

<b>Major Projects Oversight Board report May 2026</b>	
<b>Executive Summary</b>	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.
<b>Options considered</b>	Not applicable report for information.
<b>Consultation(s)</b>	Not applicable report for information.
<b>Recommendations</b>	Committee is requested to note the report.
<b>Reasons for recommendations</b>	Report for information.
<b>Background papers</b>	None

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

<b>Links to key documents:</b>	
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.

<b>Corporate Governance:</b>	
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.

## 3. Proposals and Options

The Board last met on 20 May 2026 to discuss the following agenda;

Item No.	Item	Lead Officer	Time
1.	Apologies and Action Tracker Review <a href="#">Major Projects Action Tracker.xlsx</a>	DM	5 min
2.	Project Focus <ul style="list-style-type: none"> <li>• Coastwise               <ul style="list-style-type: none"> <li>○ Examples of Board papers, Financial position and MEL attached</li> </ul> </li> </ul>	RG	40 mins
3.	Review Highlight Reports for all Major Projects <a href="#">Highlight Reports</a>	ALL	30 mins
4.	Any Other Business	ALL	15 mins
Date of Next Meeting: TBA			

### 3.1. Coastwise

- 3.1.1. The Board received a comprehensive overview of the impact of coastal change and the funding made available for adaptation.
- 3.1.2. Governance structures were presented including delegated authority, Coastwise Board membership and specimen quarterly papers.
- 3.1.3. The Board includes local and national stakeholders from neighbouring authorities and Government allowing for robust scrutiny and consensus decision making.
- 3.1.4. We explored the Risk Register and oversight of financing and resources.

- 3.1.5. The current list activities was presented and initial proposals for transition from the current CTAP program ending March 27 to the new CAP program ending March 2029. The new program will expand and enhance the ability for affected residents and infrastructure to prepare for future erosion.
- 3.1.6. The highest mitigated risk score remains the ability to deploy relatively short term grant funding on long term coastal adaptation solutions.

### **3.2. Domestic Food Waste**

- 3.2.1. Ongoing meetings with collections provider to understand the proposed revenue cost implications.
- 3.2.2. Ongoing surveying of the potential depot site.

### **3.3. FLASH**

- 3.3.1. Agreement has been reached on granting a substation lease to UKPN between UKPN, NNDC, FTC and Everyone Active.
- 3.3.2. Works to changing rooms are progressing whilst pool hall steels' specification and delivery issues are being resolved.
- 3.3.3. Planning application for play equipment will be aligned to the 3G pitch program.

### **3.4. Rocket House**

- 3.4.1. RNLI have agreed to the specification within the approved budget.
- 3.4.2. Ongoing discussions with neighbouring property owners.

### **3.5. Review of Project list**

- 3.5.1. Corporate Leadership Team and Management Team jointly reviewed the list of 89 open projects to ensure the Corporate Project Delivery Team is focussed on reporting, governance and project management in an effective and efficient manner. The extant project list is expected to reduce to less than 50.
- 3.5.2. Recommendations included;
  - 3.5.2.1. Closing substantively complete projects
  - 3.5.2.2. Removing business as usual activities that are monitored under existing management and Portfolio Holder reporting.
  - 3.5.2.3. Merging co-managed elements of closely related projects
  - 3.5.2.4. Adding significant projects not already captured such; as New Local Plan, Sheringham Sports Ground, Cromer filming and NNDC's contributions to the wider LGR program.

### **3.6. Future agenda**

- 3.6.1. July 2026 deep dive Cromer Pier Substructure
- 3.6.2. September 2026 deep dive to be confirmed.

## **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.*

**7. Risks**

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

**8. Net Zero Target**

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 – Project oversight

To be used as reference for Corporate Project Delivery Team update.

### Live project stages

Projects are classed into 3 sizes based on various factors, including budget, complexity and risk. We monitor high level stages of progress for each size. In-progress projects are broken down into further sub-stages.

