

Final Business Case

Chocolate Path River Wall & Cumberland Road Stabilisation Capital Project

Appendix A

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Directorate: Growth & Regeneration
Service Area: Highways & Traffic
Version number and date: Draft version 3 - 29th July 2019
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Savings Description and Profile as it appears in 2018/19 Budget: No Saving

Budget Ref.	Savings Description	18/19 £'000s	19/20 £'000s	20/21 £'000s	21/22 £'000s	22/23 £'000s
P15163	Unknown – relates to failure	?	?	?	?	?

DECISION REQUIRED: Approval to proceed with expenditure on repair of the Chocolate Path

In December 2016, an 80m section (adjacent to the Caravan Park on Cumberland Road), of the Chocolate Path pedestrian and cycle path was closed, due to settlement and failure of the path surfacing and river wall movement. A local diversion route was provided on the adjacent Bristol Harbour Railway, by laying a temporary tarmac path. In December 2017, further settlement of the Chocolate Path was observed, with further movement of the river wall and significant cracking and settlement on the temporary diversion route. As a result, the diversion route was closed as well. This resulted in an 860m length of the Chocolate Path being closed between Vauxhall Bridge and Avon Crescent, with pedestrians and cyclists having to use Cumberland Road. The Heritage railway is also currently closed in this area due to track settlement.

As Local Highway Authority, BCC has a **statutory duty** to maintain the Chocolate Path. BCC needs to determine the causes of failure and develop options to stabilise and reinstate the retaining wall, Chocolate Path and railway, with the aim of making them safe for re-use. If **no action is taken**, there is a significant risk of failure of the New Cut river retaining wall, which would affect the Chocolate Path, the railway and also, ultimately, Cumberland Road, which will carry the AVTM link of MetroBus.

In order to reduce the risk of operational asset failure, it is necessary to undertake non-intrusive and intrusive ground investigations (GI); prepare design stabilisation options for the failed section of path and river wall; assess the risk of further progressive failure at other sections of the Chocolate Path; and undertake appropriate wall repair and stabilisation works.

Specialist contractors are to be engaged to undertake the GI and stabilisation works. External consultants are required to assist with the design work.

The project has the potential to deliver future cost savings, in the form of substantial reactive stabilisation and ongoing maintenance costs as the structure's condition gets worse, but these cannot be calculated at this time as the rate of deterioration is not linear. In addition, there is potential cost of Capital expenditure if the retaining wall were to fail now or if this corridor were closed on a permanent basis. The river wall is continuing to deteriorate, which will result in an eventual failure, with the subsequent impact on the adjacent Cumberland Road and the Metro Bus Route.

Currently, the Council is spending significant elements of the annual revenue budget mainly on a purely reactive basis to deal with all operational issues and problems on an "as and when" principle. Monitoring

of path movement is continuously required, to assess if this deterioration is increasing such that an imminent failure might be predicted. But monitoring will not mitigate the potential risk of operational failure. The current monitoring indicates that the rate of deterioration is increasing.

It has now become apparent that the likely risk of operational failure of the retaining wall in the future is considered high. By undertaking the necessary investigation work, followed by suitable repairs and stabilisation, will reduce the risk of the Council being exposed to significant costs arising from an ultimate failure event or needing to close Cumberland Road for a significant period. It will also enable the Council to manage revenue and future Capital improvements and cyclical planned routine expenditure rather than reactive, expensive, unplanned revenue spend on a purely crisis non programmed basis.

Any funding required to deliver an Outline Business Case:	£0
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Any funding required to deliver a Full Business Case for Preferred Option A	£0	Any funding required to deliver a Full Business Case Preferred Option B:	n/a
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**Outline figures for delivery of Preferred Option A:
Chocolate Path Stabilisation Project (Do Something Option)**

	Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24
Total new costs	357K	1,629k	4,562k	2,475K	-	-
Total opp costs	-	-	-	-	-	-
Total ongoing costs	unknown	unknown	tbc	tbc	tbc	tbc
Gross savings	0	tbc	tbc	tbc	tbc	tbc
Net savings	0	tbc	tbc	tbc	tbc	tbc

