

# A326 Waterside Improvements Scheme

Management Case

Hampshire County Council

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5199304



# Notice

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## Client signoff

Client	Hampshire County Council
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# 1. Management Case

## 1.1. Introduction

The Management Case sets out the key aspects relating to the management and delivery of the A326 Waterside Improvements Scheme, outlining the approach to scheme delivery, and setting out the proposed governance and management arrangements in place to successfully develop and deliver the scheme. It demonstrates that Hampshire County Council has the ability to deliver the project on time and on budget.

This section builds upon the information provided in the pre-SOBC submitted to the DfT and is structured around the DfT's guidance document, 'The Transport Business Case: Management Case', which outlines the areas a SOBC should focus on. This includes to:

- Consider and confirm that a robust project governance structure is in place,
- Outline the sequence in which the project and benefits will be delivered,
- Identify and analyse its stakeholders; and,
- Confirm the assurance arrangements.

## 1.2. Evidence of Similar Projects

Hampshire County Council has an experienced, highly skilled project management team who have a strong track record of delivering major transport infrastructure projects of a similar scale and cost. The A326 Waterside Improvements Scheme will draw upon the expertise in the Council as well as utilising lessons learnt from previous projects.

The projects listed in Table 1-1 below focus on broadly comparable highway infrastructure improvement projects within the region to demonstrate the Council's ability to deliver the A326 Waterside Improvements Scheme.

**Table 1-1 – Examples of previous transport projects delivered by Hampshire County Council.**

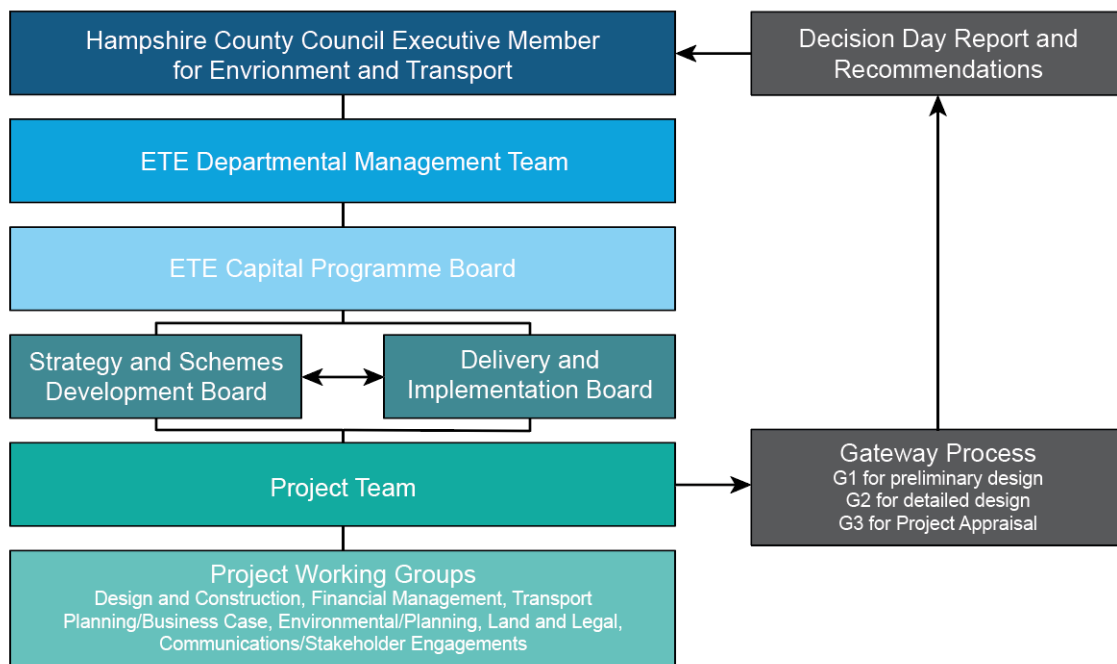
Scheme Name	Value	Key Outputs Delivered	Delivered on time and budget.
<b>Gosport to Fareham Bus Rapid Transport</b> <i>2010 - 2012</i>	£24m	Converting a disused rail line to 3km of new dedicated busway.	Whilst there was a legal challenge to the scheme, this was rejected, and the final scheme was ultimately constructed on time and within budget
<b>B3035 Newgate Lane North (Phase 1) and South (Phase 2) sections</b> <i>2014 - 2018</i>	£16.7m	Capacity improvements to the northern section of Newgate Lane, signalisation of the Peel Common Roundabout at the southern end, followed by a new bypass to the southern section.	The overall delivery programme commenced in 2014 and was completed on time in 2018. A small overspend on the first phase was absorbed by an underspend on the final phase. Similarly, a short delay in the first phase was absorbed in the overall delivery programme.
<b>St Margaret's Roundabout (Phase 1) and A27 dualling (Phase 2)</b> <i>2015 - 2018</i>	£14.9m	Upgrading the existing single carriageway sections of the A27 Southampton Road between Segensworth (near M27 Junction 9) and the Titchfield Gyratory junction with the B3334. With the A27 being an arterial route in Fareham that provides key access to the strategic road network at M27 Junctions 9 and 11, and with significant residential and business areas located nearby, a key objective successfully achieved was to deliver the scheme with the minimum of disruption to residents and businesses.	The first phase was commenced in 2015 and completed on time in June 2016. These works were valued at £4.6m and were completed under budget. A second phase of work to provide the dual carriageway on either side of the St Margaret's roundabout were commenced in the autumn of 2016 and completed on time in spring 2018, under the £10.2m budget.
<b>Whitehill and Bordon Relief Road</b> <i>2016-2019</i>	£27.4m	A 2.6-mile-long two-way single carriageway road including four roundabouts and two signalised junctions, and separate provision for pedestrians and cyclists to replace the former A325 from the north side of Bordon to the southern side of Whitehill. The Relief Road supports the planned regeneration of Whitehill and Bordon to provide a free-flowing alternative to the A325 and relieve local traffic congestion. The road removes community severance caused by heavy traffic flows on the former A325 corridor and provides access to new housing and business developments, which are now under construction with reduced disruption to the local community.	Phase 1 was completed to budget as scheduled in time for the coordinated opening of new show homes on adjacent developments. Phase 2 was completed on time and within budget despite the collapse of the original contractor, Carillion.

