

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

### **MEMBER MAJOR PROJECTS BOARD**

**Minutes of the Meeting of the above held on Wednesday, 9th October, 2019  
at 3.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's  
Lynn PE30 5DQ**

#### **PRESENT:**

Councillors Mrs A Dickinson, A Kemp, B Long, G Middleton and A Ryves

#### **OFFICERS:**

C Bamfield	-	Executive Director, Commercial Services
V Dunmall	-	Performance and Information Officer
L Gore	-	Chief Executive
G Greaves	-	Senior Policy and Performance Officer
M Henry	-	Assistant Director, Regeneration and Property
W Vincent	-	Democratic Services Officer

		<b><u>ACTION</u></b>
<b>1</b>	<b><u>APPOINTMENT OF CHAIR</u></b>  <b>AGREED:</b> Councillor B Long be appointed Chair.	
<b>2</b>	<b><u>APPOINTMENT OF VICE-CHAIR</u></b>  <b>AGREED:</b> Councillor G Middleton be appointed Vice-Chair.	
<b>3</b>	<b><u>APOLOGIES FOR ABSENCE</u></b>  Apologies for absence were received from Councillors Mrs J Collingham and J Collop.	
<b>4</b>	<b><u>MEMBERS PURSUANT TO STANDING ORDER 34</u></b>  Councillors M de Whalley and J Moriarty.	
<b>5</b>	<b><u>INTRODUCTION TO THE BOARD, BACKGROUND AND TERMS OF REFERENCE - L GORE</u></b> (Pages 8 - 50)	

The Chief Executive provided an overview and role of the Officer and Member Major Projects Boards which had been set up.

Reference was made to the King's Lynn Innovation Centre (KLIC) internal audit report – lessons learned and that the Audit Cross Party Working Group had been set up to undertake an in depth review.

The Chief Executive explained that the Major Projects Boards would look at major projects, but there may also be separate project boards, for example, Alive West Norfolk, West Winch Housing Development.

The Assistant Director Regeneration and Property gave a PowerPoint presentation on the introduction to the Board, background and Terms of Reference (copy attached to the minutes).

The Assistant Director Regeneration and Property displayed a diagram which illustrated how the Major Projects programme fed into the democratic process.

The Chief Executive informed the Board that the Terms of Reference for both the Officer and Member Major Projects Boards were attached at Appendix B of the 18 June 2019 Cabinet Report. It was noted that the Officer Major Projects Board Terms of Reference would be reviewed 6 months after adoption and thereafter on a 12 month basis.

In response to a question from the Vice Chair, Councillor Mrs Dickinson provided an update on the work being undertaken by the Audit Committee Cross Party Working Group as set out below:

- 3 separate reports – KLIC, Review of Outside Bodies, Major Projects Boards Terms of Reference.
- Special Audit Committee 20 November 2019 for review of KLIC.
- Review of Outside Bodies and Major Projects Boards Terms of Reference to be presented to Audit Committee in January 2020.

Following questions from Councillor Kemp on the Corporate Risk Register and separate Risk Registers for each major project, the Senior Policy and Performance Officer explained that the Corporate Risk Register was updated on a six monthly basis and would be presented to the Audit Committee in January 2020. The Assistant Director Regeneration and Property explained that the risk for each major project was set out in the Project Initiation Document, details of which would be provided later in the presentation.

Councillor Mrs Dickinson informed the Board that she had asked for the Major Projects Board (summary and list of projects/current status)

to be placed on every Audit Agenda. The Leader commented that the Audit Committee could request an item to go to the Audit Committee, but reminded those present that project development should be considered by the Policy and Development Panels. The Chief Executive added that the project ideas and development would be presented to the Policy and Development Panels and the Audit Committee would look at the risk element and suggested that the colour coding monitoring report (tabled at the meeting) be presented to the Audit Committee. The Vice Chair commented that a recommendation of the Member Major Projects Board could be to recommend that a Policy and Development Panel look at specific projects.

The Vice Chair referred to the overview diagram of the major projects process and commented that in the purple Member section, Cabinet Member idea could be moved from the orange section to the purple section. In response, M Henry explained that the project process had been merged and an element for ideas had been included. C Bamfield added that at Panel sifting meetings projects could be identified for inclusion on the Panel future work programme.

In response to a question on risk, the Performance and Information Officer explained that as part of the project monitoring process it was intended that project risks would be presented to the Audit Committee as part of 6 monthly updates to the corporate risk register.

Councillor Kemp made enquiries in respect of project “due diligence”. The Chair explained that the Member Major Projects Board had been set up as part of creating a more robust approach to the project programme delivery and that the Board was there to ensure that checks were in place and that any risks were demonstrated to Councillors as appropriate. It was explained that the Member Major Projects Board would look at the complete list of projects in the monitoring report. The Assistant Director Regeneration and Property added that this process with the Officer and Member Projects Boards was a new regime for the council to help minimise risk, but highlighted that there would always be risk in projects.

The Assistant Director Regeneration and Property referred to the Minutes of the previous Officer Major Projects Board meetings and advised that in future the format would be revised to be clearer on recommendations as per the Member Board’s Terms of Reference.