### Stages;

1. Proposed
2. In-progress – Mobilisation
3. In-progress – Planning
4. In-progress – Delivery
5. Closedown

Not Started – Proposal Accepted but not yet In-progress

Cancelled – No longer happening, pre or post proposal

**Project Sizes/Stage Counts (May 2026)**

	Large	Medium	Small	Total
<b>Proposed</b>	2	3	5	<b>10</b>
<b>Not Started</b>	0	0	6	<b>6</b>
<b>In Progress</b>	11	11	18	<b>40</b>

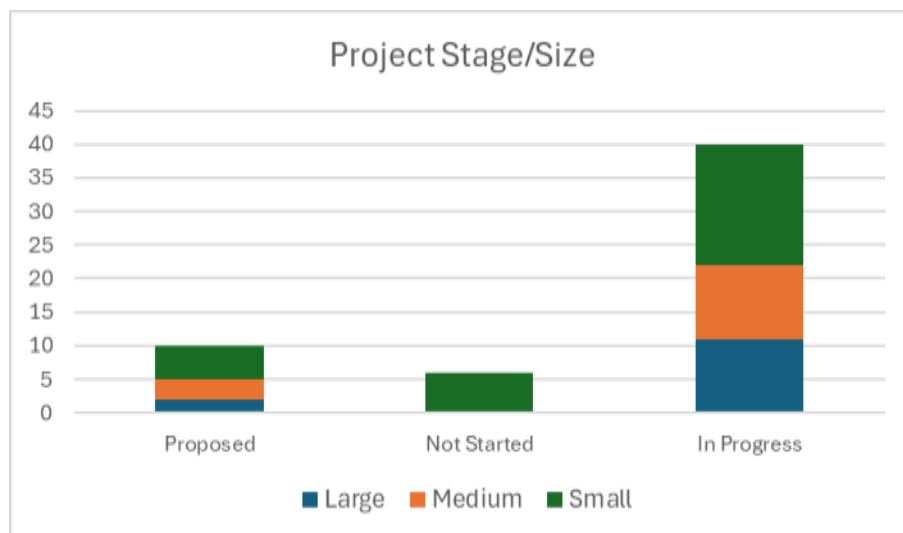


Chart above shows the number of projects at each stage, split by size

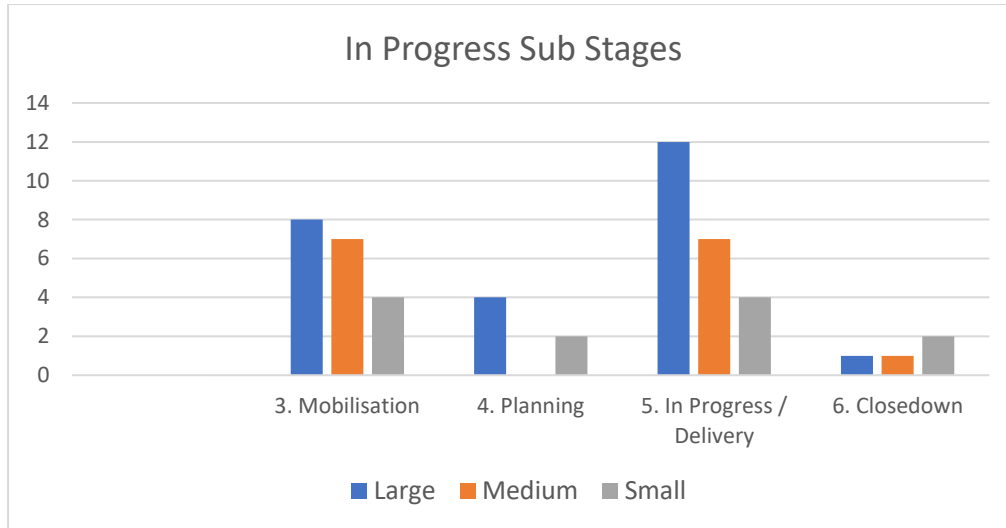


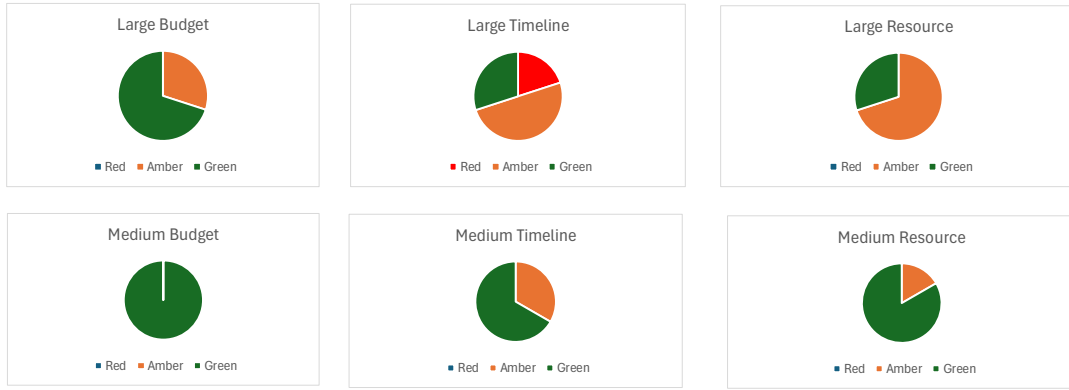
Chart above shows the substage of all in progress projects, split by size

#### Large Projects Overview (In Progress)

Cost Code	Project Name	Location	District Ward	Service Area	Size	Stage	Detailed Stage	Budget RAG	Timeline RAG	Resource RAG
8413	Fakenham Leisure Centre - FLASH	Fakenham	Lancaster - North	Environment & Leisure	Large	In Progress	5. In Progress / Delivery	Green	Amber	Green
8388396	Domestic Food Waste Roll Out	District Wide	All	Environment & Leisure	Large	In Progress	4. Planning	Amber	Amber	Amber
8408	UK Shared Prosperity Fund	District Wide	All	Sustainable Growth	Large	In Progress	6. Closedown	Green	Green	Green
8405	Rural England Prosperity Fund	District Wide	All	Sustainable Growth	Large	In Progress	6. Closedown	Green	Green	Green