### 1.3. Project Governance

This section outlines the project governance and delivery arrangements required to deliver the A326 Waterside Improvements Scheme. The governance structure shown in Figure 1-1 below reflects the typical governance structure for HCC major highway projects and will be used for the A326 Waterside Improvements Scheme. The governance structure will continue to be refined as the project progresses to OBC stage, including names and experience of key members of the team.

The governance structure has been used successfully to deliver major highway projects in Hampshire and provides a clear reporting structure and lines of accountability that joins up and governs the various elements of the scheme’s development. The structure has been designed to be robust yet flexible, to ensure a deliverable package of interventions is presented to the DfT for funding.

**Figure 1-1 - Proposed Governance Structure for the A326 Waterside Improvements Scheme.**



The key functions identified in the organogram, their expected roles and responsibilities are discussed over the following pages.

#### 1.3.1. Executive Member for Economy, Transport and Environment (ETE) Departmental Management Team

The Executive Member for Environment and Transport (EMET) will make the final decisions to progress the scheme through various stages of development and implementation. This includes providing approval to:

- Consult with stakeholders and the public,
- Progress with a preferred scheme,
- Progress with subsequent stages of design,
- Commence any required land assembly; and,
- Approval to implement the final scheme by way of a Project Appraisal report.

The decisions are undertaken at EMET Decision Days and as part of this process a Decision Day report is prepared providing the EMET with a recommendation (or a series of recommendations) for the decision along with reasoning behind the recommendations. The Decision Day report is authored by the scheme client manager but is reviewed by senior staff from across the County Council, including the Director of ETE and senior legal and finance colleagues.

### 1.3.2. Capital Programme Board

The ETE Capital Programme Board is made up of senior officers in the highways and transport service stream and chaired by the Capital Programme Management Team. The board meets every six weeks and will review any issues associated with the progress of the scheme raised by the Project Team. These issues will also be raised with the Strategy and Schemes Development Board or Delivery and Implementation Board, depending on the stage of the scheme. The board has delegated authority to approve technical matters related to the delivery of the scheme that do not need approval from the EMET.

Underneath the ETE Capital Programme Board sits the Strategy and Schemes Development Board and the Delivery and Implementation Board. Further information on these boards is provided below.

#### 1.3.2.1. Strategy and Schemes Development Board

The Strategy and Schemes Development Board oversees the development of the scheme up until planning consent and OBC approval. The Board will be responsible for undertaking operational tasks at the direction of the Capital Programme Board and addressing issues raised by the Project Team. The Board is made up of senior officers from the project team and the Strategic Transport group.

#### 1.3.2.2. Delivery and Implementation Board

A project Delivery and Implementation Board will be set up once planning permission is granted and the OBC is approved. The Board will replace the Strategy and Schemes Development Board's role in this scheme and therefore will also be responsible for undertaking operational tasks at the direction of the Capital Programme Board and addressing issues raised by the Project Team. The Board is made up of senior officers from the project team and the Strategic Transport group which consists of the Integrated Transport and Transport Implementation Teams and is responsible for the development and delivery of transport schemes in Hampshire.

In addition, the Delivery and Implementation Board will play a key role in the assurance process and decision making, supporting the Capital Programme Board throughout the delivery of the scheme. They will provide challenge to key decisions and ensure the project continues to align with the objectives.

### 1.3.3. Project Team

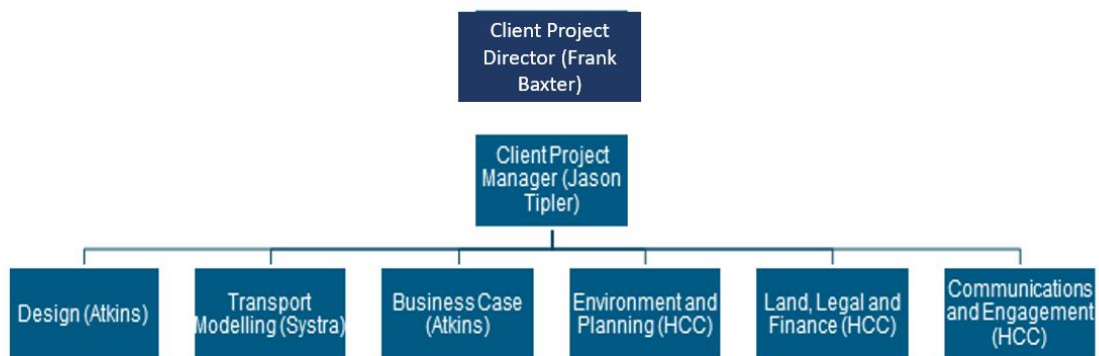
In relation to the A326 Waterside Improvements Scheme, Hampshire County Council have set up a multi-disciplinary project team to progress the following key tasks amongst others:

- Design;
- Traffic modelling and forecasting, option appraisal, and cost benefit appraisal;
- Business case;
- Environment and Planning;
- Land and Legal; and
- Communications / Consultation.