The Chair explained that the Member Major Projects Board was not a scrutiny body. Recommendations would either be made to Cabinet or to the relevant Policy and Development Panel. It was also noted that it was within the remit of the Corporate Performance Panel to undertake post project evaluation, although the Member Major Projects Board would see lessons learned exercises, via the officer

	<p>board.</p> <p>The Vice Chair outlined how the Member Major Projects Board could monitor progress and gave an example of the H and M Store. Councillor Middleton explained that once the project had been completed, the Member Major Projects Board could recommend that the Corporate Performance Panel undertake an evaluation of the project 12 months after completion.</p> <p>Councillor Kemp asked how it would be defined when a project was complete. The Chief Executive gave an example of the proposed enterprise zone spec units and a decision would be required as to determine when the project would be completed. The Assistant Director Regeneration and Property referred to the comments made by the Chief Executive and stated that a project specifically identified start and finish with property related projects should have the "Practical Completion" date on the project end date.</p> <p>The Executive Director – Commercial Services referred to the comments made by Councillor Middleton and explained that the project could be referred back to the Member Major Projects Board 12 months after the building had been handed over. The role of the Member Board would be to wait 12 months and then recommend that a review of the project be undertaken by the Corporate Performance Panel.</p> <p>At the invitation of the Chair, under Standing Order 34, Councillor Moriarty addressed the Board and stated that the scrutiny function should be undertaken by the Corporate Performance Panel. The Chair gave assurance that the post evaluation of a project would be undertaken by the Corporate Performance Panel, although the Member Board would see evaluations done by officers in the normal course of their business.</p>	
6	<p><b><u>PROGRAMME AND PROJECT PROCESS - M HENRY</u></b></p> <p>The Assistant Director, Regeneration and Development identified within his presentation a list of external funding streams that the Council was either already committed or was in the process of bidding for funds. The Assistant Director, Regeneration and Development went on to state that each funding stream created a programme of projects in their own right with the funders expecting frequent reporting upon such issues as: cashflow/funding draw-down, delivery of outputs and outcomes as stated within the original bid(s) and project/programme timescale.</p> <p>The Assistant Director, Regeneration and Development and the</p>	

	Executive Director, Commercial Services stated that additional resources would be required for delivery of the external funded projects.	
7	<p><b><u>OVERVIEW OF PROJECTS THAT HAVE BEEN COVERED BY THE OFFICER BOARD SINCE INCEPTION - M HENRY</u></b></p> <p>The Assistant Director Regeneration and Property provided an overview of the projects that had been to the Major Projects Officer Board from October 2018 to October 2019.</p>	
8	<p><b><u>AGENDAS AND MINUTES FROM OFFICER MAJOR PROJECTS BOARD</u></b></p> <p>The Member Major Projects Board received the agendas and minutes from the Officer Major Projects Board from October 2018 to the current date.</p> <p>It was noted that some Members were unable to access the agendas and minutes.</p> <p>Following questions on Management Team receiving the minutes from the Officer Board it was confirmed that minutes of the Board would be provided to Management Team at the earliest possible opportunity within the usual weekly timeframe of Management Team meetings for agreement.</p> <p><b>AGREED:</b> The Democratic Services Officer to arrange access to agendas and minutes of the Officer Board.</p> <p><i>(Following the meeting, the agendas and minutes were emailed to the Member Major Projects Board).</i></p>	DSO
9	<p><b><u>PRIORITY PROJECTS FOR DISCUSSION</u></b></p> <p><u>Cinema, Corn Exchange</u></p> <p>The Executive Director, Commercial Services provided an overview of the Cinema project as set out in the document published with the Agenda.</p> <p>A discussion took place and the Executive Director, Commercial Services responded to questions relating to:</p> <ul style="list-style-type: none"> <li>• How attendance rates would be monitored. The Chair commented that it was not in the remit of the Member Major</li> </ul>	

Projects Board to monitoring attendance levels, but for either the Corporate Performance Panel and Regeneration and Development Panel to request feedback after 12 months.

- Analysis of attendance figures – the Board was advised that a significant amount of analysis had been undertaken, and details had been included in a previous Policy and Development agenda which had indicated a viable project with a return rate of 18%. It was noted that ongoing monitoring would be undertaken by the Alive West Norfolk Board.
- Other refurbishment works already identified and budgeted for within the Capital Programme to be undertaken at the same time as the cinema project as there are economies of scale of combining these works.

In response to questions from Councillor Moriarty on the delegated decision made on the Oasis, etc, the Chair explained that there was a reserve for the Oasis within the budget. The Executive Director, Commercial Services advised that a number of items had been included in the Oasis capital provision. Discussions had been held with the Chief Operating Officer of Alive and the Oasis Manager as to how some items could be managed within the maintenance budgets.

#### Sutton Estate, Burnham Market

The Assistant Director, Regeneration and Property provided an overview of the project to date and explained that there was potential to sell the land with planning permission or for the Borough Council to develop it. The Council will seek planning permission and then market the site for sale – thereafter options will be reported to the Officer Board comparing these two proposals. The Member Board will then be able to consider the recommendations of the Officer Board as per the Terms of Reference.

An update would be given to the next Member Major Projects Board.

#### Branded Hotel, Hunstanton

The Assistant Director, Regeneration and Property provided an overview of the project and explained that advanced discussions were being held with a potential operator and legal advice was being obtained.

The Chair and Assistant Director, Regeneration and Property responded to questions in relation to:

- Reason for Premier Inn in Hunstanton.
- EU procurement laws and Brexit. The Senior Policy and Performance Officer undertook to look at the guidance and email a response to the Vice-Chair.