TOTAL funding required: £9,023,190.00

Any identified sources of funding: Structures Capital Programme

**Outline figures for delivery of Option B:
Chocolate Path Reactive Maintenance (Do Nothing Option)**

	Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24
Total new costs	?	?	?	?	?	?
Total opp costs	-	-	-	-	-	-
Total ongoing costs	unknown	unknown	unknown	unknown	unknown	unknown
Gross savings	0	0	0	0	0	0
Net savings	0	0	0	0	0	0

TOTAL funding required: £unknown

(Continue reactive maintenance, with uncertainty on revenue expenditure. Likely to be high, if sudden failure)

Any identified sources of funding: n/a

Full Business Case:

Figures for delivery of Preferred Option A

	Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24
Total new costs	357K	1,629K	4,562k	2,475K	-	-
Total opp costs	-	-	-	-	-	-
Total ongoing costs	unknown	unknown	tbc	tbc	tbc	tbc
Gross savings	0	tbc	tbc	tbc	tbc	tbc
Net savings	0	tbc	tbc	tbc	tbc	tbc

TOTAL funding required: £9,023,190

Any identified sources of funding: Highway Structures Capital Programme

Section 1: Mandate/ Idea

1. The problem I want to solve/ the outcome I want to achieve...:

Problem

The Chocolate Path forms a section of National Cycle Network (NCN) Route 33, as well as being part of Bristol's cycle route network. It is desirable to re-open the 860m section of the cycling route, to encourage travel by active modes of transport.

Whilst Cumberland Road is classified as a C class road, providing a connection between Brunel Way and the city centre, as well as local access to residential, business and leisure properties, it does form a section of the AVTM Metrobus route. Closure of Cumberland Road would detrimentally affect the operation of Metrobus. Both the Chocolate Path and Cumberland Road are Adopted highways and BCC, as the Local Highways Authority, has a statutory duty to maintain them.

In December 2016, an 80m section of the Chocolate Path was closed due to safety concerns, with a temporary diversion for cyclists and pedestrians formed on the adjacent heritage railway line. In December 2017, an 860m length of the Chocolate Path was closed, together with the railway line. Pedestrians and cyclists now need to use Cumberland Road as a diversion route. The railway line, which is a heritage line running tourist services, cannot operate, with has a knock on tourism income to the City.

Regular monitoring of the failed section shows there is on-going further movement. There is a risk, therefore, of failure of the New Cut retaining wall, with material falling into the watercourse and probability of this risk occurring is increasing. It is possible such a failure could affect Cumberland Road, requiring its closure. A sudden collapse would require emergency works, likely to be expensive and a need for closure of Cumberland Road for any significant period would affect access and operation of the MetroBus scheme.

Further inspections suggest at least two other locations along the Chocolate Path may also be subject to movement, indicating potential additional failures may happen in the future.

Known Operational Issues

BCC as the Local Highway Authority has a statutory duty to maintain and operate the public highway. Should the Chocolate Path fail and collapse into the watercourse, this will affect this statutory duty from being discharged. The risk to the Council is considered high on this matter and the only real mitigation measure considered feasible would be to undertake the required works to stabilise the area.

The current monitoring regime in place is costing approximately £500 per month but failure could occur at any time. The current Chocolate Path closure is causing inconvenience for pedestrians and cyclists, who have to use Cumberland Road instead. This has increased the risk of conflict occurring between cyclists and motor vehicles. In addition, the railway line is closed, resulting in lost revenue for the operator of this heritage line, as well as reputational damage to the City.

CH2M (now Jacobs) was previously engaged to undertake a desk study of existing historical records, information and previous monitoring data. This has informed the required project scope for further investigatory and work. The project scope has a number of stages:-

- Non-intrusive ground investigation and Survey data collection
- Intrusive ground investigation
- Conclusions as to the causation and mode of multiple Failure mechanisms.
- Concept Design options with appropriate Outline Costings
- Phase 1 wall repair and stabilisation works of the 80m failed section
- Phase 2 stabilisation works to the rest of the Chocolate Path

Stage 1 Being the non-intrusive ground investigation and data collection, estimated to cost approximately **£25k** for the survey company. The results will inform the extent and cost of intrusive ground investigation works.

Stage 2 Being intrusive investigations, global investigation throughout corridor as well as other approved monitoring and GIS techniques. Further drainage investigations will also be undertaken.

Stage 3 Being reports on the conclusions as to the causation and mode of multiple failure mechanisms.