The Project Team combines internal HCC staff, framework consultants Atkins and transport modellers SYSTRA and is made up of the leads from each of the different working groups (see section 1.3.4). The working groups have been established and will continue to be responsible for developing the scheme as the project progresses through to Outline and Full Business Case stages. The Project Client Manager has a close relationship with the working group leads to ensure the scheme continues to progress and attempt to resolve issues as they arise. Depending on the stage of the scheme the Project Team will be accountable to either the Strategy and Schemes Development Board (up to and including the OBC stage) or the Delivery and Implementation Board (post-OBC approval).

Figure 1-2 below provides more detail on the programme delivery organogram.

**Figure 1-2 - Programme delivery organogram**



The project leads set out above will have the following responsibilities:

Design – Atkins (with HCC Technical Review)

The design lead is responsible for undertaking each stage of design of the preferred option, once known, from feasibility to detailed design. As part of this work they will advise on design standards and constraints and liaise with other members of the project team to provide design solutions for each element of the scheme. This will involve co-ordinating inputs from a range of design specialists, including structures, drainage, geotechnics, and street lighting. There will also be close liaison with HCC technical review teams to ensure the designs ultimately can be delivered and adopted by the County Council.

Transport Modelling - Systra

The transport modelling lead is responsible for undertaking strategic level transport modelling of the proposed interventions as well as TUBA analysis of cost and benefits associated with the proposals, working in close liaison with the project manager and the Business Case team.

Business Case - Atkins

The business case lead is responsible for preparing each stage of the business case and liaising with the project team to ensure all inputs required for each stage are completed to the required detail.

Environment and Planning - HCC

The environment and planning lead will be responsible for identifying environmental constraints, co-ordinating the assessment of the environmental impact of the scheme and suggesting appropriate mitigation that will be needed. They will draw on inputs from a number of specialists for each of the environmental topic areas. In addition, they will lead on co-ordinating inputs for the planning application that will be required for the scheme to progress.

Legal, Legal and Finance - HCC

The legal lead will be responsible for providing advice on any legal processes required to deliver the scheme including, but not limited to, Compulsory Purchase Orders.

The land lead will be responsible for co-ordinating the liaison with any third parties whose land is required in order to deliver the scheme and any associated mitigation works and overseeing the land purchase process as required.

The Finance lead will oversee the financial aspects of the project, to ensure that sufficient budget is available for all aspects of the scheme from development to delivery and ensuring that value is obtained for the public money spent.

Communications and Engagement - HCC

The communications and engagement lead will be responsible for advising on public engagement and any communications with key stakeholders that will be required as the project progresses.

Client Project Manger

Jason Tipler is a Transport Team Leader in the Integrated Transport Team at Hampshire County Council. He has 14 years' experience in transport planning and client management and has worked on several successful



major transport schemes including the Stubbington Bypass, the Botley Bypass and the M27 Junction 9 and Parkway South Roundabout improvements.

#### Client Project Director

Frank Baxter is the Head of Integrated Transport at HCC and has in excess of 20 years' experience in transport planning, major scheme conceptualisation, development and delivery. He is a senior member of the transport leadership team at HCC

#### 1.3.3.1. Senior Responsible Officer

The Senior Responsible Officer (SRO) for the project delivery is Keith Willcox, the Assistant Director for Transport at Hampshire County Council. Keith is part of the Economy, Transport and Environment (ETE) Departmental Management Team.

#### 1.3.4. Project Working Groups

Working Groups are created to deliver on specific aspects of the scheme delivery and contain several specialisms and will report back to the Client manager who will provide an update on the Group's progress to the Project Team.

Table 1-2 below outlines the different working groups and their key responsibilities.

**Table 1-2 - A326 Waterside Improvements Scheme Working Groups.**

<b>Working Group</b>	<b>Lead</b>	<b>Key Responsibilities</b>
Design & Construction	Atkins – Vana Andritsogianni	Responsible for producing a compliant scheme design and co-ordinating inputs to this from various disciplines and the other working groups. Ultimately responsible for the procurement, and construction of the scheme.
Financial Management	Aida Miralles	Understand the financial aspects and funding requirements of the scheme.
Transport Planning & Business Case	Jason Tipler & Atkins - TBC	Responsible for delivering a compelling business case that unlocks the required funding for the scheme.
Environment & Planning	Lauren Thompson	Drive the delivery of the Environmental Impact Assessment and Planning Application and Approval.
Land & Legal	Chris Jeliffe / Harjinder Jheeta	Understand the requirements for land purchases, legal orders and consents.
Communications & Stakeholder Liaison	Diana Leahy	Responsible for the delivery of communications, stakeholder engagement and public inquiry required throughout the scheme lifecycle.

#### 1.4. Project Programme

An indicative Project Programme for the delivery of the A326 Waterside Improvements Scheme from the submission of the SOBC to the scheme opening is provided in Table 1-3 below. Construction is currently estimated to start at 2025 and completed in 2027. The dates will continue to be developed during the OBC and FBC stage, during which engagement with contractors will allow for a more comprehensive and robust programme for scheme delivery.

The Programme has been derived using experience gained on similar projects, with inputs provided by technical advisors and aims to present a realistic programme for the scheme development and delivery. The Programme also includes a three-month lead time between submission of each business case and approval by the DfT, before commencing to the next stage of the scheme development. The full Project Programme Gantt chart can be found in Appendix 4-1.

