addition it has been recommended that the the procurement of the works be split with an enabling works package at the Devil's Alley to deal with the below ground infrastructure, a contract for the Custom House suitable for a Grade 1 listed building and a public realm package including remaining Devil's Alley works and South Quay. This decouples works and mitigates some programme pressures. An enabling works package will mitigate the risk that the ground conditions at Devil's Alley will present unknown issues causing delay and escalating cost to main works. ▪ Budgets: The overall budgets allowed in RIBA 2 have been retested and are far higher than our current budgets allow. This takes into account inflation, and rising construction and materials costs. The design team are now working to manage this during the detailed design process through value engineering and scope management. ▪ The 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

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

1.2 Achievements during this period

<ul style="list-style-type: none"> ▪ Ongoing Liason with Historic England to agree the Pre-app works. ▪ Reviewing cost plan and revised works proposals for Devil's Alley ▪ Presented scheme to Project board and BID team leader to take feedback. Whilst generally well received from a design perspective, the escalating costs mean significant scaling back required.

- Appointed 'We Group' to start public engagement relating to the use of the space and events strategy to test against designs being developed.
- Progressed surveys and background information checks.
- Initiated further dialogue with Environment Agency.
- Agreed procurement strategy for capital works.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID 2/52	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
51	Costs	Increase of costs in the ground in Devil's Alley plus increased materials costs	A	Financial	Preparation of enabling works package to derisk the site. Look to scale back unaffordable elements.	26/09/2023
52	Reputation	Long standing commitment for maintenance/operation of an underutilised attractions. Feedback from stakeholders would be 'what a waste of money'. Could affect future grant funding.	A	Communications	Interrogate team for value, purpose. Get early feedback from Public Realm Working Group and TDB. Items not affecting project outcomes to be scaled back.	26/09/2023

2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

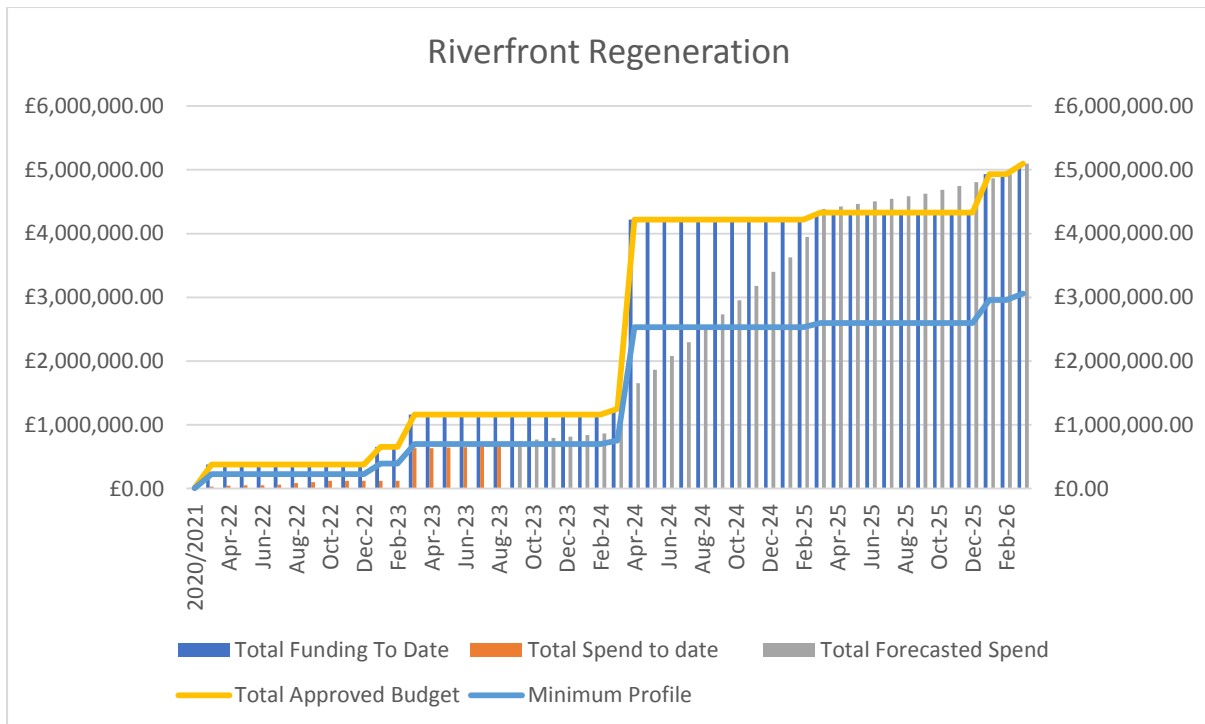
Issue ID 2/6	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
004	Rising Costs	Budgetary pressures due to increased professional fees	A	Financial	Design review underway as part of QS work programme.	26/09/2023
006	Rising Costs	Budgetary pressure due to increased materials and labour costs	R	Financial	Review scope, materials and phasing. Actively being worked on.	26/09/2023

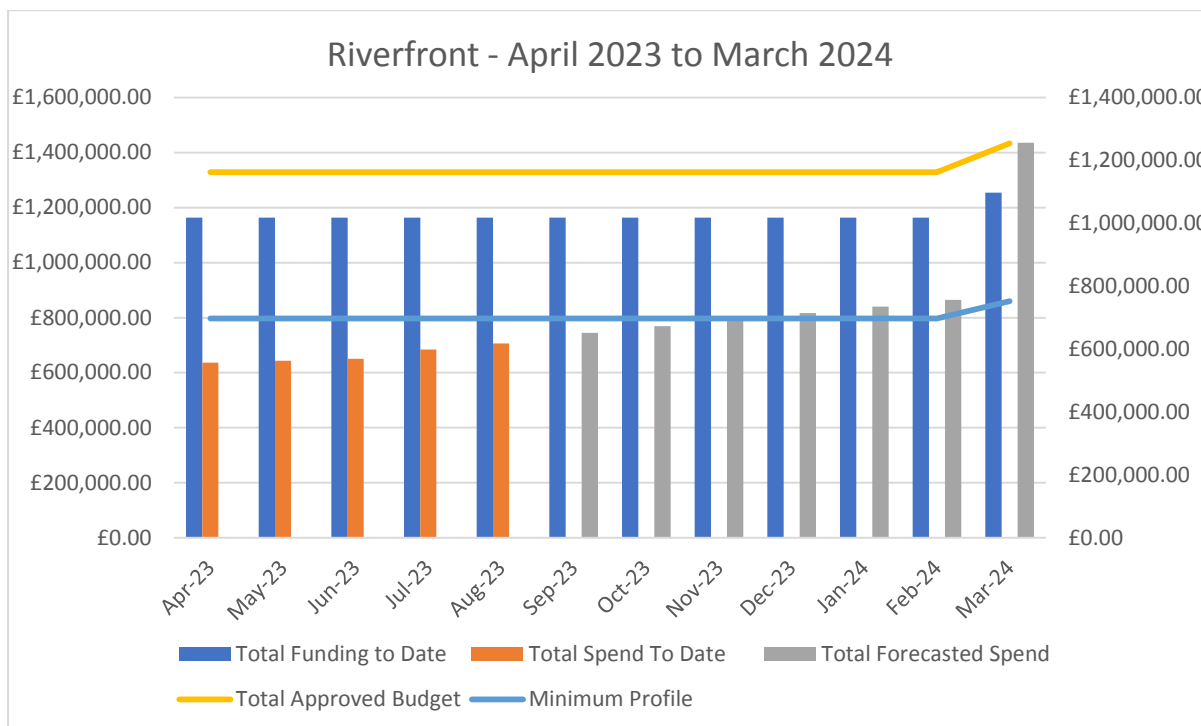
3. Financial Summary

	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 £
Current Month:								
Capital Expenditure	£5,097,739	£747,603	£4,350,136	£336,071	£104,056	£336,071	£0	£512,322
Revenue Expenditure	£0	£0	£0	£0	£0	£0	£0	£0
Towns Fund	£-4,178,943	£-197,783	£-3,981,160	£-244,967	£-104,056	£-244,967	£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
Last Month:								
Net position	0	0	0	0	0	0	0	512,322

*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 have increased to RED.

The professional team appointments are now completed. Overall these appointments have exceeded the original budget for fees by £107k. This can be absorbed within the overall project budget by adjusting project works.

The QS has been reviewing the proposals along with the RIBA Stage 2 cost plan and has advised that the current proposals will be significantly higher than originally budgeted. These figures are still heavily caveated but would indicate that the scope of works will need to be reined back. An example is the tower which had an original budget of £425k but is currently costed at £640k with the overall Devil's Alley scheme rising from £1.8m to £3.1m. Whilst these designs are still being developed we will be looking at simplification of design, use of materials and potentially phasing works to meet our target budget. This simplification has been presented to the project board and is now being costed but the designs have not sufficiently advanced to provide details to the programme board in October.

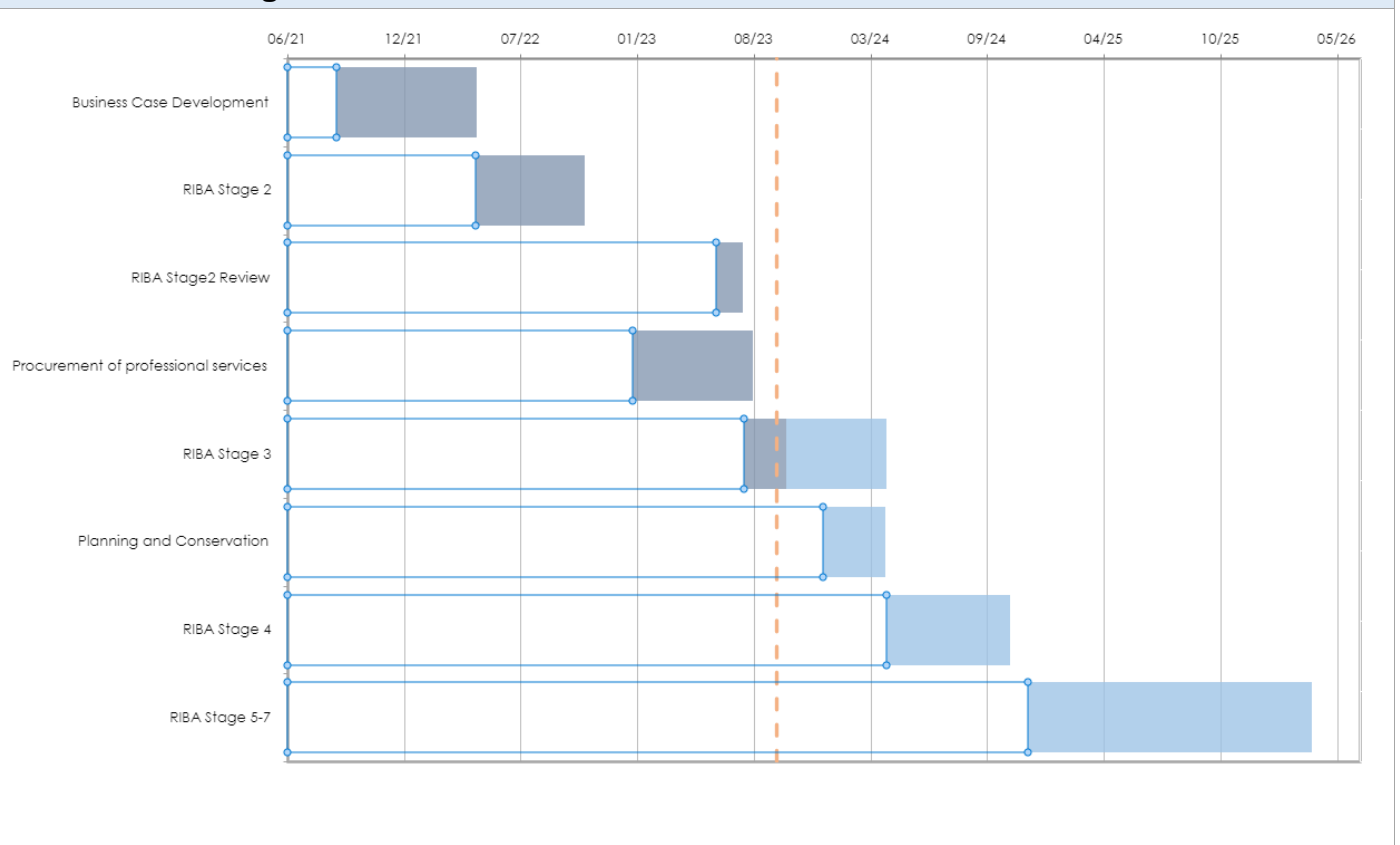
There is no designated contingency within the overall Riverfront Regeneration budget. An allowance of 3.1% was allowed for inflation and we have commented previously that this was insufficient for the projects needs and it would be likely that up to £500k allowance would be required to factor in the inflation since the budget was signed off in 2022.