	<ul style="list-style-type: none"> <li>• Due diligence checks.</li> <li>• Potential risks.</li> </ul> <p><i>At the Officer Major Projects Board on 17 October 2019, the following discussion took place:</i></p> <ul style="list-style-type: none"> <li>• <i>Concerns raised regarding dialogue with one operator. Advice received that the council cannot procure direct with operator.</i></li> <li>• <i>Potential expression of interest expressed from two other operators.</i></li> <li>• <i>Parallel design and build contract to go out to tender in order to comply with procurement rules. Process to commence week commencing 21 October 2019.</i></li> </ul> <p><i>L Gore to ask R Wilson to look at the rate of return on schemes/impact following the recent government announcement of the increase in PWLB rates.</i></p>	
10	<p><b><u>DRAFT WORK PROGRAMME</u></b></p> <p>The following items were identified:</p> <ul style="list-style-type: none"> <li>• Review of the Major Projects Boards Terms of Reference.</li> <li>• Parkway Scheme.</li> </ul>	
11	<p><b><u>DATE OF NEXT MEETING</u></b></p> <p>31 January 2020, 9.30 am in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.</p>	

**The meeting closed at 5.15 pm**

# Major Projects Member Board

Minute Item 5

Matthew Henry MRICS  
Assistant Director Regeneration & Property

Borough Council of  
King's Lynn &  
West Norfolk





# New Structure for Projects

- King's Lynn Innovation Centre
- Lessons learned (Cross Party Working Group)
- Due diligence
- Improved Project & Programme Management
- Senior Management Team - changes and re-structure
- Other Project Boards
  - Alive West Norfolk
  - South East King's Lynn Strategic Growth Area (West Winch)
- Democratic process
- Evolving process (projects at various stages)
- Terms of Reference

# Background

- Revenue Support Grant → Funding “Pots”
- Cost Reduction Programme
- 10 • Capital Investments & Council-owned assets - Revenue Returns
- Asset Disposals - reduce Council’s borrowing requirements

# Outputs

- New Housing
- Commercial Investment Property
- Council Tax Base
- New Homes Bonus
- Increased Business Rates
- Local economic activity
- Business growth
- Job opportunities

# Major Projects

- Not primarily operational
- New or enhanced facilities (overhead reduction) - new or additional revenue income streams
- Partnership working and/or external funding
- Delivery - excess of 12 months
- Key Decision - budget £ 250,000 +

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# New Approach

- Review of Regeneration, Economic Development and Property Services
- Dedicated Project Delivery Team(s)
- Staff training & Development [BSc Construction Management & Management Training (PRINCE2)]
- Additional staff
- Software - Microsoft Project
- Documentation (& document administration)
  - Site Survey Report
  - Project Briefs
  - Project Initiation Document
  - Decision & Change Control Management Document
  - Risk Register
  - Gantt Charts
- Officer Major Projects Board
- Member Major Projects Board
- Programme Management
- Financial Profiling
- External Funding

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# Major Projects Process - Overview

Stage	Idea	Idea development	Project Brief	Project Initiation Document	Project Delivery	Project Completion	Lessons Learnt
Members		Updates to senior Cabinet Members – e.g. Portfolio Holder Meetings. Keep informed, assist with development of Project Briefs					
		Major Projects Member Board: operate on behalf of the Council to provide assurance that the council's programme is run in accordance with agreed Terms of Reference / monitor delivery					
		Policy Review & Development Panels: Development of ideas / monitoring					
		Cabinet: Approval to proceed / expenditure / amend capital programme etc					
		Audit Committee: Review project risk via programme monitoring					
Major Projects Officer Board / Management Team		Operational decisions, programme monitoring & project monitoring by exception					
		Assist with shaping of project brief	Approval to commence with Project Brief	Approval to commence with Project Initiation Document	Monitoring updates including risk issues	Provide project feedback	
Project Process	Idea (Member / Officer)	Develop idea on behalf of member / officer for Exec Director Consideration	Develop Project Brief for Project Board review	Develop Project Initiation Document for Project Board review	Manage Project – report accordingly	Undertake lessons learnt review	
Programme Monitoring		Including Programme Risk Register. Regular updates with corporate Risk Register and Internal Audit					

# Officer Board

- Programme - delivery of outcomes
  - Management & Monitoring Role
  - Share expertise and/or good practice
  - Due Diligence
  - ➔ Appropriate Recommendations
- 
- Project the Briefs
  - Project Initiation Documents
- 
- Risk Management
  - Financial Management
  - Contract Documentation

# Member Project Board

- Officer Major Project Board – Terms of Reference
- 16 • Governance Major Projects Programme
- Monitor delivery – Major Projects Programme





# Member Project Board

- Recommendations made by Officer Board – appropriate?
- Management Team agreement to Recommendations
- Exception Reports – appropriate action(s) taken
- *Forward Programme & Alternative Priorities – decisions?*
- Post Project Evaluation & Lessons Learned
- Programme Risks
- Reports/Recommendations – Panels and/or Cabinet



# Not

- A decision making body
- Does not decide which projects should be delivered
- 18 • Does not have a scrutiny function (*added at Board Meeting on 9<sup>th</sup> October 2019*)
- Set policy

# Terminology

- Project
- Project Brief
- Project Initiation Document [PID]
- Programme

# Successful Project Management

- The project has continued business justification
- Project Teams learn from previous experience : lessons are sought, recorded and acted upon throughout the life of the project
- Project is planned, monitored and controlled on a stage-by-stage basis
- Project has defined tolerances for each project objective to establish limits of delegated authority
- Project focuses on the definition and delivery of products, in particular their quality requirements
- Project Management is tailored to suit the projects environment, size, complexity, importance, capability and risk.