**Table 1-3 - Key milestones for the A326 Waterside Improvements Scheme.**

<b>Milestone</b>	<b>Completion Date</b>
Submission of draft SOBC to DfT for review	May/June 2021

Formal submission of SOBC to DfT	July/August 2021
Public Consultation – Options Consultation	August/September 2021
DfT approval of SOBC	September/October 2021
Public Consultation – Preferred Scheme	Late 2021
Approval of preferred scheme by HCC Exec. Member	Early 2022
Completion of Preliminary Design	May 2022
Completion of Environmental Impact Assessment	June 2022
Submission of Planning Application	August 2022
Formal submission of OBC	September 2022
DfT approval of OBC	December 2022
Determination of Planning Decision	December 2022
Publication of scheme Orders	April 2023
Completion of Public Inquiry (if required)	April 2024
Confirmation of all statutory Orders and consents	July 2024
Completion of procurement	January 2025
Full Business Case submitted to DfT	February 2025
DfT approval of FBC	May 2025
Start of Construction	June 2025
Scheme practical completion / open to public	June 2027

#### 1.4.1. Critical Path and dependencies

The scheme is a standalone scheme and is not dependent on any other schemes for design, costing or delivery. Although the scheme can be delivered independently, it has been designed to complement other transport initiatives in the Waterside Peninsula primarily the Southampton TCF schemes and the A326 junction improvements towards the south of the Peninsula between Dibden and Fawley. The combined impact of these schemes aims to create a step change in the highway and active travel network in Waterside.

The scheme is dependent on several activities to progress and ensure the project is delivered on time. Working in chronological order from the development of the OBC, the significant activities on the critical path are listed in the table below including their dependencies.

**Table 1-4 - Activities on the critical path.**

Activities on Critical Path	Dependency
Development of the OBC	Approval of SOBC is given before or during October 2021
Planning Application submitted	Preferred scheme is approved by HCC Exec. Member in early 2022
Planning Permission granted	Planning Application submitted in July 2022
Publication of scheme Orders	Planning permission granted in December 2022 and OBC approved by December 2022
CPO and other Orders confirmed	Any required Public Inquiry is completed by April 2024
Construction contractor appointed	Approval of Orders by January 2025
Submission of FBC	Procurement completed by January 2025
Start of Construction	Assumes full approval received from DfT by May 2025

#### 1.4.2. Phasing of construction works to avoid disruption on the A326

The proposed works on the A326 will be phased during construction to minimise disruption to road users. Once the scheme has been subject to detailed design the Project Team will liaise with HCC's Streetworks Team in order to develop an appropriate construction phasing and traffic management plan for the scheme. This is also likely to be a Condition of Planning Permission.

## 1.5. Assurance & Approvals Plan

Project assurance is co-ordinated by a combination of the ETE Capital Programme Management Team and the Integrated Transport Scheme Development Board (earlier stages only), as the scheme sits (or will ultimately sit) within Hampshire County Council's Transport Capital Programme. There will be Gateway meetings and a Gateway Review Process (GRP) at key scheme milestones, providing an audit trail to demonstrate suitable scrutiny, compliance, and visibility. The main Gateway Reviews are completed at the end of Feasibility Design, the end of Preliminary Design, and the end of Detailed design prior to the start of main works, and are included in the detailed programme found in Appendix 4-1.

The Gateway project management process has been designed to ensure that only schemes that have been developed to comply with design standards, that have considered a range of options, have been fully costed, meet wider policy objectives, and have had appropriate consultation undertaken which shows that the scheme is supported, can be progressed to implementation. It is consistent with the stages of scheme development and appraisal set out within DfT TAG guidance.

The Gateway process has five main stages which are summarised below in relation to a typical scheme:

**Gateway 0 (G0) - Concept Assessment** – once the need for a scheme has been identified this is set out using only high-level information alongside identified scheme objectives, so that it may be considered for entry into the Scheme development Programme. Following approval of the G0 the scheme can progress to the option appraisal stage and then feasibility design once a preferred option has been identified, as well as the preparation of the SOBC.

This A326 scheme passed G0 review in late 2019 and was added to the scheme development programme. This followed on from preparation of the pre-SOBC and subsequent prioritisation of the scheme by TfSE for submission to the DfT.

**Gateway 1 (G1) - Approval to undertake preliminary design for a preferred scheme** – this will comprise detailed survey data collation (such as topographical, geotechnical, environmental), community engagement, design work completed to a point the design is unlikely to change, and developing detailed cost and risk estimates. Typically commences once funding has been allocated and will need to be completed prior to working up the design and associated documents to support the submission of a Planning Application for the scheme.

- In order for a project to progress from G1 to G2, approval is required from the Gateway Review Group. The group assesses the scheme against the following criteria: The proposal is in line with strategic and policy objectives.
- The proposal includes a realistic delivery programme.
- There is clear understanding of benefits, costs and risks.
- Funding for the scheme has been identified.
- All available options have been considered and explored.
- Consideration has been given to stakeholders.
- There is an appropriate level of information on what the Preliminary design stage needs to include, and
- That the future programme for development of the scheme is realistic.

**Gateway 2 (G2) - Approval to undertake detailed design** – Typically commences once delivery funding is secured. If Planning Permission is necessary, this will be required prior to progression of G2 elements. Once G2 approval is obtained, the detailed design work is then carried out. Progression of the detailed design is typically with an expectation that the scheme will be progressed to implementation. A completed G2 is required for all new capital improvement projects and could represent an individual scheme e.g. a new pedestrian crossing or a programme of works e.g. a series of bus stop enhancements.