As has previously been noted, the nature of the Riverfront scheme does allow a pick and mix opportunity so we can choose to phase or omit elements as the budget allows as long as key outputs and outcomes set in the Business Case are still met.

The decision however to increase the Rag Rating to RED has been made to flag that our current risk on budget is high and will be more than 10% over target budget without action.

Project team interrogating all aspects of project and removing any item that does not contribute to a project outcome directly.

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 events strategy and stakeholder engagement in place.

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	

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	<p>Graeme Massie Architects appointed as Design Team Lead. Andrew Morton Associates as Quantity Surveyor. Pulse Consult as Project Management Lead.</p> <p>Procurement strategy has been developed with three contracts.</p> <ul style="list-style-type: none"> - an enabling and de-risking package for Devil's Alley - a public realm project and - a separate specialist contract for the Custom House. <p>Consideration was given to linking to the Guildhall procurement but in was considered too high a risk tying the projects together and that the heritage part of the riverfront contract would be subservient and could be readily derailed by delays on the Guildhall which jeopardises two TD projects.</p>
Proposed form of contract	TBA - Recommendation being considered includes an enabling works package for the below ground infrastructure at Devil's Alley, a traditional contract for the Custom House and a D&B contract for the remaining public realm works.
Proposed route to market	Use of Framework wherever possible
Surveys Status	<p>Next surveys being procured include GPR, and CCTV of drainage and other below ground surveys, and within the Custom House:</p> <ul style="list-style-type: none"> • Asbestos research survey • Bat Survey • Condition Survey • Flue Survey
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]
Status:	✓	✓	✓	✓	✓			
Date Approved:					Oct 2022			
Approved by:					Cabinet/ TDB			

Last Approved Document: PID Update Oct 2022

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



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

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

Management Summary

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

Project Definition

Project Stage: RIBA stage 3 – detailed design / procurement

Objectives: Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience

Scope: 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

- The substantive works will be complete in early 2024 due to programme prolongation to late autumn following requirements for licenses, and planning consent being factored in, including likely panel dates. The art installations will be completed by March 2024. This is later than previously reported but works will be completed within the financial year.
- 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.

1.1 Decisions required by the Town Deal Board

- Replacement of TDB champion

1.2 Achievements during this period

- Network Rail license application for Feather artwork at railway station.
- Development of artwork at railway station and swimming pool, coordinating with other infrastructure.
- Planning submission for artwork at railway station underway but further information requested by planners.
- License application for street furniture in Purfleet Street refused by NCC – negotiations ongoing for approval to be made.
- Planning determinations for Purfleet Street works including arch anticipated w/c 02/10/23.

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
1/22						
22	Planning and Licenses	Failure to obtain planning consent, license consent etc	A	Legal	Continued engagement to minimise the issue	26/09/2023

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
1/3						
016	License requirements	Requirements for licenses/easements for connection of Purfleet Street arch – negotiations with major property corps. NCC license negotiations for Purfleet Street furniture and pop ups ongoing.	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. All information now submitted to building owners/tenants to progress license. License refusal for street furniture in Purfleet street being negotiated.	12/07/2023 26/09/2023 26/09/2023

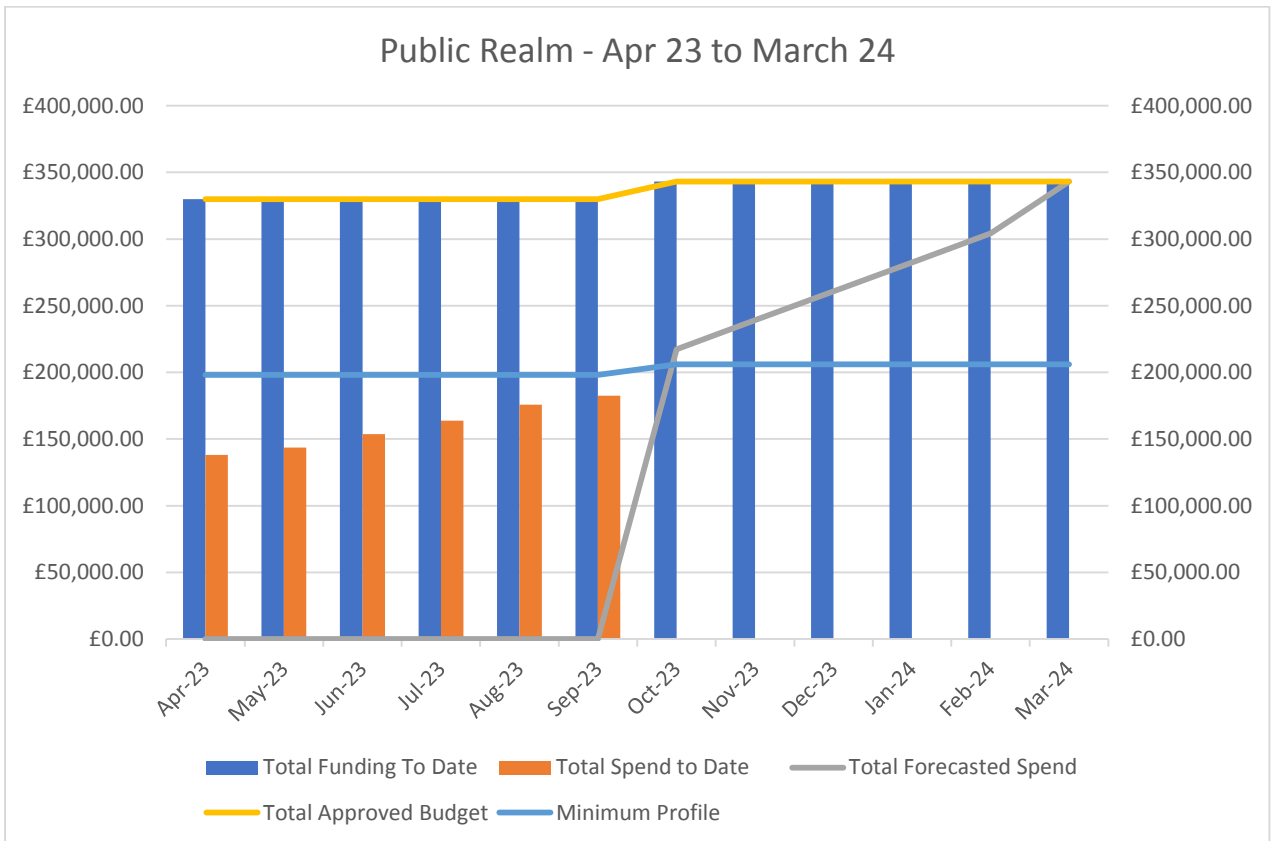
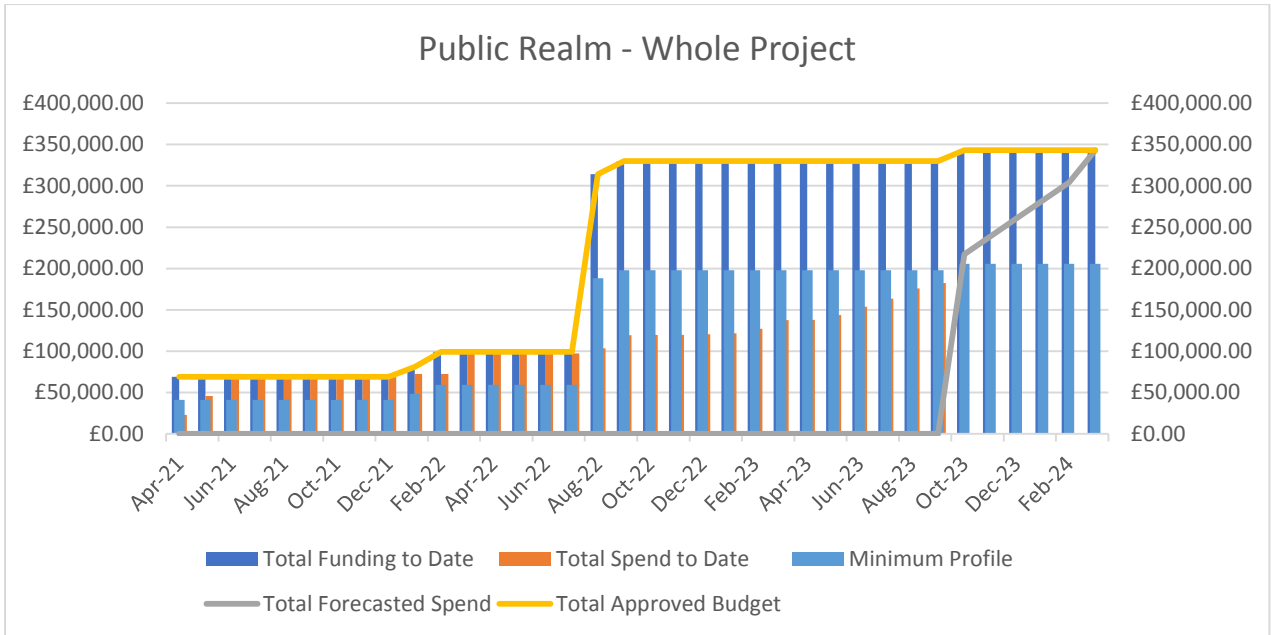
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