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# Project Brief

- Executive Summary
- Project Definition
- Background
- Project Objectives
- Desired Outcomes
- Project Scope & Exclusions
- Constraints, Assumptions & Risks
- Project Tolerances & Change Control
- Users & any other known interested parties
- Interfaces
- Outline Business Case
- Local Planning Authority/Strategic Housing Comments
- Project Product Description
- Project Approach
- Project Management Team Structure
- Role Descriptions
- References (appendices)
- Appendices : eg Development Appraisal/Preliminary Site Layout or Design etc



# Project Initiation Document

- Executive Summary
- Project Definition
- Background
- Project Objectives & Outcomes
- Project Scope & Exclusions
- Constraints, Assumptions & Risk Management Strategy
- Interfaces
- Project Controls & Monitoring
- Communication Management Strategy/ Stakeholder Management Plan
- Business Case
- Project Plan & Project Approach
- Key Changes from Project Brief
- Recommendations



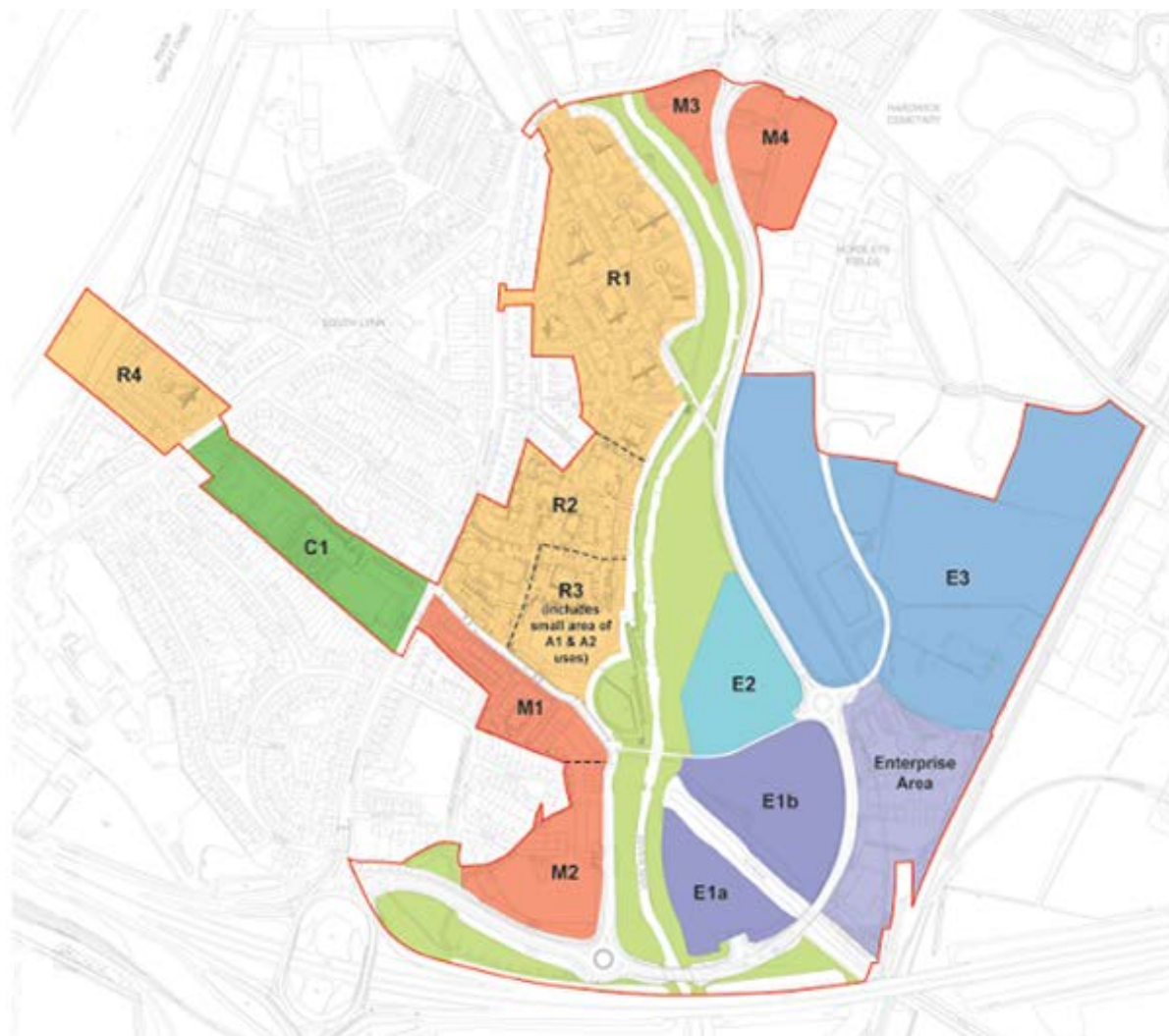
# Funding Pots = Project Programmes

- Heritage Action Zone
- High Street Heritage Action Zone
- Future High Street Fund
- Towns Fund
- 23 • Accelerated Construction Programme
- Enterprise Zone Accelerator Fund
- Coastal Communities Fund
- Business Rates Pool
- Coastal Revival Fund
- One Public Estate
- Heritage Lottery Fund



# Nar Ouse Regeneration Area (NORA)

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# Nar Ouse Regeneration Area