- In order to progress from G2 to G3, the Gateway Review Group will assess the information set out within the G2 to ensure that: The project is fully defined, in line with strategic objectives, and that all interdependencies have been identified.
- Time, cost and quality tolerances have been updated.
- Costs and financial savings/ efficiencies are fully worked out.
- Benefits are well defined, with measurable targets and mechanisms for benefit monitoring and realisation.
- Risks and issues are understood, with mechanisms for mitigation in place.
- Stakeholders have been identified and a communications plan developed.
- A realistic and detailed project plan has been developed.
- Customers have been consulted and/or engaged where appropriate; and
- Governance and assurance arrangements are in place.

**Gateway 3 (G3) – Project Appraisal (Gate to Construction)** - Detailed design review. This provides the last opportunity for some, e.g. Asset Management, to comment on the project before it is approved and tendered. G3 seeks approval to procure and spend and enter into necessary contractual arrangements to implement the proposed improvements. Therefore, the scheme must be at a stage where there is full and final detailed design available in order to secure G3 approval. If not, it will be rejected. In all cases projects would have had G2 approval and detailed design work undertaken to inform the Project Appraisal (G3).

The Project Appraisal (G3) allows the Director or Executive Member for Environment and Transport to consider the scheme and to formally approve its delivery onto the network. Once approval has been given, contracts can then be entered into to deliver the scheme.

**Gateway 4 (G4) – Post scheme implementation review/ monitoring** – the purpose of this Gateway is to review the outputs and outcomes delivered by the project and prescribed performance measures for example if the project delivered on time and within budget, whether the outcomes and outputs set out in previous stages have been achieved, any lessons learnt - following completion of the main works.

As part of the preparation of a G3 Project Appraisal, an Equalities Impact Assessment (EqIA) is produced for all schemes. This documents who the scheme will impact on, and what the impact of the scheme on groups with protected characteristics is expected to be. As part of this the accessibility impacts of the scheme are considered. Within the EqIA, the overall impact of the scheme on each protected characteristic group is first categorised as neutral, low, medium or high, then for each that have an impact other than “neutral” a description is given of the expected impact – and whether it is positive or negative. Where a scheme could result in a ‘high’ or ‘medium’ negative impact, then the mitigating measures that would be taken to reduce this are documented in the EqIA. The groups with protected characteristics assessed are age, disability, sexual orientation, race, religion and belief, gender reassignment, gender, marriage and civil partnership, pregnancy and maternity. In addition, the impact of the scheme on levels of poverty and on rurality are also assessed in the same way.

Through this EqIA process, we can show how accessibility considerations have been taken into account in the development and design of the scheme. Given the scale and value of this scheme, the gateway reviews have been and will continue to be interlinked with reports to and approval by the EMET, rather than simply the Capital Programme Management Team which is the case for smaller schemes. These reports are first scrutinised by the Director of the ETE department, as well as the assistant directors for Highways and Strategic Transport, and departmental leads for finance and legal matters. The reports are then presented to and considered by the EMET, before being revised as appropriate and then subsequently approved at the EMET Decision Days.

In between the gateway reviews, project assurance processes will be closely linked with the groups outlined in the Project Governance structure in Section 1.3 ensuring that at as the scheme continues to progress, there are personnel with the relevant skills and experience to critically assess, improve and the approve prior to commencing to the next stage. This process will be implemented throughout the entire governance structure, with ultimate accountability held with the EMET.

### 1.5.1. The Totton and Waterside Strategic Group

The Totton and Waterside Strategic Group, whilst sitting outside the HCC Governance structure, has been set up to promote, take responsibility for, and oversee the delivery of the development aspirations for the area. The Group seeks to draw together the development plans and align these with the investment and operational plans of national infrastructure providers. The board consists of key stakeholders including the Developers Consortium; Public Sector Stakeholders and Interested parties; Regional Bodies; and Infrastructure Development leads and includes the following:

- Hampshire County Council
- Associated British Ports
- New Forest District Council
- New Forest National Park Authority
- Solent LEP
- Exxon Mobil
- Fawley Waterside Limited
- Barker Mills Estates
- Solent Gateway
- A University Representative

The interface between officers involved in the A326 Waterside Improvements Scheme and this wider Strategic Group will allow key stakeholders who have an interest in the area to have a role in the development of the scheme.

### 1.5.2. The Planning Application

A planning application will be submitted once a preferred scheme option is confirmed and preliminary designs are completed. The application will include an Environmental Impact Assessment, Transport Assessment, scheme designs and other information in order for regulatory bodies to be able to comment and make a decision on the scheme. In this instance the Planning Application will be submitted to Hampshire County Council (as a Reg. 3 application) and New Forest National Park Authority, for the areas where the scheme is likely to encroach into the National Park boundary. A joint planning working group has been formed to ensure a fully joined up approach by the two planning authorities.

### 1.5.3. External Assurance

In addition to the above, at the appropriate stage of project development an external review/assurance will be undertaken by a third party outside of Hampshire County Council. This external review is expected to take place after the approval of the OBC. It is anticipated that the review will involve engagement Local Partnerships, or another similar organisation, and will provide assurance that the project is proceeding in the appropriate manner and will make recommendations as to changes that need to be made to ensure effective an efficient scheme delivery.

## 1.6. Communications Strategy and Stakeholder Management

The purpose of the Communications Strategy is to identify who the projects key stakeholders are, why it's important to engage with them and their level of influence on the scheme and our approach to engagement. The Communications and Stakeholder Engagement Working Group will lead on engagement throughout the scheme's lifecycle.