Stage 4 Being design options, with appropriate costings, for repairs for both Phase 1 and Phase 2 works.

Stage 5A Being be the implementation of the repair and stabilisation solution for Phase 1 works, as approved from outcomes of Stages 1, 2, and 3.

Stage 5B Being stabilisation works to the rest of the Chocolate Path

Long Term Implications

The consequences of doing nothing will be the risk of serious structural failure increasing significantly over time, which could result in a major operational failure of the Chocolate Path river retaining wall. This would involve significant damage and total loss to parts of the pedestrian and cycle route. It would also cause damage to the heritage railway line and could also, ultimately, structurally affect Cumberland Road. Certainly, some form of traffic management would be required on Cumberland Road, which could include closure of the road, having a significant impact on the MetroBus Corridor.

Managing the failed section of the Chocolate Path, from an asset management point of view, should consider the route as a whole and this includes the structural integrity of the path's retaining wall along its entire length, to assess risk of possible further failure locations. Hence, it is considered prudent the stabilisation works be undertaken as soon as possible, through this project.

Proposal

The proposed business case is to undertake the following stages:-

- 1 - Non-intrusive ground investigation and data collection.
- 2 - Intrusive ground investigation, including a drainage survey.
- 3 - Conclusions as to the causation and mode of multiple failure mechanisms.
- 4 - Concept Design options with appropriate Outline Costings.
- 5 - Repair and stabilisation works – (i) repair works to failed section and (ii) preventative measures along remaining sections of river wall.

The proposed outcomes from the project will be:-

1. Implementing the stabilisation works will allow the Chocolate Path to be re-opened, letting pedestrians and cyclists access the route once again. This would allow pedestrians and cyclists to use the off-road facility rather than Cumberland Road.
2. It will also allow the railway to re-open, letting heritage trains run again as a tourist attraction. This has financial benefits for the operator.
3. It will also reduce the risk of failure of the ground supporting Cumberland Road, which would result in a road closure. Such a road closure would affect local access and also the effective operation of the Metrobus scheme.
4. It will also significantly reduce the risk of a collapse of the river retaining wall into the New Cut, which could result in detrimental environmental impacts on the New Cut river, as well as operational impacts on the local highway network. Such a collapse would result in the need for an emergency response and remediation works that are likely to be more expensive than the planned works.

Undertaking the project meets the Council’s statutory duty, as Local Highway Authority.

2. We will know we have succeeded when

When the proposal is completed and the key outcomes have been reported. The wholesale stabilisation works will allow the Chocolate Path to re-open, bringing it back up to required operational requirements and standards, offering the public a reliable designated walking and cycle network route. It will also allow the heritage railway line to re-open and de-risk the need to close Cumberland Road. This will result in reactive revenue savings to the Council in staffing resources now currently required to monitor movement of the Chocolate Path and subsequent reactive actions thereafter.

3. Scope

In Scope
As described within the proposal. The attached location plan of the Chocolate Path shows its route , which forms part of the National Cycle Network (Route 33).

Out of scope	Any risks/consequences associated with “Out of scope” items
Stabilisation work only as described within the proposal, which is based on the earlier desk-top study and visual inspections.	<p>The stabilisation work will only deal with the known structural defects, all of which now require immediate attention to allow the Chocolate Path to re-open and be fit for purpose, in terms of use by pedestrians and cyclists.</p> <p>It is possible the ground investigation works may discover some unknown further defects that have not yet been identified, or known defects are discovered to be worse than assessed. This could also occur when site works site to repair the failed section. This could result in increased costs and/or the need for more extensive stabilisation works.</p>

4. Dependencies and Constraints

4.1 What other work is happening that this connects with or is reliant upon?

Parallel to the proposed stabilisation work on the Chocolate Path, the Asset Management Team are undertaking a high level Harbour Infrastructure Assessment Management Condition Study Report, which is intended to identify the comprehensive extent of different harbour and docks assets, the extent of each asset in terms of construction and geometry and dimensions, their current condition and also any current corporate risk these harbour assets may pose to the Council corporately. The findings would then be included and considered within the BCC Corporate overall transportation Risk Register for future Capital investment. The latest version of the study and general progress with it would be available (on request) from the BCC Asset Management Team.

