

Major Projects Oversight Board report March 2026	
Executive Summary	The Major Projects Oversight Board meets bi-monthly to review the progress and risk management of the significant projects. Specific projects are selected for closer examination in turn. No significant changes in risk profile, project delivery or outcomes have been identified that need to be escalated to the Committee.
Options considered	Not applicable report for information.
Consultation(s)	Not applicable report for information.
Recommendations	Committee is requested to note the report.
Reasons for recommendations	Report for information.
Background papers	None

Wards affected	Not applicable.
Cabinet member(s)	Not applicable.
Contact Officer	Don McCallum, Director of Resources and s151. don.mccallum@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	A strong, responsible and accountable council.
Medium Term Financial Strategy (MTFS)	Good governance supports delivery of the MTFS.
Council Policies & Strategies	Ensuring that strong governance is at the heart of all we do.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Not exempt
Details of any previous decision(s) on this matter	Not applicable.

1. Purpose of the report

To inform the Committee of the progress and findings of the Major Projects Oversight Board, and to reassure those charged with governance that the

approved major projects are within the scope, budget and risk appetite of the Council.

2. Introduction & Background

- 2.1. The Major Projects Oversight Board is an essential element of the NNDC project management and performance framework. The Board has responsibility for the oversight, direction and management of the Council's programme of Major Projects in terms of scale, leverage of and accountability for external funding, reputation and public expectation around projects which will deliver improved infrastructure and further investment opportunities in the district and/or the improved management of the Council's key assets.
- 2.2. The Board has responsibility for ensuring that projects financed (in whole or part) through the Council's Capital Programme and accountability for significant sources of external funding remain within scope, timeframe and budget. The Board does not have the remit to authorise spend. CLT/Cabinet approval should be sought by the Project Sponsor for any increase in budget, change in scope or budget re-profiling, in accordance with the Council's Constitution.
- 2.3. More information on the purpose of the board, the selection of projects and membership can be found within the appended Terms of Reference.

3. Proposals and Options

The Board last met on 29 January 2026 to discuss the following agenda;

Item No.	Item	Lead Officer
1.	Apologies for Absence	DM
2.	Deep Dive into following projects: <ul style="list-style-type: none"> • FLASH • Rocket House • Pier • Watch House 	EC RT RT RT
3.	Review Project List	P&P
4.	Any Other Business	ALL

3.1. FLASH

- 3.1.1. The construction of the new swimming pool and facility upgrades at the Fakenham Leisure and Sports Hub was review was presented by the Director of Service Delivery. The demolition and ground works have begun and are on track.
- 3.1.2. Levelling Up Funding has been confirmed and extended beyond the expected completion date. Following value engineering around fixtures and fittings the project remains within budget.

- 3.1.3. Project governance and cost control will be overseen by external provider Alliance Leisure and an independent Clerk of Works also appointed.
- 3.1.4. The 3G pitch proposal has been decoupled from the main project as subject to discrete funding from the Football Federation which is to be confirmed.
- 3.1.5. Actions include creating a master GANTT chart to include all elements of construction, upgrades and service delivery by the operator Everyone Active.
- 3.1.6. Risk profile highlighted the need to sign the UKPN lease and substation upgrade. Legal and Estates teams to mitigate.

3.2. Rocket House

- 3.2.1. Upgrades to M&E equipment to facilitate the re-occupation of the museum by the RNLI. Awaiting tenant acceptance of specification.
- 3.2.2. Tender pack to be issued in February and surveys and consents being acquired.
- 3.2.3. Action to confirm handover date with tenant.

3.3. Cromer Pier

- 3.3.1. Urgent repairs to four critical junction points during the winter closure of the Pavillion Theatre.
- 3.3.2. On track to complete by 18 February 2026 in time for theatre reopening.
- 3.3.3. Action to program Phase 2 structural works throughout 2026/27 subject to Full Council approval of the capital program. *Subsequently the Council approved the remaining structural repairs budget.*

3.4. Watch House

- 3.4.1. Stabilising the cliff between Rocket House and a private dwelling.
- 3.4.2. Open procurement underway and the budget is still deemed adequate.
- 3.4.3. Ongoing engagement with the resident.

3.5. Review of Project list

- 3.5.1. Officers considered updates on the wider programme and noted;
 - 3.5.1.1. Domestic Food Waste - Provision of depot facilities; awaiting mobilisation costs from Serco; Implications of LGR on the provision of services by successor authority.
 - 3.5.1.2. North Lodge Car Park – Planning Committee hearing 19/3/26.
 - 3.5.1.3. Forward Planning – Project management team mapping programme-level interdependencies across the authority.

3.6. Future agenda

- 3.6.1. March 2026 deep dive Domestic Food Waste.
- 3.6.2. May 2026 deep dive Coastwise.

4. Corporate Priorities

This report on the activities of the Major Project Oversight Board contributes to;
A strong, responsible and accountable council.

5. Financial and Resource Implications

No direct financial implications arise from this report.

Comments from the S151 Officer:

This report is for information.

6. Legal Implications

No legal implications.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

The report is for information

7. Risks

The report itself does not attract risk, but its presence reduces the risk of governance failure.

8. Net ZeroTarget

The report itself does not have implications for the Net Zero Target.

9. Equality, Diversity & Inclusion

The report itself does not have implications for Equality, Diversity & Inclusion.

10. Community Safety issues

The report itself does not have implications for Community Safety.

Conclusion and Recommendations

No significant changes in risk profile, project delivery or outcomes have been identified that need to be escalated to the Committee. The Committee is recommended to note the report.