At SOBC stage, the A326 Waterside Improvements Scheme has only undertaken targeted engagement involving key stakeholders. As the scheme continues to progress through OBC stage, the working group will seek to engage with a wider range of stakeholders to understand their views on the proposals, mitigate any major objections and achieve early buy-in to the scheme. This includes a wider Waterside consultation which will be held in May/June 2021 to gain feedback on a number of transport interventions in the Waterside Peninsula, including the proposals along the A326.

In addition, an A326 Waterside Improvements Scheme public consultation on options and issues will be undertaken during autumn 2021, as part of the consultation on the wider Waterside Transport Strategy. This consultation will give the public an opportunity to provide feedback on the options put forward in the SOBC, as well as providing their views on the existing and forecasts issues to be addressed by the scheme and the identified scheme objectives. Following the options consultation, a further public consultation will be undertaken in spring 2022 on the preferred improvement scheme that will be taken forward to OBC, in order to gain public by-in and feedback on the selected option presented at the first consultation.

Identified stakeholders will be placed into one of the four categories detailed in Table 1-5 below.

**Table 1-5 - Stakeholder Categories.**

Stakeholder Category	Stakeholder Characteristics
Beneficiary	Stakeholders who will receive some direct or indirect benefit from the scheme.
Affected	Stakeholder who will be affected by the scheme during construction and/or operation
Interest	Stakeholders who have some interest in the scheme, although not directly affected by the scheme.
Funding	Stakeholders who are involved in the funding of the construction or operation of the scheme.

Each identified stakeholder will be engaged in a different way depending on their involvement and interest in the scheme according to the categories defined above, and their level of influence in the decision-making process. These are broadly defined as:

- **Involve:** those stakeholders who should be kept involved throughout the design and implementation of the scheme, defined as stakeholders who have a high level of interest and influence.
- **Consult:** Stakeholder who are affected in the scheme who should be consulted at key stages of project development.
- **Inform:** Stakeholders with a general interest in the scheme who should be kept informed of progress.

Key stakeholders are outlined in Table 1-6 below.

**Table 1-6 - A326 Waterside Improvements Scheme Stakeholders.**

Stakeholder	Description	Category
DfT	Involve	Funding
HCC wider teams	Involve	Funding
Members of Parliament	Consult	Interest
Transport for South East	Consult	Beneficiary
Highways England	Consult	Beneficiary
Network Rail	Involve	Affected
Solent Local Enterprise Partnership (SLEP)	Consult	Beneficiary
New Forest District Council	Involve	Beneficiary
Environment Agency	Consult	Affected



New Forest National Park Planning Authority	Involve	Affected
Landowners	Consult	Affected
Bus Operating Companies	Consult	Affected
Utility Companies	Inform	Affected
Emergency Services	Consult	Affected
Local residents, businesses and interest / user groups	Consult	Interest
Travelling Public	Consult	Affected
Associated British Ports (ABP): Port of Southampton	Consult	Interest
Fawley Refinery / Exxon Mobil	Inform	Interest
Fawley Waterside Limited	Inform	Interest
Barker Mills Estates	Consult	Interest
Solent Gateway	Inform	Interest

### 1.6.1. Letters of Support

Letters of support to the pre-SOBC were received from New Forest District Council, (NFDC), Solent LEP and the local MP. The letters of support are attached at Appendix 4-2.

A Joint Letter of Stakeholder support for the pre-SOBC from the Waterside Development Partnership signed by Associated British Ports, (ABP), Marchwood Port (Solent Gateway); Fawley Oil Refinery, and Fawley Waterside, is also included in Appendix 4-2, alongside a separate letter of support from ABP.

Dialogue has taken place with the local Highways England (HE) Route Manager regarding the interface of the A326 with the M27 at Junction 2. In addition, HE are currently investigating potential improvements to Junction 2 of the M27 and several meetings have taken place between the HE project team for this work and Hampshire County Council. The Council have shared transport modelling and trip forecasting information from the A326 improvements with the HE team working on the Junction 2 Improvements, to ensure that both parties are as joined up as possible and working with broadly similar forecasting assumptions.

As part of parallel workstreams which are considering non-highway opportunities to improve access to Waterside, dialogue is ongoing with Network Rail (NR) who have commissioned a report into the operational effectiveness of the Marchwood Line to accommodate a number of increased freight movements. This is separate to the Waterside Passenger Rail SOBC submitted to the DfT in February 2021, which sets out the relative merits of different options for re-opening the Waterside Rail line to passenger services between Totton and Hythe/Fawley.

The A326 Waterside Improvements Scheme passes over the Southampton to Bournemouth main railway line to the west of Totton, where it is likely that a new bridge deck would need to be constructed alongside the existing railway bridge deck, if either the Do Minimum Plus or Do Maximum scheme options were taken forward. High level discussion with the NR Asset Protection and Optimisation (ASPRO) team regarding the scheme has already taken place and the process of formal and more detailed consultation with NR regarding the new structure will be commenced during the feasibility design phase, using established processes including a Basic Asset Protection Agreement (BAPA).

## 1.7. Project Reporting

As set out above there are a series of Boards linking the Project Team to the EMET. Progress on the scheme will be reported from the Project Team and through each Board as necessary. The Project Team will be responsible for ensuring the spend to date and key dates are updated so that any issues with budget or timescales can be addressed by the relevant board. Each board will have delegated powers to address certain issues raised depending on the level of risk and involvement required.

The main process for reporting progress on the scheme at key stages is the Gateway process outlined above and will require gateway reports to be prepared and agreed by the Capital Programme Board ahead of preliminary design, detailed design and implementation of the scheme.