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 £
Current Month:								
Capital Expenditure	343,186	182,468	151,289	205,691	44,972	205,691	0	42,652
Revenue Expenditure	0	0	0	0	0	0	0	0
Towns Fund	-245,000	-97,468	-151,289	-192,505	-44,972	-192,505	0	0
Other Income*	-98,186	-85,000	-13,186	-13,186	0	-13,186	0	0
Net position	0	0	0	0	0	0	0	42,652
Last Month:								
<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>

*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

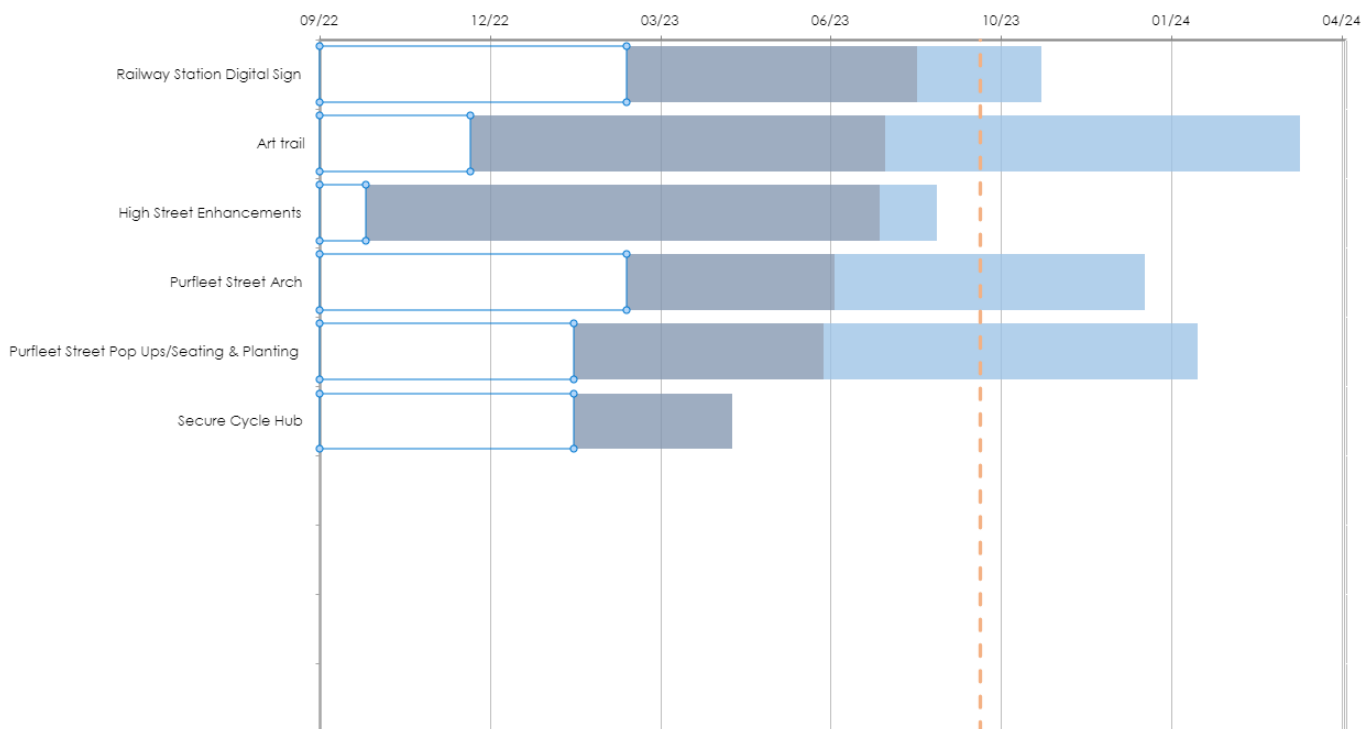
Financials RAG is currently still at Amber due to fees, rising infrastructure costs, and co-ordination costs between trades etc. Project is due to be completed March 2024 and the plan is to manage within the Budget target value engineering where necessary to achieve this.

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.

Some additional funding from the SPF may be available to the R2R project – discussions ongoing. 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

- Purfleet Street planning consultation underway and will be concluded by 21st September. Determination due w/c 02/10/23
- 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. We have received no further adverse feedback during this period.

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 ²	
Amount of public realm improved m ²	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 : Railway Station Benches and planting – complete Digital Sign – in procurement Artwork – design being consulted with local schools Purfleet Street Arch – in planning consultation – for advertising consent Purfleet Street Pop Ups and street furniture – in planning consultation – for planning consent Utilities – water and electricity installation in progress Cycle hub – complete
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 has conditional approval. 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]
Status:	✓	✓	✓	✓	✓	✓		
Date Approved:	Jan 2022					Feb 2023		
Approved by:	TBD					TDB		

Latest approved document: PID February 2023

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



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

Project Name:	Multi-User Community Hub (MUCH)	Project Manager:	Verity Bennett	Project Sponsor:	Sarah Rhoden	Report covers period of:	September 2023
Capital Code:	C8435	Client Dept:	NCC Community Services		Lead Designer:	Hudsons	
Project Code:	P.21-16	End User (if applicable):	King's Lynn residents and visitors to the town		Cost Consultant:	Turner and Townsend	
					Contractor on Site:	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 underway. The project team has refreshed the Town Deal Board on the key design principles agreed and costed under RIBA Stage 01 during a standalone session.

1.1 Decisions required by the Town Deal Board

- No decisions required this month

1.2 Achievements during this period

- Planning permission granted to remove the telecoms mast from the top of the project building.

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 Airwave telecoms	*Construction works could be delayed (Surveys/Demolition/strip out etc.) if the AirWaves mast is not relocated in good	A	Technical	Alternative roof site identified & planning application approved September 23	04.10.23

	mast to allow enabling works and construction	time and this would have an impact on the project timeline. *There is a possible impact for KLWN emergency services if NCC serve notice on the mast and a new site cannot be found *Design could be impacted if the mast is unable to be moved.			Mace working with Airwaves to expedite the removal of the mast	
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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
(2/2)						
2	Airwave Mast	There is a mast on the current Argos Building which needs to be moved in order to redevelop the site. Planning has been approved but there is a long lead time on new masts.	A	Technical	Alternative roof site identified & planning application approved September 23 Mace working with Airwaves to expedite the removal of the mast	04.10.23
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.	04.10.23

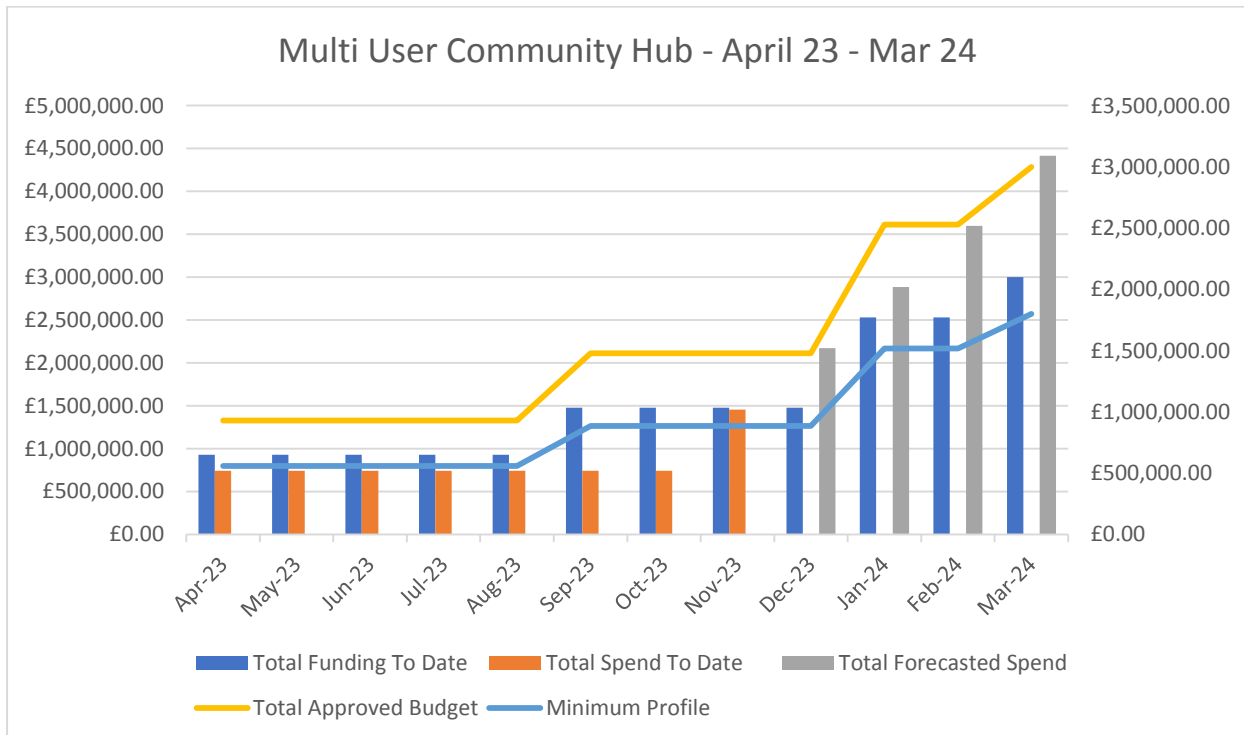
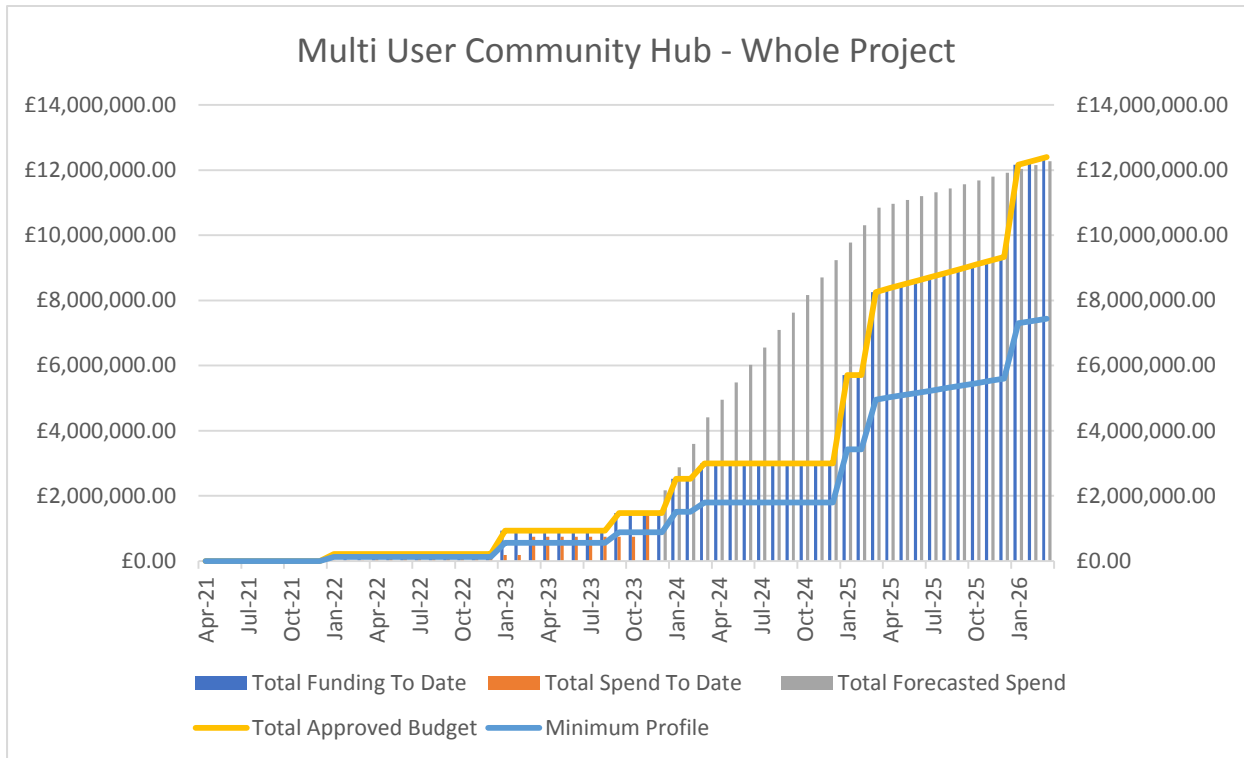
Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Financial Summary

