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We Are Colchester Board Meeting

16 November 2023

Digital Skills Hub, ACL Colchester, Barrack St, Colchester
CO1 2LR



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Agenda

10am – Meet at Hub entrance.

10.15am - refreshments, cakes and biscuits, with project displays hosted by our Town Deal team

10.30am - We Are Colchester Board meeting

- 1. Welcome, Apologies and Declarations of Interest - Simon Blaxill**
- 2. An additional welcome - Digital Hub project spotlight - Savannah Rate**
- 3. Progress update - Simon Thorp & Clare Ratcliffe**
- 4. 'You said, we did' and project risk management - Lindsay Barker, Matt Sterling, Rory Doyle, Richard Kendrew**
- 5. Decisions and points to note - Simon Blaxill**
- 6. Next meeting**

11.30am - Taster sessions and networking to follow Board meeting.

12.30pm – Close.



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Chair's Introduction

Simon Blaxill



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An additional welcome – Digital Hub project spotlight

Savannah Rate



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Progress Report & Engagement Update

Simon Thorp, Programme and Performance Manager



Headlines

- **Overall** - Good progress continues across many projects
- **Risk Management** - St Nicholas Square (delayed start of works), Heart of Greenstead (land assembly), Transformed Youth Facilities (delivery plan) and Essex County Hospital (delivery plan).
- **Cost escalation** - Generally, cost escalation is being managed with review and reforecasting prompted for all projects.
- **Project adjustments** - Redistribution of funding from Kerbless Street to Digital Working Hub Queen Street has been approved internally, with a project adjustment request (PAR) within project flexibility guidelines sent to DLUHC.
- **DLUHC 2nd Line of Defence deep dive review** - Remedial actions related to the DLUHC deep dive review - state aid/subsidy control process and Public Contract Regulations compliance – have been addressed.
- **DLUHC monitoring return** – routine submission in December 2023.



Progress highlights

- **Digital Skills Hub Wilson Marriage completed. Balkerne Gate phase 1 completed. Essex Pedal Power launched.**
- **Walking and Cycling Route LCWIP4 - works completing at Colne Causeway. East Hill tender to be issued. Moors section plans progressing.**
- **Essex Pedal Power - bike handout for Essex Pedal Power in Greenstead continues.**
- **Jumbo - Design and planning work continues (funded by HLF and Town Deal).**
- **Trinity Church - News of HLF application is expected soon.**
- **Greenstead – land assembly issues resolved.**

Delivery, Time, Cost RAG headlines

Overall Programme RAG = **AMBER**

Cost RAG = **AMBER**

Time RAG = **AMBER**

Reason:

Ongoing Time and Cost issues for some projects may affect features delivered – St Nicholas Square, Greenstead (various), Digital Working Hub, cost inflation generally, time slippages (Youth Facilities, Essex County Hospital)

For some projects Project Managers cannot resolve issues and have therefore escalated issues.

PROGRAMME & UMBRELLA PROJECT RAG STATUS

Current Project : Town Deal Programme (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Amber	Amber	Amber

Current Project : Town Deal - Digital Connections (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Amber	Amber	Green

Current Project : Town Deal - Heart of Greenstead (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Amber	Amber	Green

Current Project : Town Deal - Physical Connections (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Green	Green	Green

Current Project : Town Deal - Town Centre and Gateways (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Red	Red	Red

Current Project : Town Deal - Transformed Youth Facilities (Gateway : Development)				
Month	Year	Overall RAG ⁽ⁱ⁾	Cost RAG ⁽ⁱ⁾	Timescales RAG ⁽ⁱ⁾
October	2023	Amber	Green	Amber



Completed projects (including accelerated) = 3

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

★ Completed in 2023/24 (Balkerne Gate phase 1 completed 2022/23)

★★ Due to complete in Q1/Q2 2024/25

RAG AND UMBRELLA PROJECT DELIVERY OVERVIEW TO DATE

Project	RAG		April-June 2023			July-September 2023			October-December 2023			January-March 2024			
	Last meeting	This meeting	Delivery Phase Started August 2022												
Project 1: Town Centre & Gateways	Red	Red									DWH managing agent tenders	HTC Lottery award?	St Nicholas Square on-site start	★	
Project 2: Heart of Greenstead	Yellow	Yellow			Essex Pedal Power training and bike handout COMPLETED	★									
Project 3: Transformed Youth Facilities	Green	Yellow					Stanway / Highwoods on site delayed						Townhouse, Stanway and Highwoods revised on-site start	★★	
Project 4: Digital connectivity	Yellow	Yellow					Digital Skills Hub COMPLETED	★		5G ITT delayed					
Project 5: Physical connectivity	Green	Green					Colne Causeway works commence						E Hill contract award Feb 24		
Engagement Plan – project level	Green	Green													
Monitoring outcomes	Green	Green					Return June 2023 COMPLETED	★	Return due Dec 2023						

