



Appendix 4 – Programme Management - Tier 1 projects update

This appendix provides an update on the progress made against the Council's significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number of criteria the significance, complexity and cost of each of the projects and the need for regular monitoring.



The Council's Projects include:

- Central Winchester Regeneration
- Climate Emergency response
- Environmental Services contract
- New Local Plan 2036
- New Homes Programme
- Station Approach
- Winchester Sport and Leisure Park



Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses • 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee • 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed • 11/12/18 – Archaeology event • 12/12/18 – Present strategic placemaking consultancy brief to Cabinet for approval to proceed
Project Phase: Develop strategy for the delivery and development of the area and improvements to the existing estate				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			



<p>Project Budget: Revenue: £768,000</p>	<p>Spend to date: £660,032 (includes committed spend)</p>			<ul style="list-style-type: none"> • 18/12/18 – Friarsgate Medical Centre purchased • 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed • 14/03/19 – Planning permission for Friarsgate Hoardings approved • 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage • 19/03/19 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs • w/c 26/04/19 – Appoint Strategic Placemaking Consultancy • 12/07/19 – First Project Review meeting • 28/08/19 – Cabinet approval of recommended archaeology investigations and costs • 28/08/19 – Final Project Review meeting • 24/09/19 – Open Forum update of progress on each work stream and JLL review of CWR roadmap • End of December– JLL Roadmap Review completed • 07/01/20 – Cabinet workshop to review CWR scheme options • 17/02/20 - Tender for archaeology consultant • 17/02/20 – Open Forum • 05/03/20 – Cabinet workshop to review development framework
<p>Project Update & Next Steps</p>				
<p>Update:</p> <ul style="list-style-type: none"> • Roadmap review completed • Scheme options for the CWR area presented to Cabinet and feedback received • Further development and testing of scheme options complete • Feasibility study and concept design for lower section of the High Street and Broadway completed in liaison with HCC • Tender process for archaeology consultant completed in collaboration with HE and independent archaeologists. Appointment – May 2020 • Way forward for Coitbury House / Kings Walk agreed <p>Next Steps</p> <ul style="list-style-type: none"> • Commission feasibility study to look bringing upper floors of Kings Walk back into use • Commission hotel study to look at supply and demand in the context of the local economy and advise on size, location, rates etc. • Develop and implement stakeholder management plan 				



- Develop and agree communications and engagement plan
- Develop and agree bus and public transport solution
- Appoint consultant to carry out archaeology investigations
- Investigate potential options for bringing Coitbury House and Friarsgate Medical Centre back into use
- Complete development framework
- Develop strategy for the development framework and seek approval
- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area

Summary		Status & Progress		Project Milestones
Climate Emergency response		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 05/06/2019 - Declaration Climate Emergency, report CAB3171 refers • 05/09/2019 – External Stakeholder event • 18/09/2019 – WCC members Carbon Neutrality workshop • 09/10/2019 - Health & Environment Policy Committee 23/12/2019 - Cabinet Approval of Winchester Carbon Neutrality Action Plan 2020-2030 (CAB3203) 04/03/2020 – Health and Environment Policy Ctte Progress Update 1/4/2020 – All electricity to Council buildings from renewable sources
Project Phase: Delivery				
Project Start: June 2019	Project End: Dec 2024 / 2030			
Project Sponsor: Richard Botham	Project Executive: Susan Robbins			
Project Budget: To be determined	Spend to date: <i>Nil</i>			
Project Update & Next Steps				
Q4 2019/20				
<p>Since approval of the Action Plan in December 2019, the following progress has been made:</p> <ul style="list-style-type: none"> • All electricity used in Council buildings now from renewable sources, cutting carbon emissions by 19% • £10m investment approved to retrofit additional energy efficiency measures to existing Council homes • Over 500 new trees planted • 849m2 of solar panels added to Sports and Leisure Park • Funding for network of Electric Vehicle charging points approved • Review of Council buildings to identify energy efficiency improvements completed • LEP grant bid submitted to support provision of additional Park and Ride in Barfield Close, Winchester <p>Next Steps</p> <p>Proposals for spring/summer engagement have been delayed by COVID-19. However, proposed action for next quarter include:</p> <ul style="list-style-type: none"> • Member briefing on Movement Strategy – June 2020 • Progress update to Health and Environment Ctte – June 2020 • Internal officer workshop • Finalise outturn report for 2019/20 Carbon Emissions report 				