	Total approved budget (Includes contingency) £	Total to date £	Total variance to date <i>Underspend (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 £
Current Month:								
Capital Expenditure	12,400,000	866,434	11,533,566	1,199,102	123,536	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)	(866,434)	(6,533,566)	(228,102)	(123,536)	(228,102)	0	0
Other Income*	(5,000,000)	0	(5,000,000)	(971,000)	0	(971,000)	0	966,000
Net position	0	0	0	0	0	0	0	966,000
Last Month:								
<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

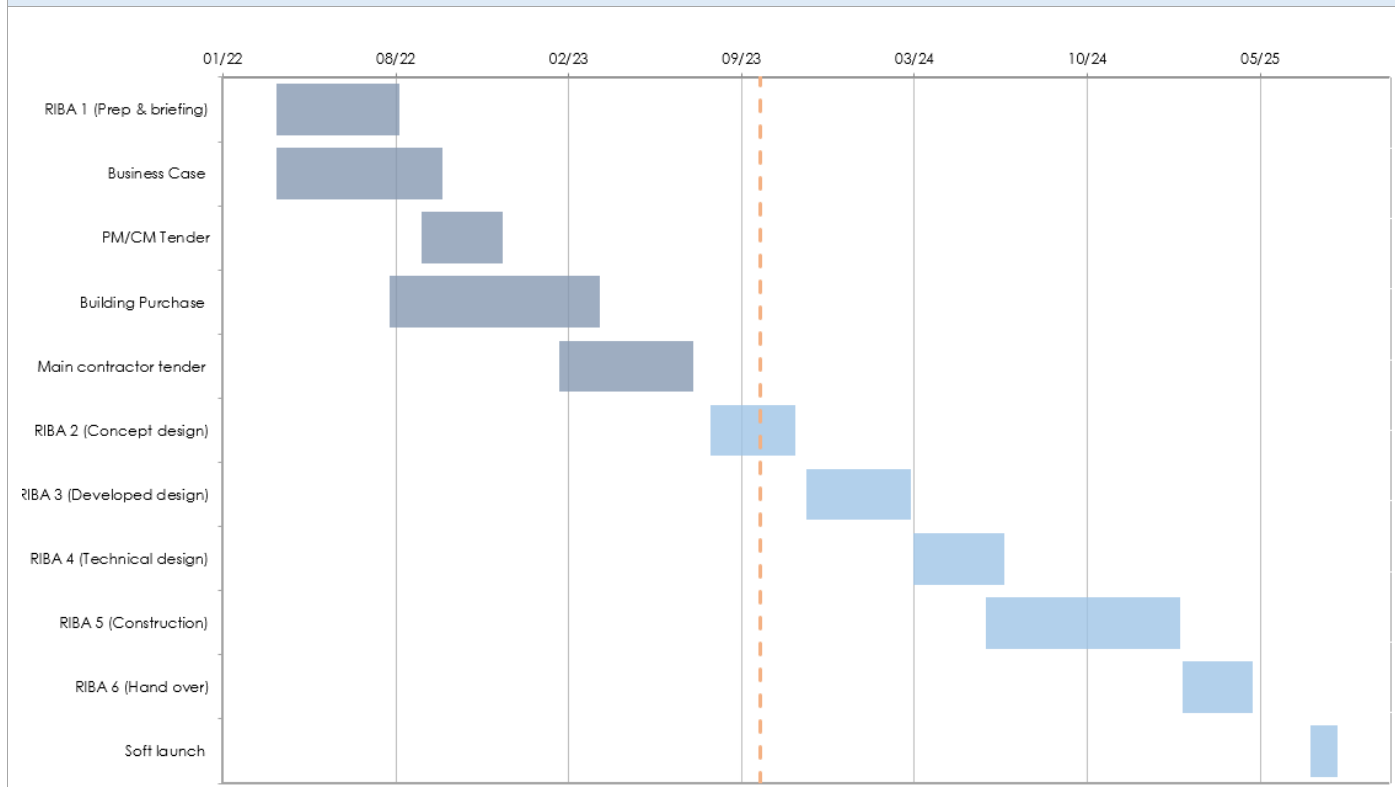
Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
	N/A						

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

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 ²⁵	

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 2 in progress
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]
Status:	✓	✓	✓	✓	✓			
Date Approved:		Sept 22	Nov 22	May 23	July 23			
Approved by:		TDB	TDB	PB	PB			

Last approved document: PID May 2023

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 merged

Project Highlight report – covering September 2023

100





Vision King's Lynn

Project ID No.: P-21.17

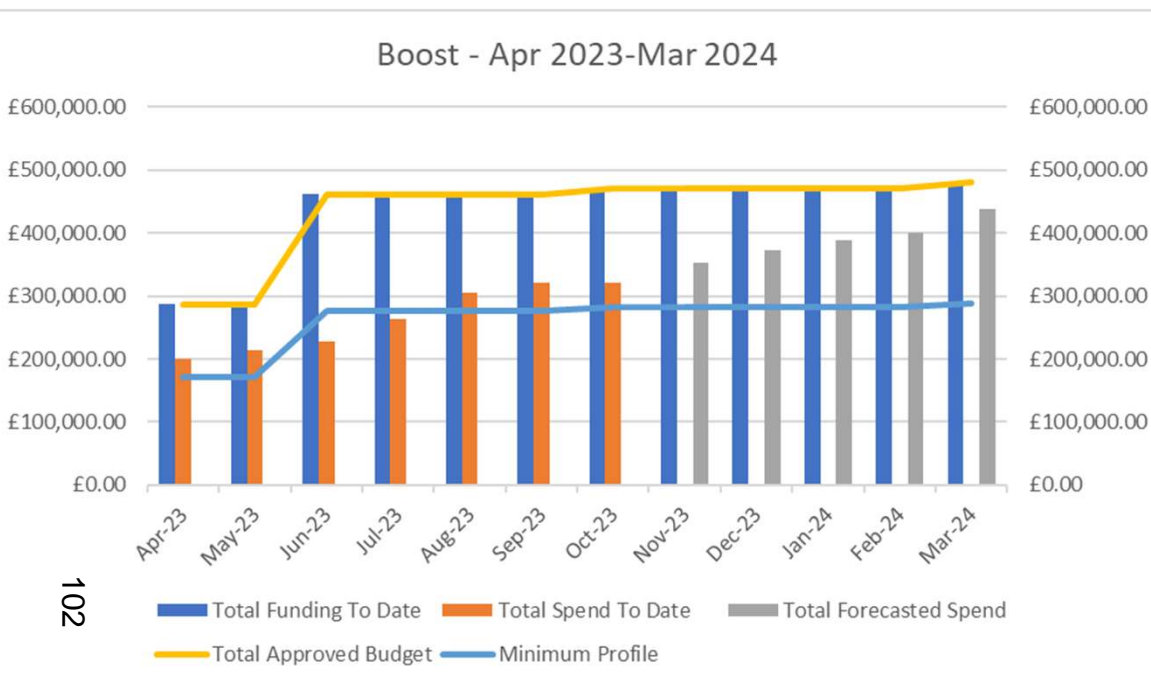
Project Title: Boost

Completed by: Louisa Kiddell

Approved by: Lisa Taylor

KPI Performance - September 2023	Project Metrics		Overall status																							
<p>8 New learners assisted - Total 375 (Target 400) 94%</p> <p>23 Amount of capacity of new or improved training or education facilities (measured in people) Total 283 (Target 335) 85%</p> <p>13 learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses Total 88 (Target 255) 35%</p> <p>18 closer collaborations with employers Total 57 (Target 50) 114%</p> <p>15 employers engaged with increasing the breadth of local skills offer that responds to employer needs Total 36 (Target 50) 72%</p> <p>3 New Course developed Total 12 (Target 12) 100%</p> <p>1 additional learners gaining relevant experience/being job ready (as assessed by employers) Total 33 (Target 12.5% of 335 (42)) 79%</p>	Spend																									
Delivery																										
Risk																										
<h3>Key Milestones in the next period</h3> <ul style="list-style-type: none"> BCKLWN Cabinet decision pending 31.10.2023 to secure a further 1-year funding from UKSPF Completions certificates due for ILM Course 1, and some for Course 2 SWITCH course taking place over half term week CSCS Card retests 	<h3>Key risks/Key issues/Scope changes</h3> <ol style="list-style-type: none"> Not enough learners completing courses, or to gain a certificate or qualification Failure to recruit support from employers to the project to increase the local skills offer. Failure to recruit support organisations/volunteers to the project 																									
<table border="1"> <thead> <tr> <th colspan="2">Spend - Budget Variance (inc. contingency)</th> </tr> </thead> <tbody> <tr> <td>R</td> <td>More than 10% over or under budget</td> </tr> <tr> <td>A</td> <td>Between 5% & 10% over or under budget</td> </tr> <tr> <td>G</td> <td>Within 5% of budget or less than £10k</td> </tr> </tbody> </table>	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	<table border="1"> <thead> <tr> <th colspan="2">Milestone Delivery RAG Status</th> </tr> </thead> <tbody> <tr> <td>R</td> <td>13 weeks or more behind the critical path</td> </tr> <tr> <td>A</td> <td>4 to 12 weeks behind the critical path</td> </tr> <tr> <td>G</td> <td>4 weeks or less behind the critical path</td> </tr> </tbody> </table>	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	<table border="1"> <thead> <tr> <th colspan="2">Risks & Issues RAG Status</th> </tr> </thead> <tbody> <tr> <td>R</td> <td>Needs immediate attention</td> </tr> <tr> <td>A</td> <td>Needs attention before next project review</td> </tr> <tr> <td>G</td> <td>Can be managed</td> </tr> </tbody> </table>	Risks & Issues RAG Status		R	Needs immediate attention	A	Needs attention before next project review	G	Can be managed
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Financial position



Comms / Engagement update

- Pilot IMS (Switch) course flyers
- Digital Youth Hub Flyers
- STC Training Flyers
- Flourish Awards nomination shortlisting promoted
- Norfolk for Jobs
- Norfolk Community Foundation at The Workshop Forum
- Social media posts to promote flyers and courses
- Norfolk Provision Network Meeting
- West Norfolk Community Forum
- West Norfolk Primary Headteacher Forum
- Supported Internships Workshop

Key Decisions required at Town Deal Board meeting

None.
Cabinet decision pending 31.10.2023 to secure a further 1-year funding from UKSPF.