Appendix - Major Projects Oversight Board Terms of Reference

1.0 Scope

- 1.1 The Council's 2023-2027 Corporate Plan has A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL as one of its five corporate priorities and states that "We will ensure the Council maintains a financially sound position, seeking to make best use of our assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.
- 1.2 As a key cross-cutting theme impacting on almost everything the Council does, the way the Council uses its increasingly pressured finances, seeks to maximise sources of external funding and manages projects in an efficient manner, will be key measures of the Council's success in terms of delivering its Corporate Plan ambitions and maintaining the provision of high-quality services. The Major Projects Oversight Board will therefore have a critical role in monitoring the delivery of major projects against key financial and timescales milestones.

2.0 Purpose

- 2.1 The Major Projects Oversight Board is an essential element of the NNDC project management and performance framework. The Board has responsibility for the oversight, direction and management of the Council's programme of Major Projects in terms of scale, leverage of and accountability for external funding, reputation and public expectation around projects which will deliver improved infrastructure and further investment opportunities in the district and/or the improved management of the Council's key assets.
- 2.2 The Board has responsibility for ensuring that projects financed (in whole or part) through the Council's Capital Programme and accountability for significant sources of external funding remain within scope, timeframe and budget. The Board does not have the remit to authorise spend. CLT/Cabinet approval should be sought by the Project Sponsor for any increase in budget, change in scope or budget re-profiling, in accordance with the Council's Constitution.

3.0 Objectives

- 3.1 The Board has responsibility for overseeing progress and project delivery of a number of major projects, dependent in large part (but not exclusively) on sources of external (usually UK Government) funding which have been developed and are being led the Council and for which the Council has accountable body and reporting status and responsibilities.
- 3.2 The Board will receive initial project proposals with a capital value over £500,000 or with a significant corporate reputational risk to ensure compliance with the project governance framework and will approve the further development of the proposal project brief. Each proposal will be assessed against the Corporate Plan objectives to ensure proper resourcing and focus.

- 3.3 The Major Projects Oversight Board will have strategic oversight of the Council's Capital Programme and as appropriate provide advice to Cabinet of the affordability of projects and spend against profiled budgets.
- 3.4 The Board will receive regular reports on the progress of projects to ensure delivery against key timelines, project milestones, value for money etc and as necessary seek to understand and support any actions proposed to address challenges, project slippage, significant budget variances etc.
- 3.5 As necessary, if there are deemed to be any corporate resourcing issues (capacity / ability of internal teams) to support timely delivery of a project against other service or team priorities and pressures these will be highlighted and attempts made to resolve by the Board.
- 3.6 A similar position would be adopted with external partners, statutory undertakers with the Chair of the Board delegated to write to such bodies to resolve issues impacting on the delay of project delivery.
- 3.7 As appropriate, any significant concerns over project delivery and budget variances will be shared with CLT and Cabinet and as necessary added to the Corporate Risk Register.
- 3.8 Any necessary actions / mitigations agreed for reporting to members will be through Performance reports to the Overview and Scrutiny Committee.

4.0 Membership

4.1 Board members:-

Name	Programme Role	Job Title
Don McCallum	Chair, Programme Champion	Director for Resources, S151 Officer
David Glason	Scrutineer / critical friend	Assistant Director Planning
Cara Jordan	Scrutineer / critical friend	Assistant Director Legal & Governance
Erika Temple, David Kingfisher, Rob Sayles, John Taylor	Corporate Project Manager resource	Corporate Programme & Project Managers
Kathryn Brown	Administrative support	Corporate EA

- 4.2 The Board will determine which officers are required to attend meetings based on particular projects or themes as required.
- 4.3 Officers with lead responsibility for the development and delivery of major corporate projects who would be expected to routinely attend meetings of the Board to report on the progress being made against key project milestones, budget, project completion and learning.

5.0 Meetings

- 5.1 The Major Projects Oversight Board shall meet bi-monthly and items for the agenda will be agreed in advance.
- 5.2 All meetings of the Major Projects Oversight Board will be supported (preparation of agendas and minutes) by a member of the Corporate EA Team.
- 5.3 Items and papers for the agenda should be prepared and provided to the Corporate EA supporting the Board no less than five working days prior to the meeting, with the agenda being agreed by the Chair before circulation.
- 5.4 As a key element of the Council's performance management framework Board representatives are expected to prioritise their attendance at Board meetings and in order to provide for focus and consistency of process, ordinarily substitutes will not be required to attend.
- 5.5 Meetings should be of a manageable length, normally no longer than 2 hours, and be outcome focussed.
- 5.6 Notes and actions from meetings will be recorded and confirmed at the end of the meeting. Draft minutes will be available within 5 days of the meeting.

6.0 Reporting

- 6.1 Major Projects Oversight Board agendas, papers and minutes will be stored centrally by the Corporate EA Team and shared on the Board's SharePoint site.
- 6.2 The Chair will ensure that any exceptional outcomes of Board meetings are reported to the Corporate Leadership Team following each meeting. The report to CLT will include a summary of the critical actions / risks / issues and finance position.

7.0 Review

The Board, including its Terms of Reference, will be reviewed and evaluated at least annually in relation to performance against the objectives by CLT.

8.0 Version control

Date	Author	Version	Notes
20/02/2024	S Blatch	1.0	Initial draft
02/05/2024	S Blatch	2.0	CLT draft
08/05/2024	CLT / S Blatch	3.0	CLT agreed
30/05/2024	S Blatch	4.0	Final draft
31/10/2025	K Brown	5.0	Changes to board members following departures of NNDC staff