Likewise, given the scale of the proposals, the EMET will also be required to approve progression to key stages of the project and these decisions will be made at the regular Decision Day meetings. As part of this the Project Team will prepare a Decision Day report which will include a series of recommendations for the decision (or

decisions) and evidence to support the recommendations. This includes details on progress of the scheme, funding available, spend to date, consultation results (if needed) and any other pertinent information to the required decision.

## 1.8. Risk Management & Strategy

A six-step risk management strategy has been created for the A326 Waterside Improvements Scheme. The strategy covers risk identification, evaluation, control, mitigation and monitoring throughout the scheme lifecycle in accordance with the Achieving Excellence in Construction (AEC) guidelines. This process is outlined in Figure 1-3 below.



**Figure 1-3 - Risk Management Process.**

Identifying risks and recognising their potential impact is critical to the success of a project to avoid the likelihood, and resulting impact, of unplanned events. Understanding these risks and putting in place a robust risk management strategy will ultimately provide a greater chance of delivering the project on time, to budget and to the planned levels of quality.

At this stage of the A326 Waterside Improvements Scheme, a risk workshop has been undertaken to identify the known risks from development of the SOBC through to scheme completion. As the scheme progresses, this risk register will continue to be monitored and updated as different risks are identified, planned and mitigated.

Attendees of the risk workshop included members of the wider project teams including Hampshire County Council and technical specialists from design, environment, transport planning, land and legal. At OBC stage, a Quantified Risk Assessment (QRA) will be produced to develop these risks further and understand their potential monetary impact to the scheme, however at SOBC stage, Hampshire County Council have completed a qualitative risk register as per TAG guidance.

The risks identified in the risk workshop can be categorised into three broad categories:

- **Strategic:** External to the scheme including political and funding
- **Project Management Activities**
- **Technical:** Design and Construction activities including ecology/environment, land acquisition and planning.

All risks were then evaluated to define a probability of occurrence and potential level of impact should they occur. A five-point scoring system has been used to define both parameters, which brought together combine to generate an overall score. The scores are mapped in the matrix in Figure 1-4 below:



<b>IMPACT</b>	Highly Significant	5	H	H	VH	VH	VH
	Major	4	H	H	H	VH	VH
	Moderate	3	M	M	H	H	H
	Minor	2	L	L	M	M	M
	Insignificant	1	L	L	L	L	L
				1	2	3	4
			Rare	Unlikely	Possible	Probable	Almost Certain
			<b>PROBABILITY</b>				

<b>KEY</b>	
	Very High Risk – Control action must be taken immediately
	High Risk – control action must be a priority
	Medium Risk – control action to be taken as a matter of routine
	Low Risk – No control action required, but will need to be monitored

**Figure 1-4 - 5-point Risk Matrix.**

The most significant risks to the overall scheme, their identified impact on time and budget, and identified mitigation measures are outlined in Table 1-7 below.

**Table 1-7 - Top Risks identified for A326 Waterside Improvements Scheme.**

<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Overall Score</b>	<b>Mitigation</b>
Insufficient local match funding to complete the delivery of the scheme	Possible	Highly Significant	VH	An MoU is in the process of being agreed with the key Waterside stakeholders (including ABP), which will form the outline of a future legally binding agreement, which would secure the required levels of local match funding towards the scheme, should it proceed past the OBC stage
Transport Planning Risk - Amendments to scheme in relation to active travel users or further identified constraints could lead to a reduction in the scheme BCR.	Possible	Major	H	Early identification and testing of the impact of any potential amendments to the scheme to ascertain their impact on the BCR, before adopting them into the scheme.
Adverse environmental impact of scheme on Designated Species, given the potential for several protected or priority species to be present on site. Due to seasonal survey requirements of some species, the surveys could take 1 year to complete. Site access could be an issue because of dense undergrowth in places and landowner access permission	Possible	Moderate	H	Early liaison with HCC's environmental team and undertaking detailed survey work to ensure impact of scheme design is limited and required mitigation can be agreed ahead of implementation. Species surveys are now underway and mitigation for disturbance and/or loss to be proposed following survey findings.
Delay in the ABP Strategic Land Reserve site coming forward for development	Possible	Moderate	H	Close and regular liaison with ABP on progress
Carbon emissions and impact on HCC's climate change 'net zero' commitments	Possible	Moderate	H	Carbon impact included in TUBA analysis. In addition, internal reporting will require climate change impact assessment
3 <sup>rd</sup> party land requirements	Possible	Moderate	H	Identify any third-party land issues at an early stage of design and commence discussions with affected landowners as soon as possible
The Structures Feasibility Design requires liaison with Network Rail (NR). There is risk of project program delay and execution due to coordination with Network Rail and availability of rail possessions	Possible	Moderate	H	Structures feasibility study to commence by Mid-June 2021 to identify the requirements of design, NR standards and regulations to be followed. Early liaison with NR to inform the design option study of bridge over NR assets.
The site is immediately adjacent to the New Forest SAC, SPA, Ramsar site, and within 1 km of the Solent and Southampton Water SPA and Ramsar site and Solent Maritime SAC. Due to the proximity of these European	Possible	Moderate	H	Avoidance of direct land take from the New Forest SAC, SPA, Ramsar and SSSI designated site. This is immediately adjacent to the Proposed Scheme on the northbound and southbound side between Dibden Roundabout and Sizer Way.