Planning						Delivery Phase 2						Delivery Final Phase				Evaluation			
Area of Work	Tasks	Status	Start Date	End Date	Owner	Q3 2023			Q4 2023			Q1 2024			Q2 2024			Q3 2024	
						Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	Milestone	May-24	Jun-24	Jul-24
Procurement	Reopening of Procurement Framework (2nd Phase)	Complete	01/11/2022	31/03/2023	LT											2023-24 Outcomes Achieved			
Communications	Marketing/Promotion plan	Complete	01/03/2022	30/06/2022	LT														
	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 (DPs/Participants/Stakeholders)	Complete	01/03/2022	30/06/2022	LK/RR														
Governance	Confirm TIP Dates for reporting	Complete	01/12/2021	31/12/2021	TH														
	Arrange Partnership Meetings	Complete	01/10/2022	31/01/2023	LT														
	Arrange Quarterly Steering Group Meeting	Complete	01/02/2022	15/03/2022	TH														
	TIP Meetings (1st week of each month)	Complete	01/04/2022	31/03/2023	TH														
	Partnership Group Meetings	Ongoing	01/10/2022	31/12/2023	LK														
Quarterly Steering Group Meetings	Ongoing	01/04/2022	01/04/2024	LK															
Compliance	Compliance monitoring	Ongoing	01/04/2022	31/05/2024	LK														
Delivery	SME recruitment	Ongoing	01/04/2022	01/03/2024	PAC														
	Participant recruitment	Ongoing	01/04/2022	31/12/2023	PAC														
	Partner briefing & best practice session	Complete	01/10/2022	31/10/2022	LT														
Finances	Financial Set-Up	Complete	01/04/2022	30/05/2024	LK														
	Day-to-day Processes	Ongoing	01/04/2022	31/07/2024	LK														
	Monthly Reporting	Ongoing	01/04/2022	31/07/2024	LK														
	Quarterly Reporting	Ongoing	01/04/2022	31/07/2024	LK														
	Bi-annual Reporting	Ongoing	01/04/2022	31/07/2024	LK														
Performance Management	Budget returns and reporting (quarterly)	Ongoing	01/04/2022	30/04/2024	LK														
	Partner funding reconciliation (TBC)	Complete	01/10/2022	31/12/2022	LK														
	Review of Cross Cutting Themes (quarterly)	Ongoing	01/04/2022	30/04/2024	LK														
	Review of risk register	Ongoing	01/04/2022	30/04/2024	LK														
	Review outcomes and targets	Ongoing	01/10/2022	30/04/2024	LK														
	Partner quarterly reviews	Ongoing	01/10/2022	30/04/2024	LK														
	Reporting to Towns Deal Programme (Monthly)	Ongoing	01/04/2022	31/03/2024	LK														
	Reporting to Town Deal Board (Monthly)	Ongoing	01/04/2022	31/03/2024	LK														
Reporting to DLUHC (Annual and Bi-annual)	Ongoing	01/05/2022	30/04/2024	LT															
Quality	Partner self-assessment	Ongoing	01/10/2022	30/04/2024	LK														
	Employer Feedback	Ongoing	01/10/2022	30/04/2024	LK														
	Participant feedback	Ongoing	01/10/2022	30/04/2024	LK														
	Stakeholder surveys	Ongoing	01/10/2022	30/04/2024	LK														
Legacy	Review of lessons learned & best practice	Not started	01/05/2024	31/08/2024	LK														
	Review of feedback surveys	Not started	01/05/2024	31/08/2024	LK														
	Review of future funding opportunities	Not started	01/05/2024	31/08/2024	LK														
	Recommendations for future programmes report	Not started	01/05/2024	31/08/2024	LK														
	Sharing of learning with partners/stakeholders	Not started	01/05/2024	31/08/2024	LK														



P-21.18 3G Sports Pitch Project Highlight Report

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

Management Summary

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

Project Definition

Project Stage: RIBA1 PID and Client Brief

Objectives: Develop a new full size 3G pitch at Lynnsport

Scope: The project has looked at the feasibility of the development, needs analysis with the Football Foundation and Football Association and will look to develop a full size 3G pitch on River Lane at Lynnsport.

1. Overall Status (high-level summary)

The overall status is green due to

- Designs are due to return next week and Planning application to commence in Nov 23.

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

- Designs for new 3G are nearly complete.

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 £
Current Month:								
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
Net position	0	0	0	0	0	0	0	0
Last Month:								
<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

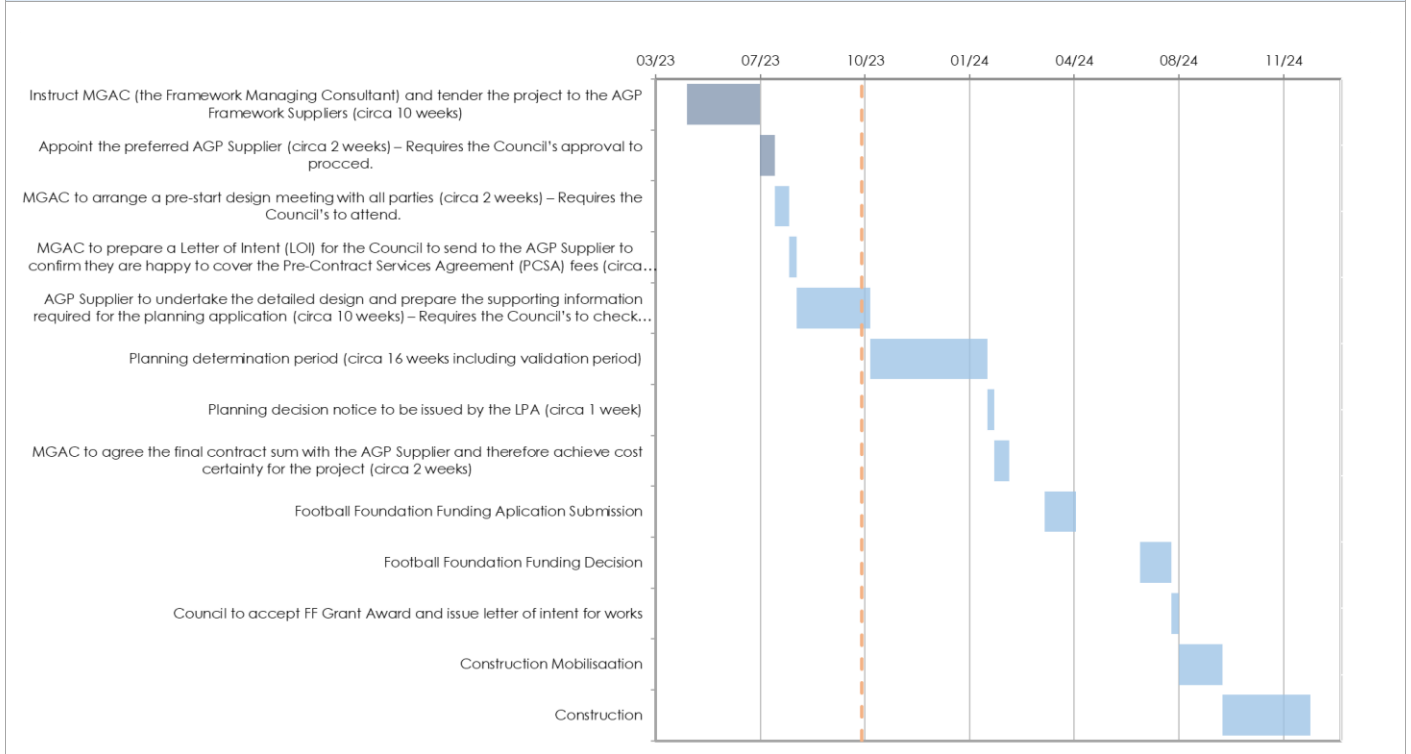
3.2 Project Contingency and Change Control

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. Designs are on track to meet deadline.

5. Resources Commentary

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

6. Communications and Engagement

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 – Design nearly complete
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]
Status:	✓	✓	✓	✓				
Date Approved:	Nov 21	Nov 21	Nov 21	Nov 21				
Approved by:	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	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Needs immediate attention
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Southgates Regeneration Area and STARS

108

Jemma Curtis- Regeneration Programmes Manager
Ian Parkes – Norfolk County Council

Borough Council of
King's Lynn &
West Norfolk





Content

- Background
- Outputs
- Outcomes
- Strategic fit
- Project approach (how it's being delivered)
- Scope and exclusions
- Timescales
- Financing arrangements
- Programme Governance
- Risks
- Key interfaces
- Comms & stakeholder engagement

110

Background and Wider Context



111

'Establish a transformational vision for the area and in doing so consider the appropriate future land use, highways, town centre access and walking and cycling connectivity needs and opportunity for high quality landscaping and public realm to reflect the gateway location and sensitive setting of the South Gate Scheduled Ancient Monument (SAM).'

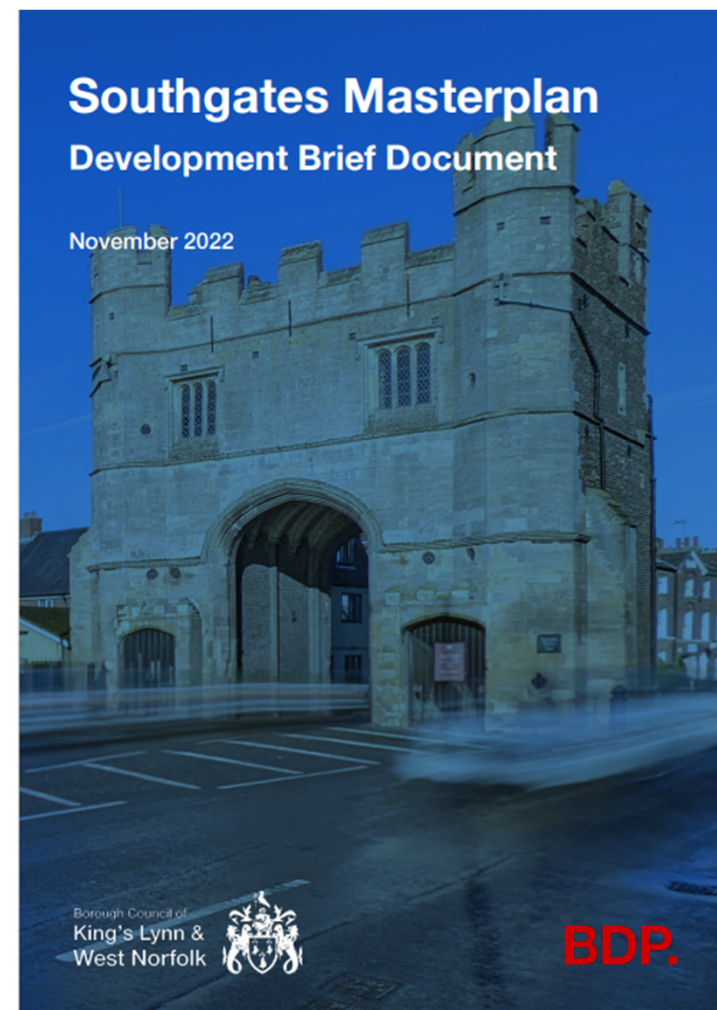


Southgates Masterplan

The masterplan sets out;

- A vision
- Design principles
- Concept layout to enhance the setting of the South Gate itself
- Explores opportunities for development of the long-term, under-utilised brownfield sites around it.