4.2 What limitations do you have to work within?

After recent restructuring within the Council, the asset stock of the City Docks is now being presently included and subsumed into the Asset Management Study for Transportation as a whole. This is a sensible

and essential approach, as there are generally many areas of crossover and similarity, in terms of function, asset type and public usage, within the Transportation realm.

The Bridges and Highway Structures Team presently has very limited resources, in terms of staffing and seniority of relevant experience. As a result, there is a need for Engineering and Project Management assistance in preparing design options, followed by appropriate contract documentation for tender purposes. There will probably also be a requirement for external support to supervise the stabilisation works, as well as other project management duties.

5. Resources Required to progress to Outline Business Case:

The current Highways Structures and Bridges team do not have appropriate expertise regarding ground investigation and, therefore, external specialists will be required to undertake this work. In addition, the Structures Team does not have the staffing resource to undertake design option work or prepare the contract documentation. By using the existing Framework Contracts, the Council will be able to procure this expertise and employ both (i) Structural Soils Ltd and (ii) CH2M (Jacobs) to assist as described above. Using the existing Highways Framework Lot Contract will facilitate getting the ground investigation works undertaken quickly, whilst meeting the Council's normal due diligence and best value procurement process.

Even if the existing staff resource were able to undertake all this work, it would mean reprioritising other urgent Capital Structures Highway works and revenue works programme. In any event, there will be a need for staff to spend time engaging the external resource and project managing the project. Staff time will be charged to the project.

Resource required	Cost ("new" cost items only)	Funding required
Structural Soils Ltd (Stage 1)	£35,000.00	Y
Structural Soils Ltd (Stage 2)	£70,000.00	Y
CH2M (Jacobs) Consultants	£95,000.00	Y
Existing Framework Agreements		
TOTAL	£200,000	

6. EQIA Relevance Check Outcome:

No.

Justification

EqIA not required as stabilisation work has only short-term minor detrimental impact during the works. This impact is likely to be less than that arising were the path to collapse and prevent access for some period of time, especially if Cumberland Road had to be closed.

Section 2: Outline Business Case

7. Options Appraisal Summary

The Chocolate Path is an important element of the NCN. In addition, Cumberland Road is a necessary element of the highway network, in particular for the MetroBus project. It connects people and communities with jobs and employment as defined in the Strategic Themes and Key Commitments of Fair and Inclusive & Well Connected. The Chocolate Path in its current state is not resilient as it is currently closed but there is still a risk of collapse. This does not fit accord with the Strategic Theme and Key Commitment of Wellbeing.

OPTION EVALUATION MATRIX	Pros (Will achieve outcomes/objectives?)				Risk Level (Cons)	Costs (one off) (£'000s)	Savings (net of any ongoing costs) (£'000s)					Confidence Level in Savings Delivery	Equalities Impact
	Option Title <i>(Please indicate Preferred Options with a "X" in the relevant box, alongside option title)</i>	Insert summary of Outcome 1 here	Insert summary of Outcome 2 here	Insert summary of Outcome 3 here			Insert summary of Outcome 4 here	18/19	19/20	20/21	21/22		
1 Do Something (X)	Y	Y	Y	Y	M	£9,023,190	0	tbc	tbc	tbc	tbc	75% unless failure occurs prior to works	neutral
2 Do Nothing	N	N	N	N	H	£0	0	0	0	0	0	n/a. Likely to be a cost due to failure	Negative (if collapse)

8. Preferred Option(s) further detail:

Preferred Option A: £9,023,190						
1 Do Something (X)						
New Costs profile (£'000s)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
357k	1,629k	4,562K	2,475K	-	-	
Net savings profile (net of any ongoing costs)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
0	tbc	tbc	tbc	tbc	tbc	
Ongoing costs (disbenefits)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
10k+	tbc	tbc	tbc	tbc	tbc	
Confidence Level in savings delivery and explanation						
Undertaking stabilisation will not lead to any cost savings in 18/19. Future cost savings will depend on date of completion of works.						
Risk profile of option						
The risk level – Medium The structure could still fail at any time. But option provides opportunity to reduce the risk during 2019/20.						
Contingency options to mitigate risks and raise confidence level						
Seek to undertake stabilisation works as soon as possible. CH2M (Jacobs) undertook desk top study, so aware of requirements. £5,000k includes an element of contingency for increased project costs.						
Residual shortfall against committed savings:						
n/a						
Key milestones for the Full Business Case stage (include key stakeholder engagement activity)						
<ol style="list-style-type: none"> 1. Complete non-intrusive GI 2. Complete intrusive GI 3. Prepare design options 4. Select preferred option 5. Complete contract documents 6. Stakeholder engagement 7. Undertake procurement/tender 8. Publicity on start of works 9. Start stabilisation works (Ph 1 & Ph2) 10. Complete stabilisation 						
Summary of Equalities impact						
No significant impact						