Top programme risks	RAG	Mitigations
St Nicholas Square and cost escalation generally across City Centre public realm projects	Red	St Nicholas Square test pits dug; final permissions sought to enable start of works. Other projects subject to rigorous cost management. Project Owner – Matt Sterling
Heart of Greenstead land ownership	Yellow	Community Hub work continues to be prioritised; land assembly negotiations close to completion. Project Sponsor – Rory Doyle
Programme-wide procurement process	Yellow	Following DLUHC deep dive, review compliance with Public Contract Regulations and subsidy control rules. All Project Owners

Milestones	
Achieved since last Board	Upcoming milestones
Digital Skills Hub completed. Essex Pedal Power bike handout continues. Walking and Cycling route LCWIP4 Colne Causeway work completed. DLUHC deep dive review and actions completed.	Start of works St Nicholas Square, Essex County Hospital, Transformed Youth Facilities. Holy Trinity Church HLF bid outcome. Resolution of Greenstead land assembly. 5G ITT issued. Walking and Cycling route LCWIP4 East Hill sections contract award. DLUHC monitoring return submission.

Budget (Town Deal income only – excludes other funding sources)		
Actual spend	Budget	Forecast outturn
£5.2m	£18.2m (+ £1m accelerated)	£18.2m (+ £1m accelerated)
Overall Programme Rating AMBER		



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Engagement update

- Lindsay Barker and Matt Sterling x2 Member updates
- Parish Council Tours
- Market Traders
- Kerbless Streets funding update to business owners
- Civic Society
- Digital Skills Hub launch
- Jumbo looking to expanding engagement
- Rev Chris Smith St Botolph's Church Licencing
- Scott Gray-Chick



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Issues, Risks & Mitigations – you said, we did

Lindsay Barker, Deputy Chief Executive

Matt Sterling, Head of Economic Growth

Rory Doyle, Strategic Director

Richard Kendrew, Project Manager Heart of Greenstead

St Nicholas Square

Action	Lead	Update
Resolution of issues and commencement of works. Specific technical approvals and permissions principally relating to lighting design to be resolved by end of May 2023, with work on site commencing. Lessons learned to be considered to mitigate risk of repetition.	Matt Sterling	On-site test holes nearing completion. Findings being reviewed for any required design or work programme adjustments ahead of technical approval. Aiming for a Jan start on site.

Jumbo & Balkerne Gate

Action	Lead	Update
Outcome of Heritage Lottery Fund application by July 2023, following which project synergies with Balkerne Gate to be assessed without sacrificing outcomes of either project.	Matt Sterling	Initial HLF bid was successful, so work is now well underway to prepare the full round 2 bid.

Holy Trinity Church

Action	Lead	Update
Update on completion of priority repairs. Update on Colchester City Council leading on Heritage Lottery Fund application for the required remaining funding to enable the building to be leased to a charity and returned to public use as a community hub.	Matt Sterling	Emergency repairs successfully completed. Awaiting outcome of round 1 bid which, if successful will allow preparation of full round 2 bid

Heart of Greenstead

Action	Lead	Update
<p>Multiuse Community Hub and Land Acquisition – architect appointment update and activity planned to reach agreement on land assembly.</p>	<p>Rory Doyle/Michelle Tarbun</p>	<p>KLH Architects continue work on designs for the Integrated Community Hub. Options Appraisal to meet the criteria for the NHS Business Case complete. Ongoing engagement with stakeholders and local community informing design.</p> <p>Work continuing to support GCA re surrender of existing community centre lease – Agreement in principle.</p> <p>Deadlock with NHG on land acquisition resolved. Offer agreed subject to contract, heads of terms agreed. Proposal to exchange contracts 31 Dec, complete by 31 March</p>

Programme wide costs

Action	Lead	Update
Assurance that projects continue to be rigorously managed.	Matt Sterling	<p>All projects subject to regular cost review (ensuring confirmed contracts where possible) and value engineering where necessary.</p> <p>Funding redistribution from Kerbless Street to Digital Working Hub Queen Street (Kerbless Street now forming part of Kerbless Street scheme funded by Levelling Up budget).</p>



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Decisions & Next Meeting

Simon Blaxill

Decisions

No decisions are sought.

Board are invited to:

- 1. Note the Programme Report, including Progress, Issues, Risks and Mitigations.**
- 2. Note the update regarding DLUHC Deep Dive Review and Monitoring Return and the commentary provided regarding ongoing management and potential impact on future funding of issues and risks.**
- 3. Note the updates provided regarding specific project issues and risks under the 'you said, we did' agenda item.**

Next meeting

29 February 2024 – 1000

Future meetings

30 May 2024 – 1000

22 August 2024 – 1000

November 2024 – TBC

February 2025 - TBC