112



SOUTHGATES ILLUSTRATIVE MASTERPLAN



Scenario 3
Option 2a,
used for the
Levelling Up
Funding Bid.

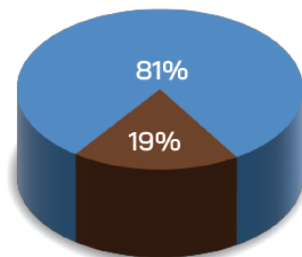
Masterplan Public Consultation Results

Question 2:

Opportunity and ambition

Do you agree with the level of ambition proposed by Masterplan Scenario 3?

	Responses	
Yes	103	81%
No	25	19%
Total	128	100%

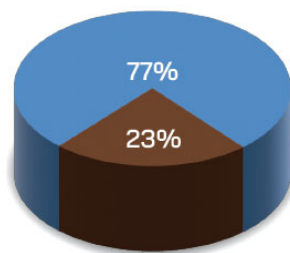


Question 3:

The vision

Do you agree with the proposed Masterplan vision?

	Responses	
Yes	99	77%
No	29	23%
Total	108	100%



Question 4:

Placemaking and urban form

Do you agree with the site strategy and principles for masterplan? (tick all that apply)

	Responses	
Remove poor quality buildings and structures and replace with high-quality buildings which enhance local character	100	88%
Reconfigure the highways layout to create well-proportioned streets which generate activity and visual interest	96	79%
Strengthen visual and physical connections to key site features including the South Gate and River Nar	97	80%
Create an improved sense of enclosure through appropriate street to building height ratios, to assist with wayfinding, interest, and sense of place	69	81%
Buildings to be max. 3 storeys tall (plus roof level) and offset from the South Gate by at least 20 metres	78	55%
New public spaces to incorporate an appropriate mix of hard and soft landscaping to provide recreational opportunities	91	41%
Location and alignment of public space to ensure that it receives appropriate overlooking and natural surveillance, for safety of users	84	69%
Commercial uses to be located at ground floor, in locations which provide active frontages to public space and pedestrian routes	81	67%



Outputs of the project

- New/enhanced Public Realm
- Up to 115 new homes
- New active travel and bus service infrastructure
- Improved accessibility to historic asset (South Gate)

115

Outcomes of the project

- Modal shift
- Improved perception of place
- Remediation and redevelopment of brownfield land
- New homes and community in sustainable location (close to employment, services and town centre)
- Reduction in carbon emissions



Adam Tranter

Mayor's Cycling & Walking Commissioner // Founder, Fusion Media // Co-Founder, The Running ...
2d



Today is [#SmallBusinessSaturday](#), and it's a good reminder that active travel boosts high streets. 🌟

✔️ Retail spend up by 30% with walking & cycling improvements

👤🚶🚲🗺️ People who walk and cycle take more trips to the high street than drivers, over the course of a month

👤 Up to 5% more footfall is possible at peak times

🚲 Cycle lanes can increase retail footfall by 40%

💰 Retail spend per sqm near cycle parking is 5x more than car parking areas

👤 In New York, areas receiving improvement for walking and cycling outperformed comparable retail areas that did not

🏠 83% of Business Improvement Districts (BIDs) said that active travel attracts more customers

📊 Businesses can overestimate their customers' car use, often by double. Frequently, walking is the most-used form of transport in local retail



➡️ [#SustainableTravel](#) [#HealthyCities](#) [#EconomicGrowth](#) [#cycling](#) [#walking](#) [#activetravel](#)
[#transport](#) [#cities](#) [#sustainablebusiness](#) [#highstreets](#) [#westmidlands](#)



SOCIAL VALUE

45%



High street walking, cycling
market value in operation

HIGHER SPENDS

5x

Cycle parking
market value

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



Strategic fit

- Corporate Strategy (2023)

Promote growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need and promote West Norfolk as a destination.

Protect our environment

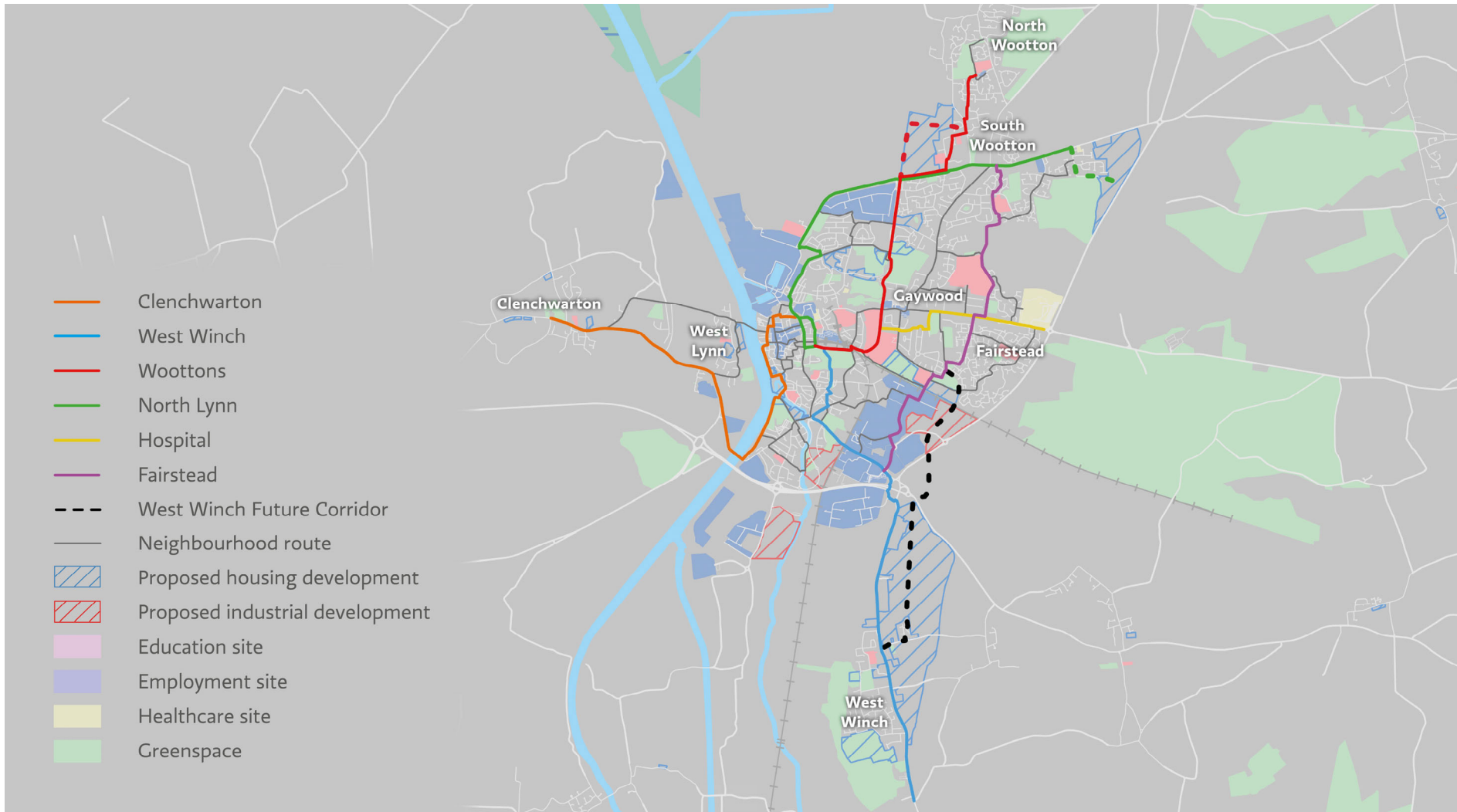
To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

- King's Lynn Transport Strategy
- Climate Emergency & Climate Change Action Plan
- Heritage Action Zone
- Town Investment Plan 'Sustainably Connected Town'



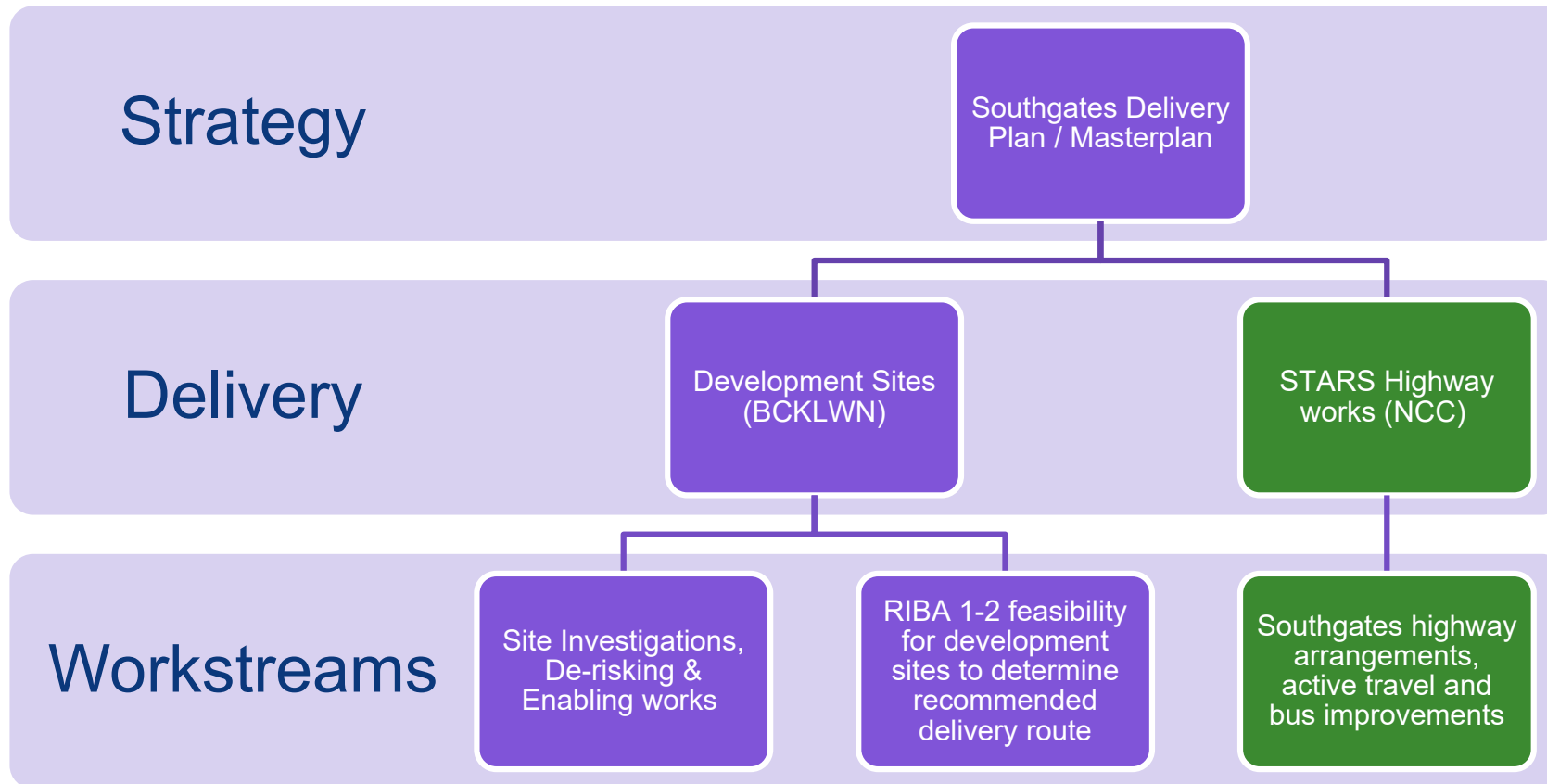
King's Lynn Local Cycling & Walking Infrastructure Plan