Preferred Option B: £0						
2. Do Nothing						
New Costs profile (£'000s)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
-	-	-	-	-	-	
Net savings Profile (net of any ongoing costs)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
0	0	0	0	0	0	
Ongoing costs (disbenefits)						
Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24	
10k+	?	?	?	?	?	
Confidence Level in savings delivery and explanation						
No savings as on-going monitoring required. Wall failure will require emergency expenditure						
Risk profile of option						
The risk level – High The structure could fail at any time. Probability of risk will increase with time.						
Contingency options to mitigate risks and raise confidence level						
No confidence without stabilisation works.						
Residual shortfall against committed savings:						
None						
Key milestones for the Full Business Case stage (include key stakeholder engagement activity)						
<ol style="list-style-type: none"> 1. Do nothing – react to failure 						
Summary of Equalities impact						
Negative if wall fails						

Summary of Eco impact
Tbc Likely to be neutral for works Likely to be negative if wall fails
Summary of Information Security impact
n/a

Summary of Eco impact
Likely to be negative if wall fails
Summary of Information Security impact
n/a

8.1 Resources required to proceed to next stage:

Internal resource – (i) technical staff from Structures Team to procure external consultants and provide a technical PM role. Assistance to Structures Team with providing admin TPT PM role, until knowledge and experience gained to undertake this role.

External resource – appointment of Structural Soils Ltd to undertake GI work. CH2M (Jacobs) to undertake design options and prepare suitable contract documentation and provide expert supervisory personnel. May require an additional external resource to provide assistance to Structures Team with providing admin TPT PM role, until knowledge and experience gained to undertake this role or when there is a internal resource within the Council to undertake these roles.

8.2 Funding required (if any) to deliver the Full Business Case:

Item requiring funding	Amount of funding required	Potential Funding source (s)
TOTAL: Chocolate Path Stabilisation	£5,000,000	Structures Capital Programme

8.3 Specialist professional resource requirements

Service Area from which Supporting Resources Needed, to progress to next stage of Business Case	Role/ Type of Resource (if known)	To do what activities? / produce what work products?	Estimated Effort (days)
Change Services			
HR			
Finance			
IT			
Property			
Legal			
Commissioning & Procurement	Advisor	Advice on procurement	0.5
Comms & Consultation	Advisor	Comms liaison	0.5
Other (please specify)	Consultants	GI work Design options Prepare contract documents Assist with supervision of works	120

Detail of Key Stakeholder engagement to date:

Key stakeholder	Date of most recent engagement	Nature of engagement
BCC City Docks	None to date	Emails and meetings
Harbour Master	None to date	Email and meetings
Environment Agency	None to date	Email and meetings
MetroBus	None to date	Email and meetings
Bus operators	None to date	Email and meetings
Other	None to date	Emails and meetings

Section 3: Full Business Case

Preferred Options Detailed Case

1. Do Something

10.1 Summary Costs and Benefits

Preferred Option A Most Likely Case – Financial Overview							
(£'000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yr Total	Key Assumptions that underpin the figures
One-off costs (new costs)	£357k	£1,629	£4,562	£2,475	0	£9,023,190	Based on GI reports and design options, with contingency added
One-off costs (internal costs)	0	0	0	0	0	£0	None identified at this time
Ongoing annual costs	£10+	Tbc	Tbc	Tbc	Tbc	tbc	Depends on extent of works
Gross savings	0	Tbc	Tbc	Tbc	Tbc	tbc	Depends on completion date of stabilisation works
Annual Net Savings:							

10.2 Benefits

- Chocolate Path can re-open, meeting the Council's statutory duty obligations.
- The heritage railway line can re-open.
- Reduces risk of failure of ground supporting Cumberland Road.
- It will reduce the risk of collapse of river wall, which would result in negative environmental impact.
- It will reduce the risk of any reputational damage to the Council, arising from a wall collapse.
- It will reduce the need for current regular monitoring, with associated staff costs.
- It will negate the need for the current closure, which as an on-going cost for the barriers.