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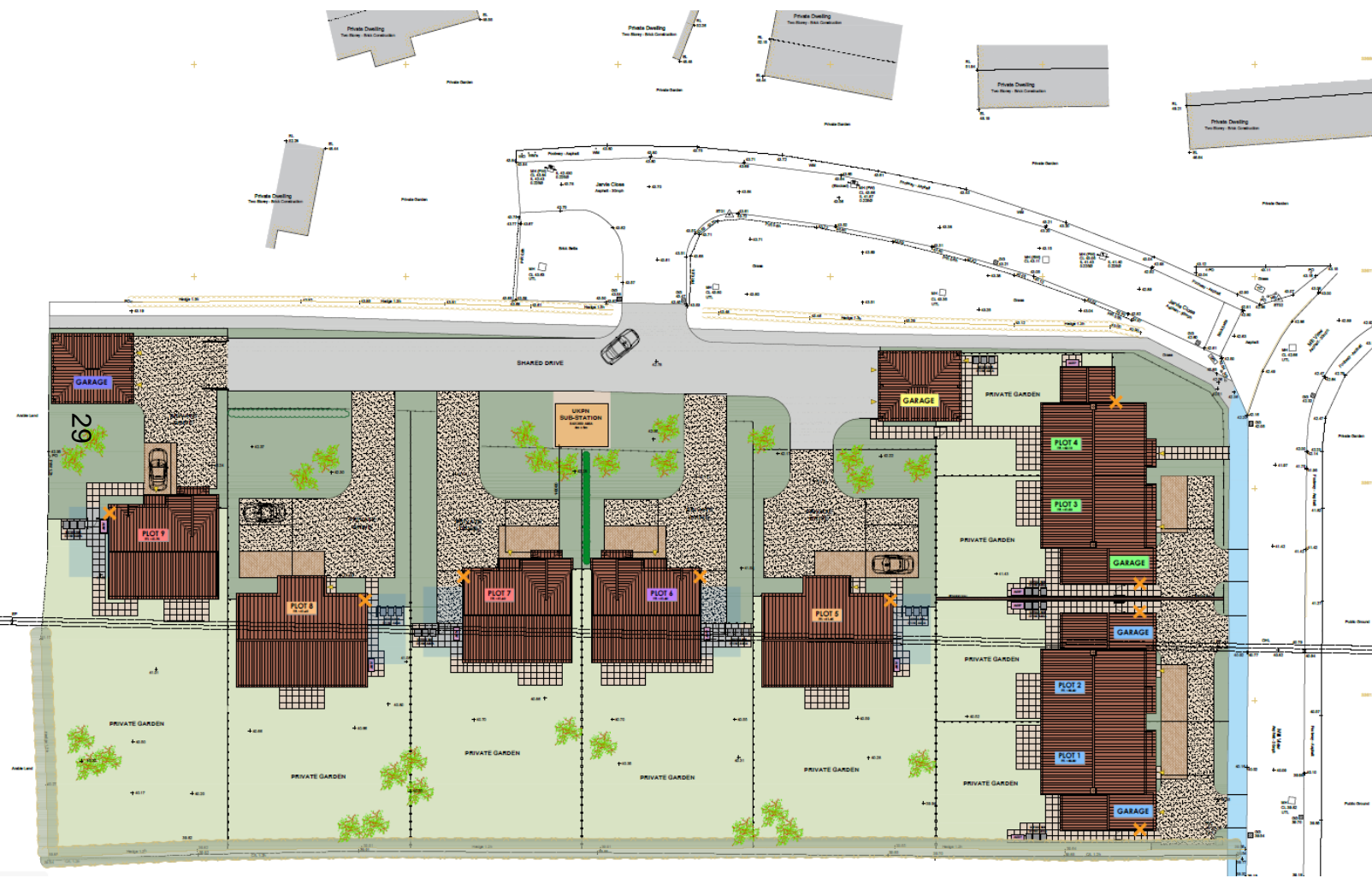