119



Delivery Approach

120



The transport challenge

Challenges in the Southgates and Gyratory area include:

- An unwelcoming and intensely vehicle dominated entry point to King's Lynn
- Poor road safety record
- Very poor pedestrian and cycle environment
- Fails to connect to active travel links and green spaces

121

Government directive that all transport schemes must have significant bus, walking and cycling measures to obtain public funding

- Pre-pandemic congestion schemes therefore need revising to include significant sustainable transport elements

Levelling Up Fund (LUF)

- NCC Submitted LUF bid in August 2022
- Government confirmed the bid was successful in January 2023 subject to further business case approvals
- DfT confirmed LUF bid was equivalent to Strategic Outline Case (SOC)
- WSP engaged to develop scheme and Outline Business Case (OBC) – to be submitted in 2024

122

Southgates Scheme Description

Cycling & Walking improvements

- to connect with the wider LCWIP routes
- New connection from Nar Ouse Way via the Southgate enhancing the vista of the Southgate
- Removal of the roundabout and replacement with a new junction arrangement to provide improved and safer crossing facilities for cyclists throughout the junction

Public transport improvements

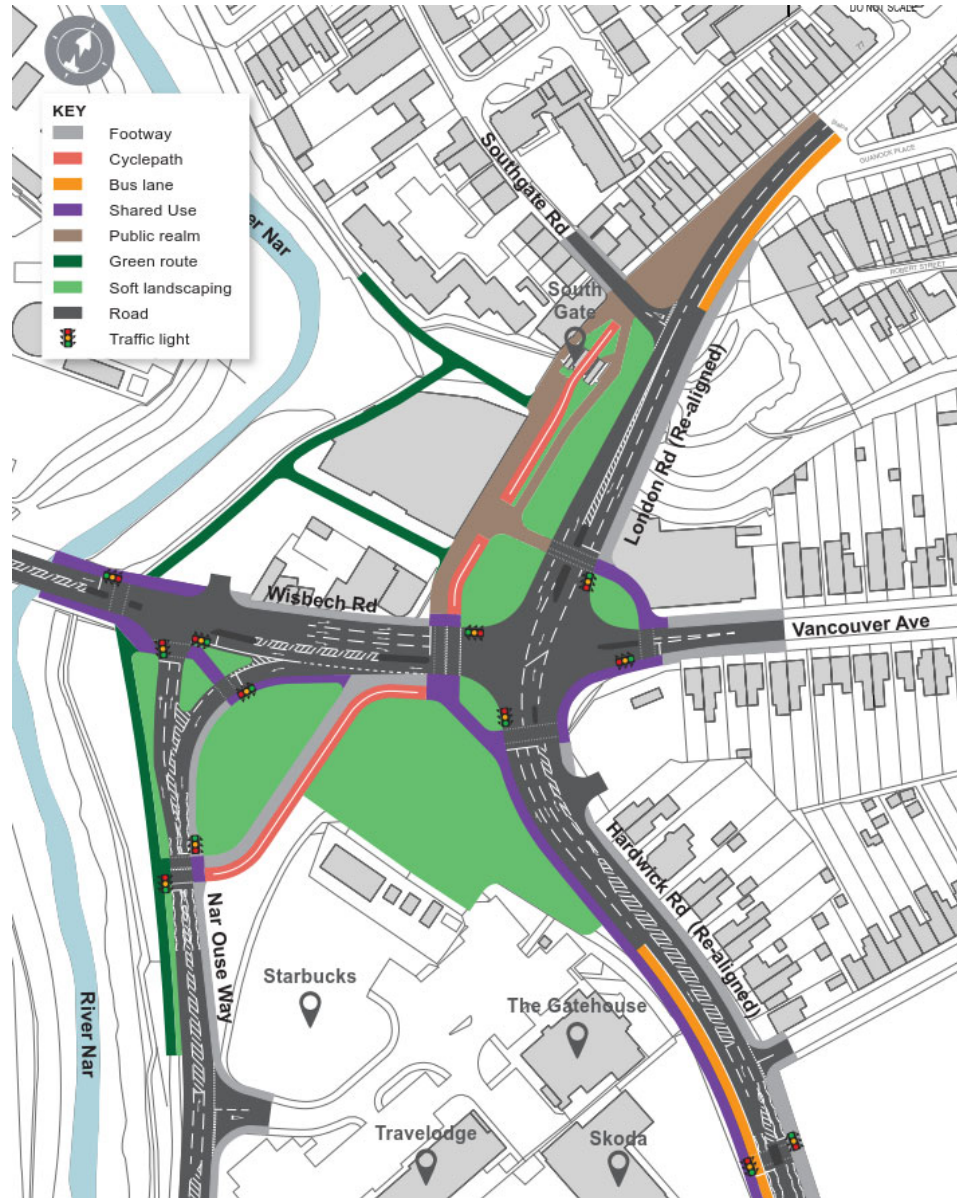
- Southbound bus lane on London Road
- Northbound bus lane on Hardwick Road

Public Realm / Heritage improvements

- Improved setting for the Southgate by repurposing the existing highway to walking / cycling and public realm and providing a new alignment for London Road to the east

Regeneration Improvements

- The new highway arrangements is based on the Southgates regeneration masterplan to facilitate use of the land parcels



Impacts of scheme on traffic

- Strategic modelling shows STARS scheme diverts traffic away from the Southgates area in response to reduced road capacity
- Microsimulation modelling shows predicted journey times through network which vary between routes and times of day
- More delay to general traffic than at present at certain times of the day
- Delays to general traffic will affect buses too so looking at further ways of reducing this impact on buses by additional bus priority measures

124

Summary of STARS project

- The levelling up aspect of STARS is achieved by improving conditions for buses, cyclists and pedestrians
- STARS is not a congestion reduction scheme – its about regeneration and enhancing sustainable transport modes
- 125 • The Southgates element of the STARS project was developed in partnership between NCC and KLWN officers to facilitate the agreed Southgates Masterplan
- STARS will encourage sustainable transport and make it easier for people to choose walking and cycling

Scope

- Land use defined in the Southgates Masterplan
- Highway works within approved scope of Levelling Up Fund
- Bus Service Improvement Plan (BSIP) improvements

Overall Programme Timescales/Key Milestones

May 2024 OBC submission to DfT to secure funding for STARS

¹²⁷ **February 2024 – March 2025** RIBA 1-2 of development sites and site clearance

2025 Site clearance, planning and site preparation

2026-2027 Delivery of STARS highway, active travel and public realm

2027 – 2028 Build out of development sites

STARS indicative programme

WSP

Southgates Milestone Description	Updated Programme	Duration
Development of OBC	Mar 2023 – Feb 2024 Now Apr/May 2024	12-months
Engagement / Consultation	Sept 2023 – Nov 2023 Now at Planning stage tbc	3-months
Submission of OBC	Feb 2024 Now Apr/May 2024	milestone
OBC approval (3 months)	June 2024 Now Aug 2024	3-months
Land acquisition - discussions / process	Apr 2023 – Sept 2024	ongoing
EIA Screening opinion (follows OBC submission)	Mar 2024 - June 2024 Now May 2024–Aug 2024	4-months
Planning Application (based on Prelim Design / OBC)	Mar 2024 - Sept 2024	6-months
Detail design (10 months Total: 8 months + 2 months contingency)	Mar 2024 – Dec 2024 Progress at Risk to meet Programme?	10-months
Instruct contractor-NCC term contract (Tarmac ECI/Target cost +4 months)	Jul 2024 - Apr 2025	+4-months
Development of FBC (Economic & Financial requires Tender Costs + 2 months)	Dec 2024 – Dec 2025	ongoing
FBC Submission - Southgates only	Dec 2025	milestone
FBC Determination (3 months)	Mar 2026	3-months
Statutory Orders (9 months) (start during FBC development)	Apr 2025 - Jan 2026	9-months
Construction (12 months - tbc) (start after Statutory Orders & Gyrotory works)	Jul 2026 – June 2027	12-months
Scheme opening	June 2027	milestone



Slide 21

JC0

[@Abigail Rawlings] I thought Ian was going to provide updated slide on this?
Jemma Curtis, 2023-12-04T15:07:03.063

Financing arrangements

Levelling Up Fund: £24million bid was approved in January 2023 of which £18,945,900 is to support the Southgates Sustainable Transport, bus priority and active travel (walking and cycling) scheme as part of the wider STARS project.

Development Sites:

- £615k secured to date under BRP & BCKLWN Capital Programme
- Funding being pursued under the Brownfield Land Release Fund for 'abnormal costs' associated with the development sites – decision expected mid 2024.
- Further viability work to be undertaken during RIBA 1-2 to ascertain if further subsidy required i.e. through Affordable Housing grant etc.

Strategic Landscaping & Visitor Attraction:

Funding to be explored through National Lottery etc.

BCKLWN Budget

Financial Summary (BCKLWN only)

JCO

	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 £
Current Month:								
Capital Expenditure	£615,000	£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
Net position								
	£615,000	£136,148	£478,852	£478,852	0	£478,852	0	0
Last Month:								
Net position	£615,000	£136,148	£478,852	£478,852	0	£478,852	0	0

Initial funding via Business Rates Pool & BCKLWN - £615k for feasibility, project development and site clearance works.

