

**CABINET (MAJOR PROJECTS) COMMITTEE****6 June 2016****Attendance:**

Councillors:

Godfrey (Chairman) (P)

Byrnes (P)  
Miller (P)

Weston (P)

**Other invited Councillors:**Berry (P)  
Gottlieb (P)  
Izard (P)Read (P)  
Tait (P)  
Thompson (P)**Others in attendance who did not address the meeting:**

Councillors Bell, Elks, Learney and Porter

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**1. DISCLOSURE OF INTERESTS**

Councillor Godfrey declared a disclosable pecuniary interest in respect of agenda items due to his role as a County Council employee. However, as there was no material conflict of interest, he remained in the room, spoke and voted under the dispensation granted on behalf of the Standards Committee to participate and vote in all matters which might have a County Council involvement.

Councillor Gottlieb declared a personal (but not prejudicial) interest as a member of the "Winchester Deserves Better" group in relation to agenda items on Silver Hill. He remained in the room and spoke thereon.

**2. MINUTES**

RESOLVED:

That the minutes of the previous meeting held on 5 October 2015 be approved and adopted.

**3. PUBLIC PARTICIPATION**

Michael Carden (City of Winchester Trust) and Chris Higgins spoke regarding CAB2806(MP) and their comments are summarised under the relevant minute below.

4. **MAJOR PROJECTS PROGRAMME RISK REGISTER**  
(Report CAB2805(MP) refers)

The Assistant Director (Policy and Planning) emphasised that the Register was in relation to the Programme for all the Council's projects, rather than specific individual projects. It had assisted in highlighting where particular resources or skills were required and also the cumulative impact on various Council teams and other external organisations, such as the County Council.

In response to questions, the Assistant Director confirmed that further information on the progress of all the Council's projects was available from the Major Projects Team and could be provided for Members. In addition, information was available on Covalent (for those Members able to access) and timelines for main Major Projects were provided on the Council's website.

The Chairman stated that Portfolio Holders also monitored project performance on a monthly basis. He suggested that a Report be submitted to the next Committee meeting on an exception reporting basis with Committee Members and invitees, to highlight any matters they wished to be included.

There was some concern expressed by Members present regarding whether there was sufficient capacity within the Major Projects Team to deal with the large number of projects ongoing, even with the appointment of new Project Managers. The Assistant Director clarified that, of the projects underway, only approximately five or six were Major Projects. Of the remainder, some were of a smaller nature and others were not the direct responsibility of the Council (for example, some flooding prevention schemes). It was agreed that a list of all the current projects be provided for Committee Members which included detail of the project manager for each, where appropriate. (NB. this list was provided subsequent to the meeting and is attached as an Appendix to the minutes).

One Member queried why the presentation and information contained within the risk register for individual projects had changed as it would be more useful if it remained consistent to allow comparison. He used the example of Station Approach where there were different headings used in the January 2016 report to those provided in the most recent version. The Assistant Director advised that the presentation of the risk register had been reviewed over the last six months to make improvements, and Members had been involved in this process. Following discussion, it was agreed that the presentation remain consistent in the future, including retaining "past" risks.

The Committee agreed to the following for the reasons set out above and outlined in the Report.

**RESOLVED:**

That the Programme Risk Register be noted and the Assistant Director (Policy and Planning) action the changes requested and summarised above.

5. **LOCAL PARTNERSHIP REVIEW 2016 – REPORT AND RECOMMENDATIONS**

(Report CAB2806(MP) refers)

In response to questions, the Assistant Director (Policy and Planning) confirmed that the recommendations in the second and more recent review replaced those of the first. He believed that the reviews had been of great assistance in helping the Council improve the manner in which it dealt with projects and Appendix 2 included an Action Plan of proposed further actions/improvements.

One Member believed that the review focussed too much on process and did not go far enough regarding action on future projects and learning lessons from the Silver Hill development. In particular, he considered a projects' viability should be stated as a key matter and details regarding specific projects were missing.

In response to questions, the Assistant Director confirmed that reviews of completed projects had been undertaken (for example, for Abbey Mill and the depot site). None of the Major Projects had been completed yet, but the Chesil extra-care scheme was the first due to be finished. The Corporate Director (Service Delivery) emphasised that not all of the Council's projects related to property development and the review did not just concentrate on this element of the Council's work.

The Committee welcomed the findings of the Review that the current professional skills and experience available within the Council appeared appropriate for the size of the organisation and that appropriate external skills were brought in when required (Appendix 1 of the Report, Recommendation 8).

With regard to the proposal to consider appointment of a strategic procurement expert (Appendix 2 of the Report, Recommendation 8), the Corporate Director advised that the Council currently acquired external advice regarding procurement, but this advice then had to be interpreted by the Council in-house. During discussion, some Members believed it would be difficult to justify the appointment of a full time procurement expert. One Member suggested that in the future, external advisors be invited to informal meetings with all Councillors to enable Members' questions prior to the formal decision-making meeting.