10.3 Costs & Funding

- £200,000 for external consultants to support project
- £8,800,000 for stabilisation works, including internal staff costs
- Values allow for some contingency (initial 40% is normal for this type of scheme)
- Assume work will be commence during 2018/19, with initial failure location repair complete in early 2019/20 and any other identified locations repaired by end of 2020/21.
- Funding assumed to be Structures Capital Programme

This is a request for funding of the £9,023,190 necessary to undertake the project.

a. Key Risks and Issues

Currently, the Asset Management Team are undertaking a high level Harbour Infrastructure Assessment Management Study exercise, which will identify the comprehensive extent of different harbour and docks assets which are currently presenting a corporate risk. Assessing the extent and type of Asset inventory, their current condition and also the current risk that these harbour assets may pose corporately to the Council will allow a list of those assets that urgently need to be included and considered within the BCC Corporate Transportation Risk Register.

A desk-top study recommends undertaking further ground investigations, preparing design options and undertaking stabilisation works. The key risks with delivery of the preferred option is that (i) the budget figure is lower than required for all the subsequent works and (ii) works are delayed and a subsequent

sudden collapse occurs, requiring emergency repairs. However, a contingency has been assumed in the cost estimate. It is desirable the work is procured as soon as possible, to reduce the risk of wall failure.

There is the risk that on-going budget pressures may suggest the £5,000,000 funding is not provided at this time, introducing delay to the project.

It should be noted that the Chocolate Path river retaining wall could fail at any time and, potentially, before stabilisation works are carried out. Hence, the recommended urgency in undertaking the project.

10.5 Sensitivity Analysis and Consequent Contingency Plans

75% confidence level that budget estimate is sufficient for the project (based on desk-top study, visual inspection and assumed contingency level).

(Contingency plan – GI report will inform design options and tender submissions will provide likely final cost. If possible, adjust works to suit, if necessary.)

90% confidence level the project can be completed by end of Year 2020/21 (Both Structural Soils Ltd and CH2M (Jacobs) can be engaged immediately via the Frameworks and have the skills/experience/resources to undertake the works).

(Contingency plan – assess if any element of the project timescale could be taken into Year 2021/22, if necessary.)

90% confidence level the project will deliver the envisaged benefits.

(Contingency plan – adapt the stabilisation work, during the project delivery, if deemed necessary.)

10.6 Delivery Approach (HOW will we deliver and assure the project?)

10.6.1 Implementation Approach

Delivery approach is based on the preferred option being approved. Thereafter, external contractor and consultant would be appointed directly, via the Framework Lot Contracts. First phase work would be non-intrusive GI work; second phase is undertaking intrusive GI work; third phase assessing conclusions of GI findings; fourth phase would preparing design options and contract documentation for preferred option; fifth phase would be undertaking stabilisation works, in two stages.

10.6.2 Benefits Realisation approach

- The stabilisation will reduce the probability of the risk of operational failure of the Chocolate Path.
- The stabilisation will reduce the Council’s exposure to unexpected costs, arising from operational failure and closure of Cumberland Road.
- The project should result in cost savings compared with the current situation, in terms of requiring resources to monitor current movement and providing the existing closure.

10.6.3 Timeline and Key Milestones (WHEN will it be delivered?)

Preferred Option A: Key Milestones	Target Date
Business Case sign off	25/05/2018
Appoint external /contractor/consultant	18/05/2018
Complete ground investigation work	27/07/2018
Complete contract documentation for Phase 1 works	30/11/2018
Complete tender/award process for Phase 1 works	15/02/2019
Commence stabilisation works for Phase 1	25/02/2019
Complete Phase 1 stabilisation works	28/06/2019
Complete Phase 2 stabilisation works	27/09/2020
Benefits realisation complete	26/06/2020

10.6.4 Project Team

- Internal resource – Structures Team (manager and officer)
- Internal resource – TPT PM support
- Internal resource – Surveyor
- External resource – Structural Soils Ltd
- External resource – CH2M (Jacobs)

10.6.5 Procurement Approach

Use of Highways Framework Lot Contract for direct appointment of Structural Soils Ltd.