Additional funding for remediation and abnormal ground costs will be sought from Brownfield Land Release Fund



Slide 23

JC0

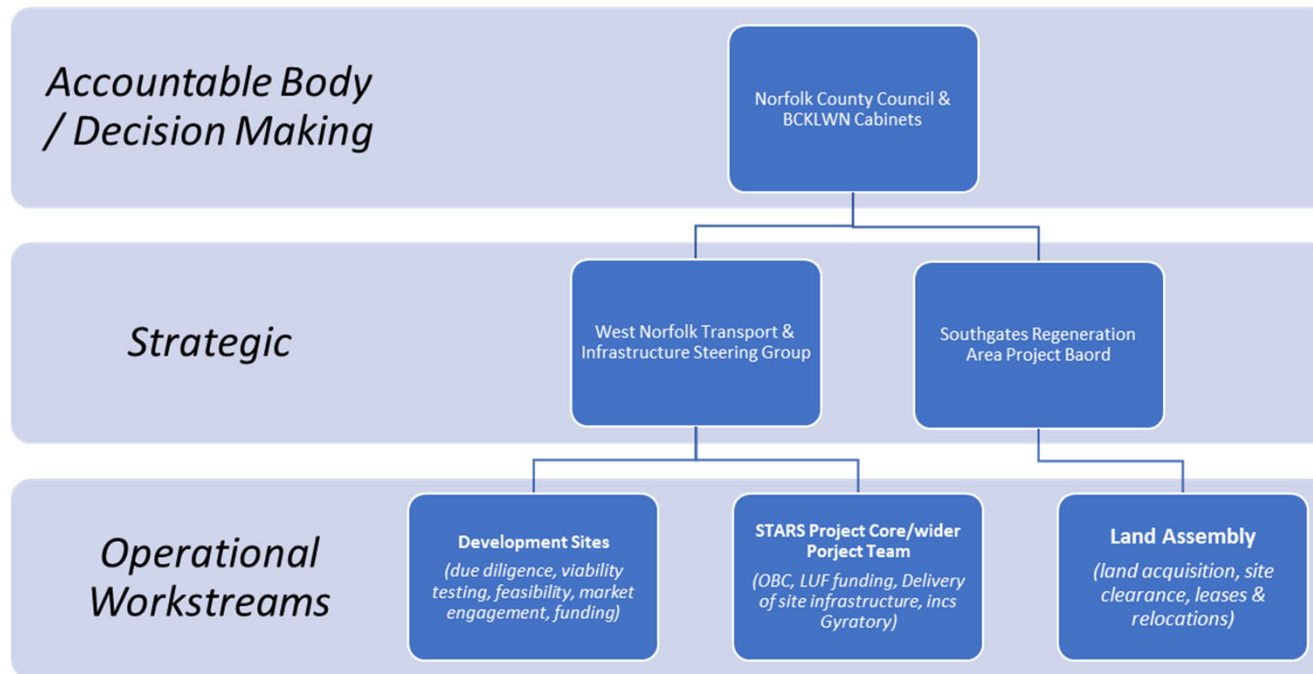
[@Abigail Rawlings] is this correct? Should it be £615k total approved budget with £136k spend to date?
Jemma Curtis, 2023-11-29T22:59:58.109

ARO 0

these aren't the figures we think, but the current 'official' ones. I've added our figures in
Abigail Rawlings, 2023-11-30T12:30:48.235

Programme Governance JCO

133



Slide 24

JC0

[@Abigail Rawlings] please add the project governance structure chart?
Jemma Curtis, 2023-11-30T10:20:39.966

Risk- STARS and Placemaking

Risk Title	Description	RAG Status	Risk Category	Mitigation
Impact of STARS on design on development sites	Agreeing acceptable Highway design solution for statutory stakeholders	A	Outputs/ Outcomes	Lead design team for RIBA Stage 1-2 to engage with NCC Highways on design solutions
Keeping to the Masterplan	Coordination of highway design with development sites to achieve full masterplan objectives	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.
Stakeholder and Community buy in	Stakeholder and community buy in to aims and objectives of scheme to support wider modal shift outcomes.	A	Outputs/Outcomes	Communications and Engagement plan developed with NCC and advise from Levelling Up Places Service.
Third Party landowners	Engagement with third party landowners to ensure delivery of comprehensive scheme.	A	Outputs/Outcomes	Early engagement with third party landowners. Continued open lines of communications as project progresses.

135

Communications and Engagement

- Extensive Community engagement undertaken during development of the masterplan; [consultation report](#) available online
- Stakeholder group established during masterplan can be continued
- Communication & Engagement Plan for next phase in development
- Resource support from Levelling Up Place Service offered
- Project will form part of the wider behavioural change programme being developed under Active & Clean Connectivity

Key Interfaces

- Nar Ouse EZ Active Travel Hub (Town Deal Active & Clean Connectivity programme)
- West Winch Sustainable Transport Plan
- Gyrotory element of STARS
- Bus Service Improvement Plan (BSIP)
- Relocation of First Bus Depot – new location to consider wider bus infrastructure needs for low emission/EV busses

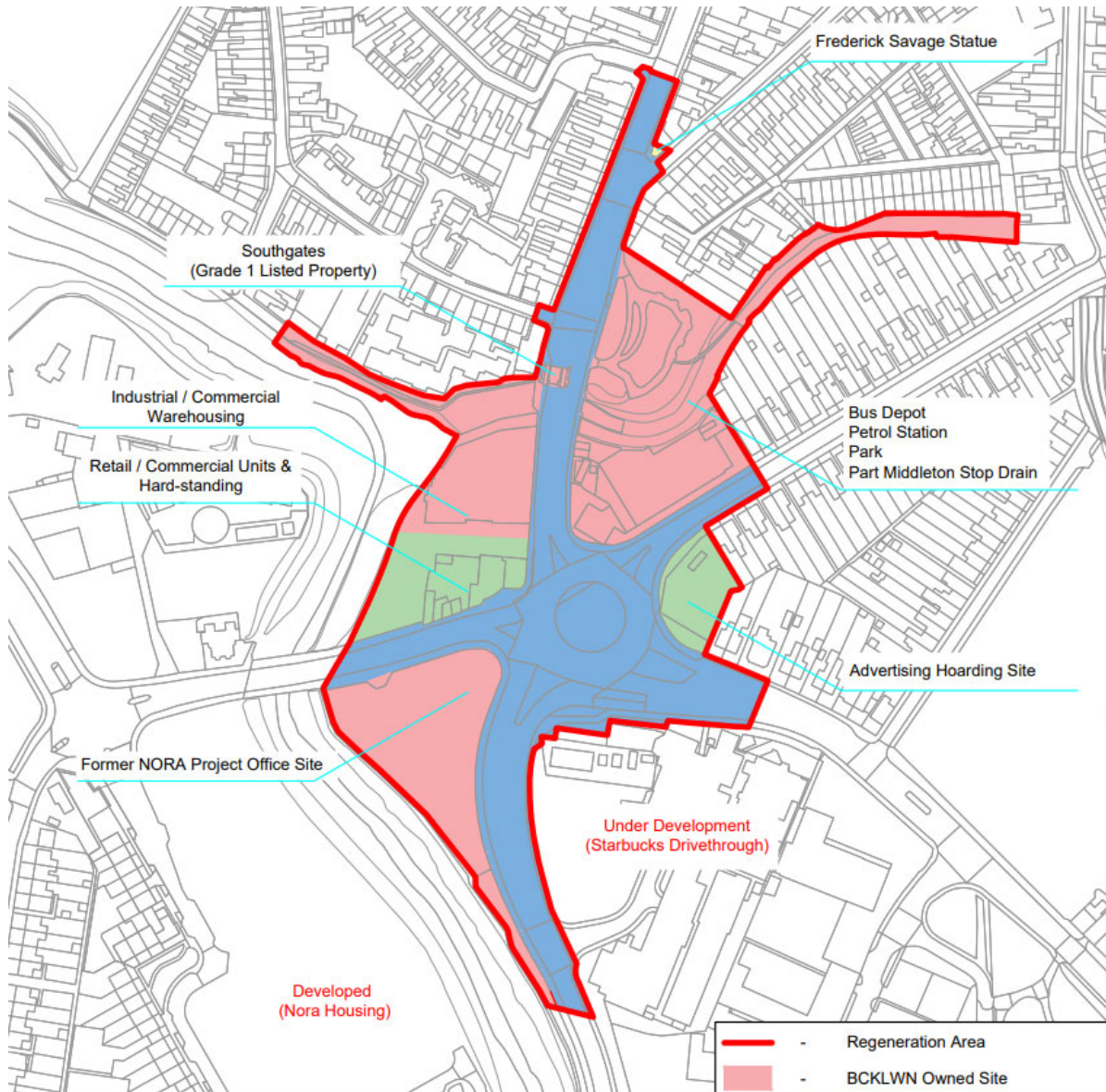
Southgates Regeneration Area and STARS

138

Jemma Curtis and Ian Parkes

Borough Council of
King's Lynn &
West Norfolk





Brownfield Land Release Fund

Funding is available for up to £2m of front capital to address viability issues arising from abnormal costs.

The type of abnormal costs requiring funding may include but are not limited to:

- o Site levelling, groundworks, demolition, remediation;
- o Provision of small-scale infrastructure;
- o Highways works or other access challenges;
- o Addressing environmental constraints;
- o External works, substructure and piling;
- o Asbestos removal;
- o Sewer diversions.

*Expression of Interest for
NCC Brownfield
Land Release Fund
submitted November
2023.*

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		

141

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	For Information	V Dunmall		
		Work Programme	Standing Item			
13 December 2023	11 am Council Chamber	Project Tiering Definitions		V Dunmall	04/12/23	05/12/23
		MMPB Action Log	Action Log	V Dunmall		
		Deep Dive – Southgates Area, King’s Lynn	Deep Dive	D Hall J Curtis		
		Update on King’s Lynn Guildhall CIO	Update	D Hall J Curtis		
		Major Projects Overview Report	Standing Item	V Dunmall		
		Project Highlights Reports	Standing Item	V Dunmall		
DATE OF MEETING	VENUE/TIME	TITLE	TYPE OF	LEAD OFFICER	Deadline for	Date Agenda

			REPORT		receipt of reports	Published
13 December 2023		Officer Major Project Board Minutes – For Information	Standing Item	V Dunmall		
		Work Programme	Standing Item			
27 March 2024	1.00 pm Council Chamber	Major Project Highlight Reports	Standing Item	V Dunmall	18/03/24	19/03/24
		Major Projects Overview Report	Standing Item	V Dunmall		
		Officer Major Projects Board Minutes – For Information	For Information			
		NORA 4 Post Evaluation Project	Post Evaluation	D Ousby		
		Work Programme	Standing Item			

143

Forthcoming items to be scheduled:

Deep Dive – Guildhall Project

Deep Dive - Riverfront Regeneration Project

Deep Dive - Housing Site Southend Road, Hunstanton – May 2024

NORA 4 – Post Project Evaluation – March 2024