8520	Rocket House - Refurbishment	Cromer	Cromer Town	Finance & Assets	Large	In Progress	3. Mobilisation	Green	Red	Amber
8594	Cromer Pier Substructure Works	Cromer	Cromer Town	Finance & Assets	Large	In Progress	5. In Progress / Delivery	Green	Amber	Amber
8380	Coastwise	District Wide	All	Sustainable Growth	Large	In Progress	5. In Progress / Delivery	Amber	Amber	Amber
8394	Overstrand Coast Protection Scheme	Overstrand	Poppyland	Sustainable Growth	Medium	In Progress	5. In Progress / Delivery	Amber	Green	Amber
8443	North Lodge Park - Car Park	Cromer	Cromer Town	Finance & Assets	Large	In Progress	4. Planning	Green	Red	Amber
8442	Watch House - Cliff Stabilisation	Cromer	Cromer Town	Finance & Assets	Large	In Progress	3. Mobilisation	Green	Amber	Amber
TBC	Temporary Accommodation - FY 26/27 Acquisitions & Management of Portfolio	District Wide	All	People Services / Finance & Assets	Large	In Progress	3. Mobilisation			

#### RAG/Size Counts (in progress projects)

	Large	Medium
<b>Budget - Red</b>	0	0
<b>Timeline - Red</b>	2	0
<b>Resource - Red</b>	0	0
<b>Budget - Amber</b>	3	0
<b>Timeline - Amber</b>	5	2
<b>Resource - Amber</b>	7	1
<b>Budget - Green</b>	7	6
<b>Timeline - Green</b>	3	4
<b>Resource - Green</b>	3	5



There has been no significant change in RAG, a slight decrease in risk towards green on budget generally