Use of Professional Framework Consultancy Contract for direct appointment of CH2M (Jacobs)

Structural Soils Ltd are the current preferred GI contractor, under the Highways Framework. Direct awards, as combined fees for the two elements of GI surveys are likely to be less than £150,000. Use of Framework already demonstrates vfm and direct award reduces timescale for procurement.

CH2M (Jacobs) has undertaken the desk-top, so understand problem and objectives. Direct award, as fees likely to be less than £150,000. Use of Contract already demonstrates vfm and direct award reduces timescale for procurement.

Advice will be sought from Procurement, with regard to appropriate tender process for the stabilisation works. At this time, it is not clear if existing Highways Asset Management and Associated Works Framework can be used or if an external tender process is required.

10.6.6 Consultation Approach

It is not intended to undertake any public consultation for the stabilisation work. Bus operators, taxi representatives and frontagers will be informed of any significant traffic management on Cumberland Road in the scheme development.

10.6.7 Communications and Engagement Approach

- The Cabinet member for Transport will be provided with a briefing note and briefed, if required.
- Ward councillors will be notified of the project and kept informed of progress.
- The Harbour Master will be notified of the project and kept informed of progress.
- Advance notice of the works will be provided.
- The Environment Agency will be consulted and the appropriate consent received.
- The Comms Team will be advised of the project and their advice sought, with regard to appropriate forms of publicity.

10.6.7 Project Governance & Assurance

- Day-to-day technical project management will be undertaken by the Structures Team or designated Scheme Manager (internal or External).
- The project will comply with TPT project management requirements, including submission of a monthly highlight report to allow progress to be monitored.

10.7 EQIA Summary of impact and key mitigation.

It is considered the project will result in no significant equalities impacts and a screening assessment has been undertaken that supports this.

There will be temporary inconvenience to all road users, who use Cumberland Road, when the stabilisation work is undertaken, as some traffic management will be required and this may affect some people with mobility difficulties who use the route. However, re-opening the Chocolate Path will reinstate previous choice of route for pedestrians and cyclists.

Any impact is considered to be significantly less than that which would result should the Chocolate Path retaining wall fail, with a collapse affecting Cumberland Road and required it to be closed for some time.

10.8 Eco-IA Summary of impact and key mitigation.

It is considered no significant environmental impacts are likely to arise from the stabilisation works. Collapse of the Chocolate Path retaining wall could result in some negative economic and environmental impacts, hence the need to undertake the project to reduce the risk of these.

10.9 Info-IA Summary of impact and key mitigation.

It is considered no key information security impacts are likely to arise from the stabilisation works.

APPENDICES

A. Required commentary and recommended consultation

(You are expected to engage and consult all key individuals/groups throughout the business case lifecycle. You are also expected to involve subject matter experts throughout your business case development and seek their advice and professional commentary).

MANDATE/ IDEA STAGE	
Recommended bodies for consultation ahead of submission:	Date
DLT	dd/mm/yyyydd/mm/yyyy

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Portfolio Holder		dd/mm/yyyydd/mm/yyyy
DLT		dd/mm/yyyydd/mm/yyyy
Professional Views <i>(all business cases require commentary from professional views even if "not applicable")</i>	Commentary	Date
MANDATORY FOR ALL BUSINESS CASES Finance Business Partner - <name>	tbc	dd/mm/yyyydd/mm/yyyy
HR Business Partner - <name>	n/a	dd/mm/yyyydd/mm/yyyy
Change Business Partner <name>	n/a	dd/mm/yyyydd/mm/yyyy
IT/ Enterprise Architecture - <name>	n/a	dd/mm/yyyy
Property - <name>	n/a	dd/mm/yyyydd/mm/yyyy
Legal - <name>	tbc	dd/mm/yyyydd/mm/yyyy
Commissioning & Procurement - <name>	tbc	dd/mm/yyyydd/mm/yyyy
Other consulted parties (as required)	Commentary	Date
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy

FULL BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Portfolio Holder		dd/mm/yyyydd/mm/yyyy
DLT		dd/mm/yyyydd/mm/yyyy
Professional Views <i>(all business cases require commentary from professional views even if "not applicable")</i>	Commentary	Date
MANDATORY FOR ALL BUSINESS CASES Finance Business Partner - <name>	tbc	dd/mm/yyyydd/mm/yyyy
HR Business Partner - <name>	n/a	dd/mm/yyyydd/mm/yyyy
Change Business Partner <name>	n/a	dd/mm/yyyydd/mm/yyyy

IT/ Enterprise Architecture - <name>	n/a	dd/mm/yyy
Property - <name>	n/a	dd/mm/yyyydd/mm/yyyy
Legal - <name>	tbc	dd/mm/yyyydd/mm/yyyy
Commissioning & Procurement - <name>	tbc	dd/mm/yyyydd/mm/yyyy
Other consulted parties (as required)	Commentary	Date
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy
		dd/mm/yyyydd/mm/yyyy

B. Mandatory Project Documents

(It is expected that documents required to support both OBC and FBC, will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item)

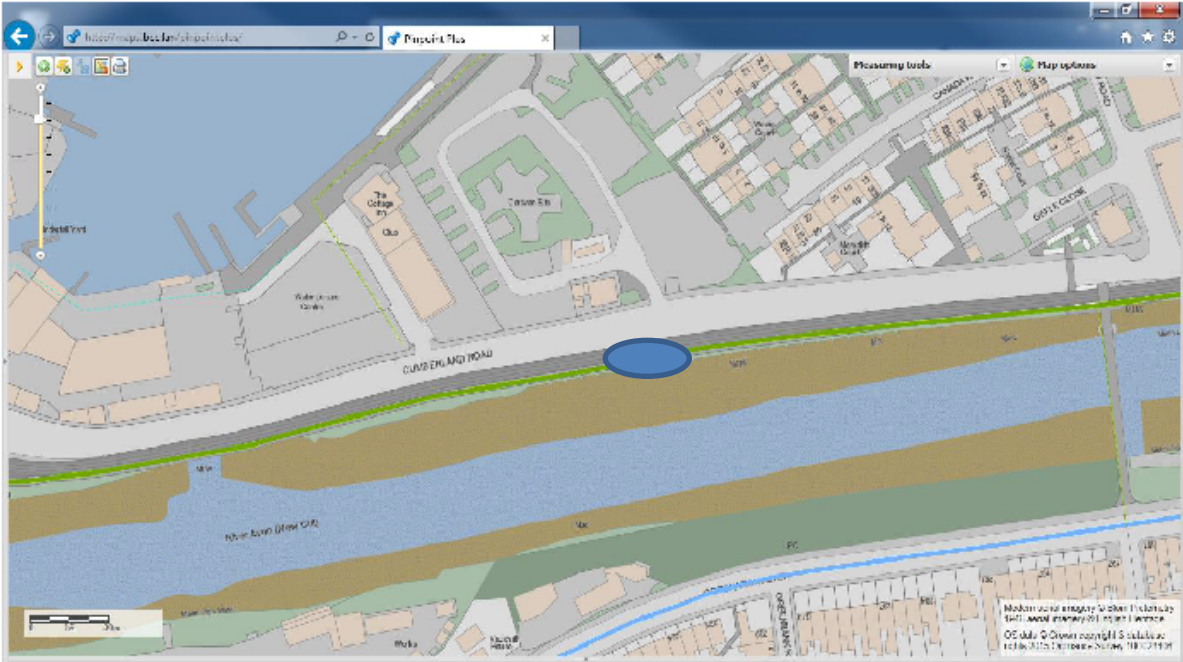
Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Validated By (Name and Role)
EQIA Relevance Check	Idea/Mandate	Yes	
Full Options Appraisal <i>*link to be added*</i>	OBC		
Project Financial Spreadsheet (costs and benefits/ sources of funding/ benefits contracts)	OBC/ FBC		
RAID Log	OBC/ FBC	Yes	
Project Plan	OBC/ FBC	Yes	
EQIA	OBC/ FBC	N/a	
EcolA	OBC/ FBC	No	
InfolA	OBC/ FBC	No	
Solution Design (No template – this should be unique in content/ structure/ detail for each project)	FBC		

C. Conditional Approvals

#	Condition	Date for Completion	Owner
1			
2			
3			

D – Chocolate Path Location Plan

Figure D.1: Location plan of Chocolate Path



Location of the 80m section which is planned to be stabilised in 2018/19