Borough Council of  
King's Lynn &  
West Norfolk









**HOUSE TYPE 1**  
- CHALET BUNGALOW



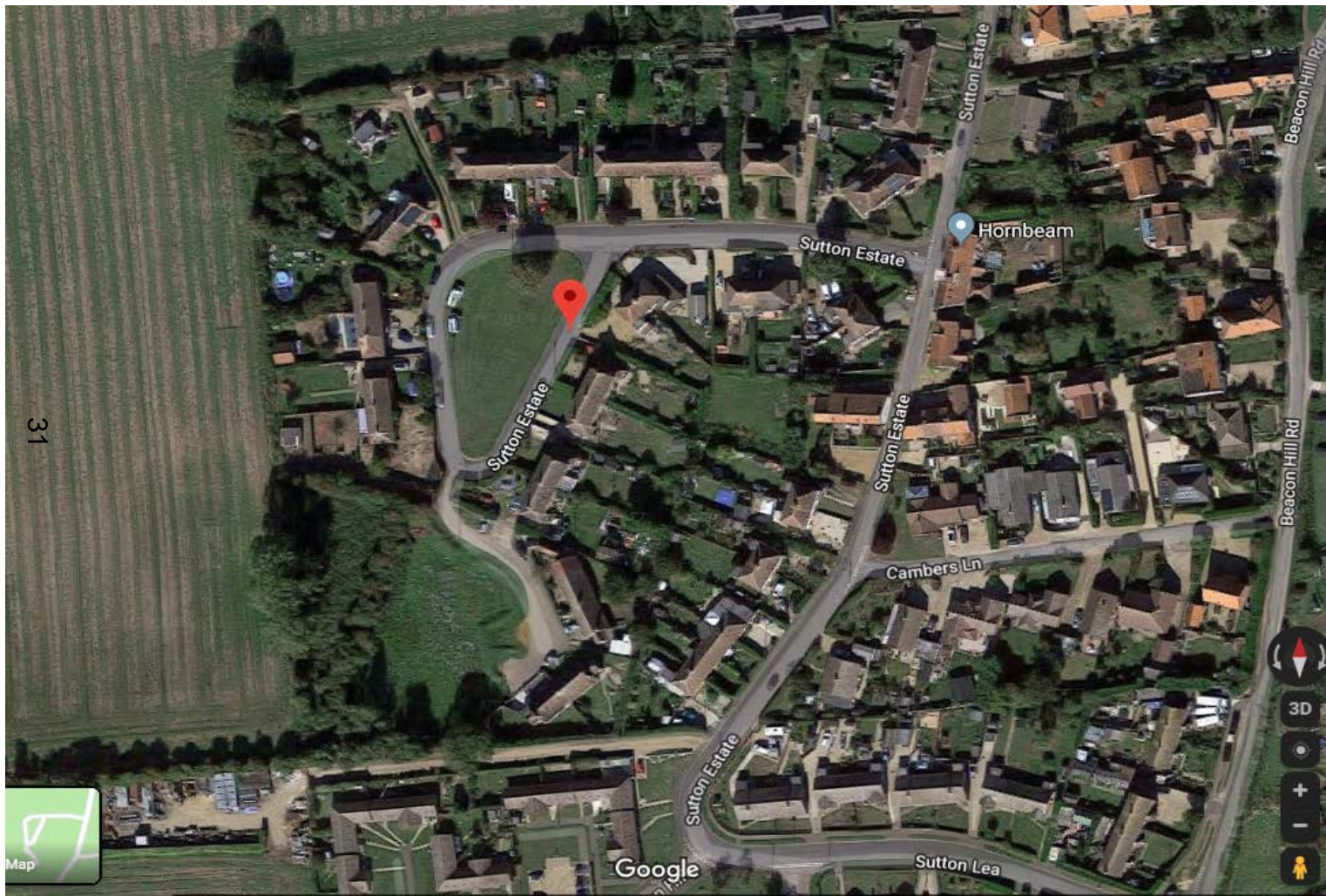
**HOUSE TYPE 2**  
- SEMI-DETACHED



**HOUSE TYPE 3**  
- SEMI-DETACHED



**HOUSE TYPE 4**  
- SEMI-DETACHED





INDICATIVE FRONT ELEVATIONS  
NOT TO SCALE



Plot Schedule (Houses)

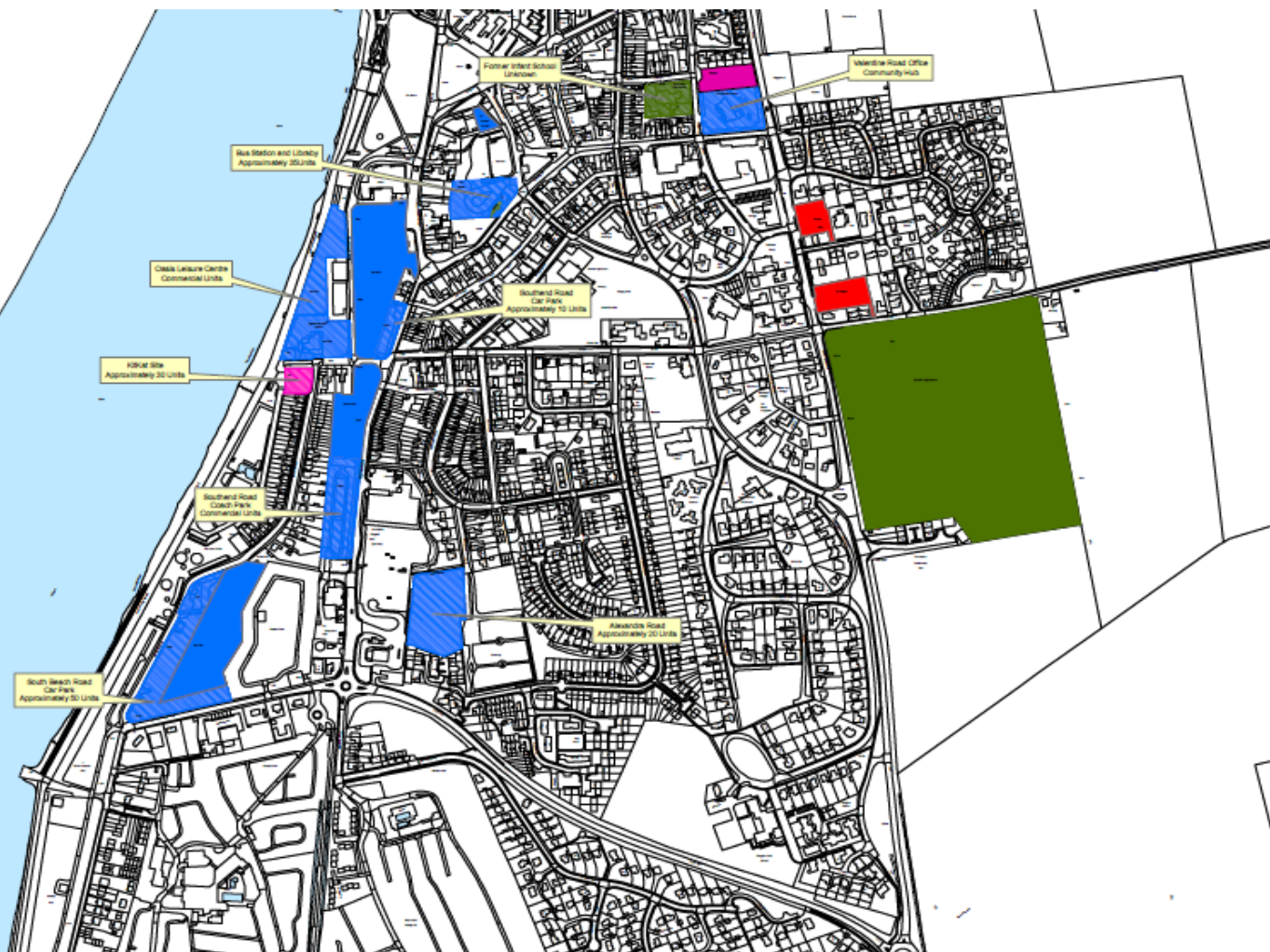
No.	House Type	Bedrooms	On
PLOT 1	1	3 bedroom	4 p
PLOT 2	1	3 bedroom	4 p
PLOT 3	2	3 bedroom	4 p
PLOT 4	2	3 bedroom	4 p
PLOT 5	3	3 bedroom	4 p
PLOT 6	3	3 bedroom	4 p
PLOT 7	4	2 bedroom	3 p
PLOT 8	4	2 bedroom	3 p
PLOT 9	4	2 bedroom	3 p