- Establish key stakeholder partnership with initial meeting planned for second quarter.
- Final approval for additional Park and Ride site – June 2020
- Proposals for additional solar installations in partnership with local businesses to be brought forward

Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee • 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy • Feb/Mar 2019 - Member /Stakeholder workshops • Jun 19 - Cabinet to consider and approve procurement of <u>waste services</u> • Aug 2019 – Invitation to Tender issued • Oct 2019 – Deadline for return of completed Tenders • 01/10/19 - 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal start • 1/10/19 - Environmental Services contract start • Feb 2020 - Cabinet approval of Preferred bidder • Mar 2020 - Contract mobilisation • 26/09/2020 - New Waste Collection Services contract start • June 2020 – Paper going to Cabinet setting out details for the subscription of the Garden Waste Service • February 2021 – Launch of Subscription of Garden Waste Service
Project Phase: Design				
Project Start: January 2018	Project End: December 2020			
Project Sponsor: Laura Taylor	Project Executive: Steve Tilbury			
Project Budget: £225,000	Spend to date: £170,000			
Project Update & Next Steps				
<p>Currently in contract extension period prior to new contract start which was originally set for the end of September 2020.</p> <p>Delays to vehicle procurement caused by COVID-19 may require short further extension before new contract terms can operate fully and this will be the subject of a report to a future Cabinet meeting.</p> <p>Project will be redefined to include implementation of charged garden waste service if this is agreed by Cabinet in July.</p>				

Summary		Status & Progress		Project Milestones
Local Plan Review		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 18/07/2018 – Local Plan launch (CAB3026(LP)) • 03/12/2018 – Local Plan Committee approval of SHELAA, SCI. LDS • 19/06/2019 - Update report to Cabinet • 19/06/2019 – Cabinet approval of Strategic Housing and Economic Land Availability Assessment (SHELAA) • 11/03/2020 – Cabinet agree an updated Local Development Scheme (timetable for the new LP) • Cabinet agree Strategic Issues & Options document Aug 2020 • Engagement and consultation on the Strategic Issues & Options document – Sept/Oct 2020 • Draft local plan published for consultation – March/April 2021 • Consultation responses assessed and updated – Autumn 2021 • Pre submission plan consultation – Dec 2021/Jan 2022 • Draft plan submitted – March 2022 • Examination in public – Sept/Oct 2022 • Modifications • Local Plan 2036 adopted – January 2023
Project Phase: Planning				
Project Start: 2018	Project End: 2023			
Project Sponsor: Steve Tilbury	Project Executive: Adrian Fox			
Project Budget: £600,000	Spend to date: £146,000			
Project Update & Next Steps				
<ul style="list-style-type: none"> • <i>Commissioning of technical evidence - ongoing.</i> • Dec 2020 – Completion of evidence base • Parish Council workshops held October 2018 and March 2019. • Duty to Cooperate meetings – ongoing <p>Next Steps:</p> <ul style="list-style-type: none"> • To implement the actions as set out in Cabinet report considered in September 2019 (CAB3191) relating to the means of engagement on the Local Plan, including producing a Strategic Issues & Option document' and updating the "Vision for Winchester." Consultants have been appointed to update the new Vision for the city – this work has unfortunately, been delayed as a result of COVID-19 and is now expected to be completed in Autumn 2020. 				