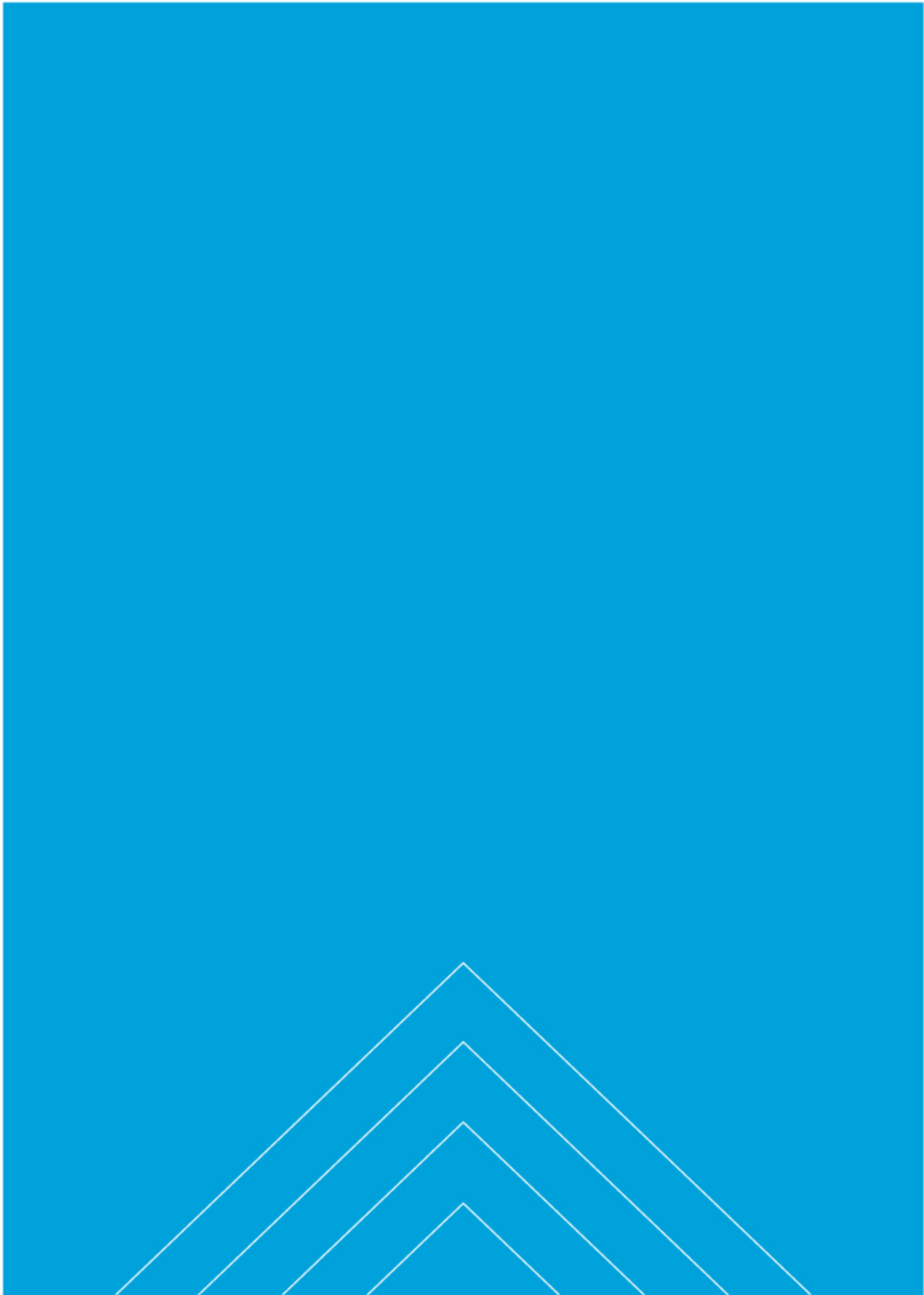
level designated sites, a Habitats Regulations Assessment will be required to determine if there is an effect on the integrity of these European sites.				
An assessment of the potential impacts of damaging operations on the adjacent New Forest SSSI should be undertaken, and if necessary, assent gained from Natural England with respect to these potentially damaging operations.	Possible	Moderate	H	Appropriate measures to ensure no adverse impacts on the New Forest SSSI due to pollution, run-off, dust, or noise/visual/light disturbance during construction and operation of the scheme.
The scheme will have a direct impact on non-statutory designated areas within the highway verge. This is due to the presence of priority habitat - extensive broadleaved woodland including ancient woodland, lowland heath at the southern end of the site, species-rich hedgerows and semi-improved neutral grassland.	Possible	Minor	M	Protection and retention of these areas where possible as well as measures to prevent pollution, run-off, dust, or noise/visual/light disturbance into these habitats including into ponds and watercourses during construction and operation. Where habitats are lost due to the scheme, similar habitats should be created on new verges, junctions or within compensation land and new highway verges should be seeded with a species-rich neutral grassland mix.
Residential areas at risk of noise impacts, including 4 Noise Important Areas.	Possible	Minor	M	Consideration of mitigation at key locations to be integrated into the design.
The utility search approaches all utility companies with underground assets only, including overhead electric and telecoms where they also have underground apparatus. It does not cover items such as Telecoms Masts however.	Possible	Minor	M	To mitigate this risk a ground level survey will be completed to ascertain if any such assets exist within the search area.

## 1.9. Project Management Options

HCC have established reporting and project management processes that ensure schemes are successful and deliver on their objectives. The processes include:

- Project management Boards at different levels in the ETE department.
- A five-stage gateway process with approvals from senior officers required for the scheme to progress to each key stage; and
- EMET Decision Day reports, involving briefing and decision making by officers across different departments of the Council, at key project milestones.

The Management Case presented demonstrates that Hampshire County Council has the necessary resources and proven expertise to develop and deliver the scheme in accordance with the stated programme and budget. It also shows that the Council has the necessary governance processes to ensure that decisions are made at the appropriate level and ensure that agreed assurance procedures are followed.



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