PROPOSED 8th Floor  
1000 West 1st Street

**LOCATION MAP**



1	1a) 1a) 1a)	1a) 1a) 1a)
2	1b) 1b) 1b)	1b) 1b) 1b)
3	1c) 1c) 1c)	1c) 1c) 1c)
4	1d) 1d) 1d)	1d) 1d) 1d)
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9	1i) 1i) 1i)	1i) 1i) 1i)
10	1j) 1j) 1j)	1j) 1j) 1j)

- PRELIMINARY

trundley

where boundary term

**BCK & WY**  
KING'S COURT  
CHARD STREET  
KING'S CROSS, LONDON  
N1 1AA

REGISTRATION INFORMATION

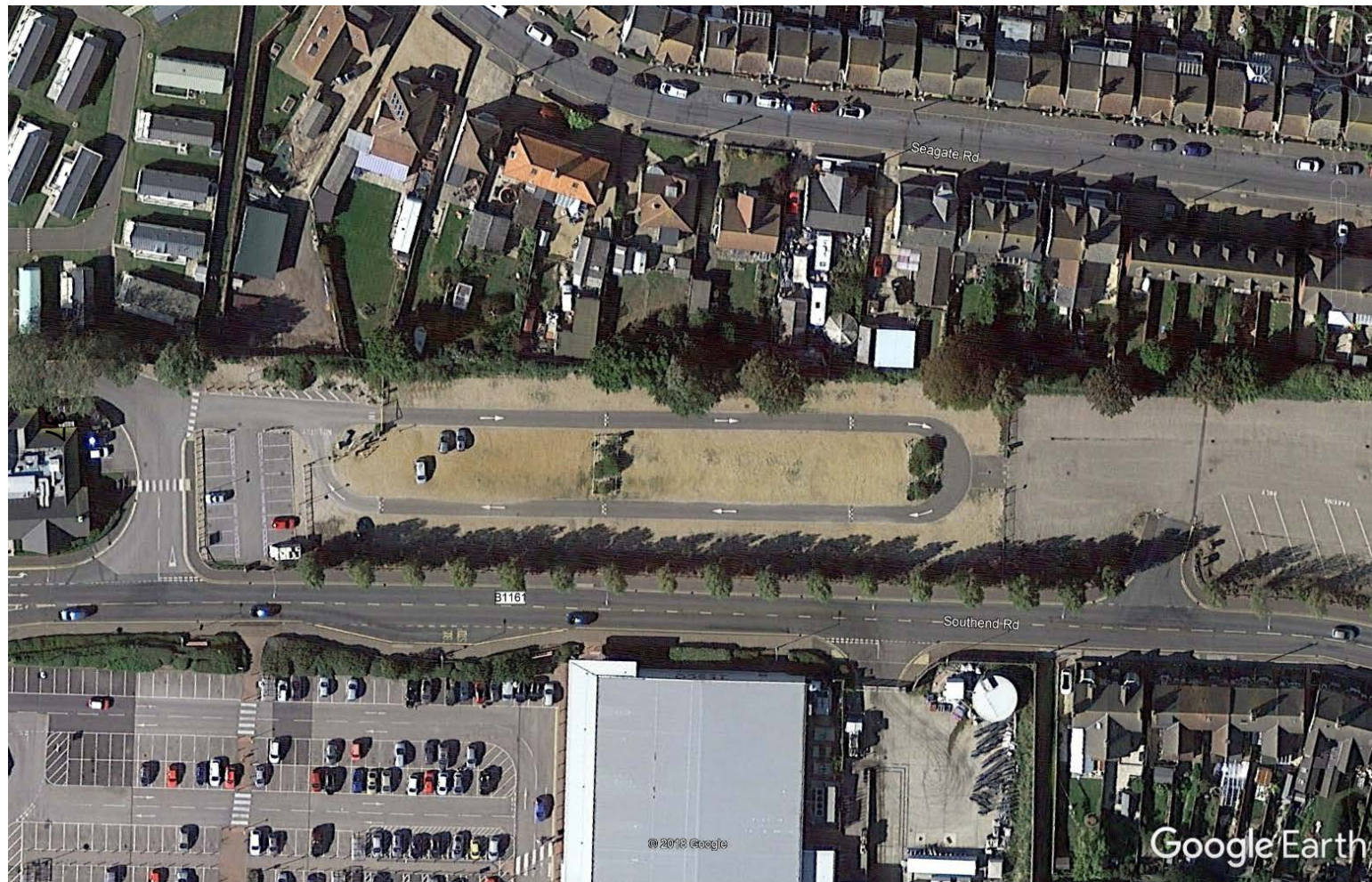
LARGE AT WORK/STUDY SITES, MULTIPLE  
SITINGS AND INDUSTRY SITE TYPES,  
LOCATION PLAN