Summary		Status & Progress		Project Milestones		
<u>Station Approach</u>		Current Quarter	Previous Quarter	Approvals/ Milestones	Date of decision	Decision body
Project Phase: Procurement and Design				- RIBA Stage 0-1- Carfax site	27 February 2018	CAB3021(SA)
Project Start: February 2015	Project End Date: Q3 2025			- Masterplan Framework		
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			- Public Realm Strategy		
				- RIBA Stage 2 (Concept Design) - Carfax site	25 March 2019	CAB3144(SA)
				- Outline Business Case		
				- Sale of site with leasehold,	28 August 2019	CAB3172
				- Public Realm RIBA Stage equivalent 3 design works		
				- Grant of Outline Planning Permission with conditions. 19/00601/OUT	12 September 2019	Planning Committee
				- Purchaser selection process (further information requested for 23 Oct Cabinet)	18 September 2019	CAB3188
				- Enter into LEP Agreement and £5m grant	25 September 2019	Full Council (CAB3172)
				- Carfax : Project on hold following quashing of Consent after application for judicial review.	20 January 2020	Leaders Board
				- Public Realm: On hold pending future funding becoming identified/secured		
				- Pause due to COVID-19 recommended	21 May 2020	Cabinet

	Budget	Expenditure	Planned and Committed
Carfax			
Capital	£1,800,000	£321,234	£0
Revenue	£2,110,000	£1,788,035	£168,705
Public Realm			
Revenue	£225,000	£225,000	Covered in Carfax budget

Project Update & Next Steps



Cabinet will review progress of Station Approach in light of updated advice regarding office demand post-COVID-19.

Key risks for the current stage – reconsideration of planning approach and potential resubmission – are set out below. Other risks relating to market impact, disposal approach etc. are recorded in Wrike.

Task	Key risk	Risk Score	Impact (1-4)	Likelihood (1-4)	Mitigation
Cabinet to reconsider approach to be taken	Affect on market, previous concerns	6	3	2	Evidence and stakeholder engagement prior to key decision making
WCC to meet stakeholders	Unable to address all areas of concern at this stage of the design process.	12	3	4	Proactive consultation and stakeholder engagement
Planning led consultation and reconsideration	Planning decision process may take longer than the 13 week period, in particular if additional regional design panel reviews are made a requirement. Previous process ran between 29 March and 12 September, so could take between 15-26 weeks	12	3	4	Monitor progress
Further application for Judicial Review	Planning or other decision challenge	12	3	4	Ensure consultation and stakeholder engagement work prior to key decisions and planning application submission; and due process is followed to ensure a robust application.
Change to scope and approach within market uncertainty	Need to agree scope for any change, and budget for associated work ; impacts for cost, viability and market	8	4	2	Retain flexibility within scheme, but within parameter plans in any outline planning application submission

Next steps:

Scheme to be reviewed in light of Council Plan and emerging new Economic Strategy as part of long term approach to development and regeneration within the District, and following review of demand in a post COVID-19 context.

Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Options appraisal – 2013 to 2015 - Completed</i> • <i>Feasibility assessment of preferred option – 2016 - Completed</i> • <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i> • <i>Outline Business Case – 16 January 2018 - Completed</i> • <i>Prepare and seek planning permission – 2018 - Completed</i> • <i>Operator procurement process– January 2019 - Completed</i> • <i>Full Business Case – February 2019 - Completed</i> • <i>Sign contract with construction contractor and operator – March 2019 - Completed</i> • <i>Start on site – March 2019 – Completed</i> • Construction period – March 2019 to December 2020 – current stage • <i>Completion – Spring 2021</i>
Project Phase: Construction				
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: <u>Capital:</u> £43,066,000 <u>Revenue:</u> £759,402	Total Actual Spend: Total: £18,749,441			
Project Update & Next Steps				
<p>Project Update</p> <ul style="list-style-type: none"> • Willmott Dixon Construction has made a considerable effort to keep the site operational throughout the COVID-19 epidemic, in line with government advice for construction projects to continue where possible. Initially resource levels did drop however they have now managed to get more people on site, all the while adhering to strict procedures for social distancing with additional welfare facilities being brought to site to assist. • There has therefore been progress with the works on site. Structural frame has been coated in all zones, façade works have been completed, along with roof finishes, curtain walling installation, mechanical and electrical installations and internal partitions in various zones of the building. • Main pool testing has commenced. • S278 agreement signed with HCC <p>Next Steps</p> <ul style="list-style-type: none"> • Works to the car park to continue • Main HV diversion to be completed by SSE in order for main roundabout works to be mobilised for start in July 2020 • Ongoing discharge of planning conditions • Continued delivery of offsite access works – roundabout construction to start mid July • Ongoing engagement with users of the centre • Ongoing working meetings with operator 				