The Assistant Director explained that Cabinet ultimately decided the project programme and identified the resources required. He emphasised that the Council did procure external assistance and advice if it did not have the necessary skills or capacity in-house. For example, a developer's agent had been procured for the Chesil Street extra care scheme.

During public participation, Michael Carden and Chris Higgins addressed the Committee and their comments are summarised below.

Mr Carden (City of Winchester Trust) welcomed the improvements noted in the Report but queried why there was no reference to design, which was of vital importance in an historic city such as Winchester. The Government advocated that such cities should have a Design Champion, preferably at Cabinet level. He highlighted the recent loss of key officers at the Council, such as the Urban Design Officer. He suggested he discuss further with Cabinet how the missing element of design could be incorporated. Finally, he drew attention to two useful documents produced by KABE (??): Local Authorities and Design Champions; and Councillors' Guide to Urban Design.

As Portfolio Holder for Built Environment, Councillor Weston offered to meet with Mr Carden to discuss his ideas further. The Chairman emphasised that the previous Urban Design Officer had developed a Supplementary Planning Document on High Quality Places in consultation with the City of Winchester Trust which offered very useful information. The Council also engaged with a panel of design experts for many applications.

The Assistant Director advised that replacement officers had been employed for both the Urban Design Officer and Head of Historic Environment.

Mr Higgins believed that the Council should focus more on the cultural and heritage aspects of Winchester and suggested it should run for City of Culture.

The Committee considered each of the 10 recommendations contained within Appendix 2 to the Report and the following additional comments were made.

Recommendation 6 – the Assistant Director confirmed there was an established process for Cabinet to agree new projects. Monthly monitoring of progress would be carried out by the Performance Management Team.

Recommendation 8 – the Interim Head of Finance advised that he had been tasked with examining the issue of procurement and its financing.

Recommendation 9 – the Chairman stated that individual Portfolio Holders would be allocated responsibility for specific projects.

Recommendation 10 – the Assistant Director advised that different options were being explored in relation to project assurance, including the gateway process for formal sign off of milestones. One Member highlighted that a key starting point should be the requirement for a project vision and ensure viability was demonstrated. The Chairman confirmed that the role of ensuring political vision for a project would be undertaken by the appropriate Portfolio Holder. A project's viability would be assessed through the business case.

The Committee agreed to the following for the reasons set out above and outlined in the Report.

**RESOLVED:**

1. That the Report be noted and the action plan as set out in Appendix 1 of the Report be agreed.

2. That the Council's progress against the 2015 review by Local Partnership as set out in Appendix 2 of the Report be noted

6. **DATE(S) FOR FUTURE MEETINGS**

RESOLVED:

That the dates for future meetings be noted (to be held at 4.00pm):

Monday 10 October 2016

Monday 20 February 2017

The meeting commenced at 4.00pm and concluded at 5.35pm.

Chairman

**Winchester City Council  
Major Projects Team - Project Register**

<b>Project</b>	<b>Project Manager</b>
<b>Property Projects</b>	
Central Winchester Regeneration	Andy Hickman
Station Approach	Jayne Green
Replacement Leisure Centre	Jo Anderson
Creative Enterprise Centre	Jenny Nell
City Offices	Michelle Wells/ Zoe James
St Clements Surgery	Jo Anderson
Chesil Extra Care Scheme	Debbie Rhodes
New Council Homes Delivery	Andrew Palmer
<b>Major Development Areas - Support</b>	
Barton Farm	Yvonne Keyworth
West of Waterlooville	Katie Stickland
North Whiteley	Andy Hickman
<b>IT</b>	
Electronic Document Management System	Chris Roberts
Infrastructure, server and software upgrades	Stuart Marks
IT Strategy	Keith Spake
<b>Other Projects</b>	
Local Plan	Steve Opacic
North Winchester/Park Avenue flood alleviation scheme	Andy Hickman/ Michelle Wells
Business Transformation (Vanguard)	Lyn Black
Civic Trust Awards 2017	Michelle Wells
Magdalen Hill Cemetery Extension	Andy Hickman
Sewage Treatment Works Brunel Close	Eloise Appleby
Casson Block improvement	Kate Cloud
South Winchester Coach Park	Michelle Wells
Littleton/ Headbourne Worthy/ Kingsworthy Flood scheme	Michelle Wells/ Andy Hickman
<b>Recently Completed Projects 2015/16.</b>	
Living Wage Accreditation	Beth Stewart
Water Lane flood alleviation scheme	Jayne Green
Wickham Car Park extension	Andy Hickman
Meadowside LC Lighting Scheme	Andy Hickman
Littleton flood alleviation Scheme	Jayne Green
Review of WCC fees and charges	Sara-Kay Baker
<b>Projects yet to be initiated</b>	
Bar End Depot Site	TBC
Winchester Football Club	Jo Anderson