Year	Age	Sex
2000-2001	10-14	Male

14-L39L-P001F

If this drawing is integrated in the short line from the drawing to a  
 corresponding line, and should not be used for other purposes.









# Study Area



Oasis Leisure Centre & Amusement car parking



Oasis Leisure Centre & Amusement buildings



Hunstanton South Beach and Promenade



Old Hunstanton beach



Hunstanton Town Centre



Car Park



Underutilised green space



Fairground









# Nar Ouse Regeneration Area (NORA)

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King's Lynn

45







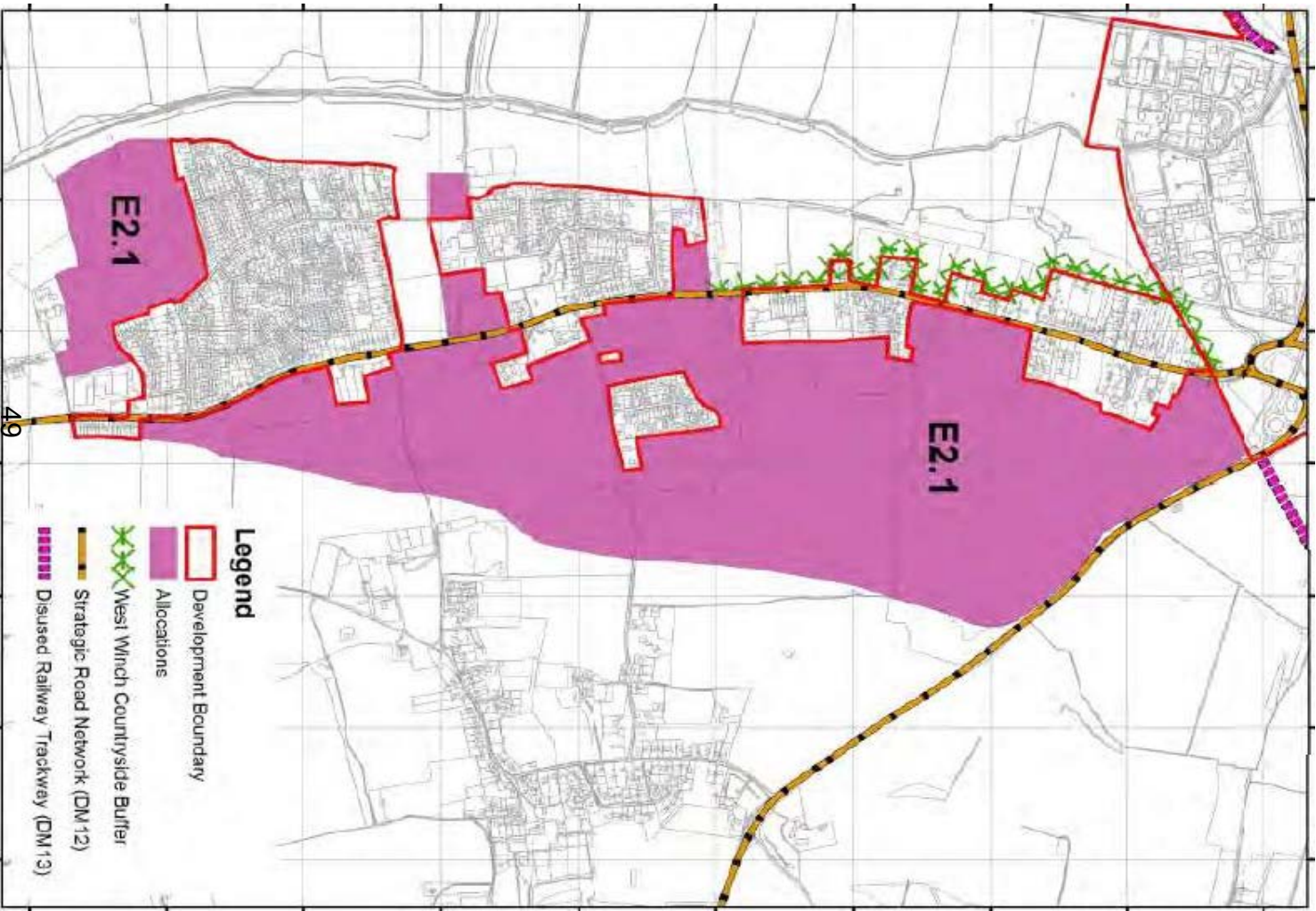








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## Land off the A10, Main Road, Setchey

