

CAPITAL INVESTMENT BUSINESS CASE

MOUNT EDGCUMBE SLIPWAY



EXECUTIVE SUMMARY

The Executive Summary is a short summary of the Business Case and should be the last section you complete; this will enable you to extract or only the key facts from relevant sections i.e. 'project on a page'. The summary is a 'snapshot' of the business case which will need to tell the story and sell the proposal.

The slipway at Mount Edgcumbe requires urgent repairs as a significant element of the northeastern elevation wall underpinning the deck slab of the slipway has come loose and has collapsed in places, as a result of this the hearting forming the main internal structure of the slipway is washing away with every tide.

As a result of this a decision has been made to close the slipway to all vessels as of 18:45 on Wednesday 23 October 2024, until initial stabilisation works are complete. This may take up to 3 weeks. Once completed further works will continue on the slipway, but vessels will be able to use it during this time.

SECTION I: PROJECT DETAIL

Project Value (indicate capital or revenue)	£350,400 Capital	Contingency (show as £ and % of project value)	£58,400 @17%
Programme	Building Maintenance	Directorate	Transformation & Change
Portfolio Holder	Cllr Chris Penberthy, Housing and Co-operative Development	Service Director	Chris Squire
Senior Responsible Officer (client)	Nigel Poulson	Project Manager	Gordon White
Address and Post Code	Mount Edgcumbe	Ward	Citywide

Current Situation: *(Provide a brief, concise paragraph outlining the current situation and explain the current business need, problem, opportunity or change of circumstances that needs to be resolved)*

The northeastern elevation wall underpinning the deck slab of the slipway at Mount Edgcumbe has come loose and has collapsed in places, as a result of this the hearting forming the main internal structure of the slipway is washing away with every tide.

Existing concrete slipway capping: The existing slipway has been capped with a more recent RC topper slab. The slab is Nom. 250mm thick with 800mm deep x Nom. 600mm wide edge beams. The slab has settled with extensive stress cracking visible on the surface.

The original slipway construction has settled away from the newer RC topping slab and a gap approx. 150-200mm wide has opened up above the original jetty construction over a length of approx. 28 metres. An area approximately 6m long has been displaced and collapsed onto the foreshore. The collapse has resulted in extensive wash out of the underlying fill material to a depth of 2.6m (around half the width of the existing slipway).

Proposal: *(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity) and (What would happen if we didn't proceed with this scheme?)*

1) Install temporary propping to underside of existing RC topper slab.

- 2) Remove displaced and loose stonework from the vertical facing of the jetty construction leaving only competent stonework in the areas of the proposed works.
- 3) Carefully rub out loose fill material from the underside of the RC slipway topper slab.
- 4) Locally clean the exposed faces of the existing stonework in the areas of the proposed works.
- 5) Drill the top face of the remaining competent stonework with holes to accept H12 bars at Nom. 225mm horizontal ctrs.
- 6) Install H12 bars in the drilled sockets and grout them in place. NOTE: Bars to terminate 225mm below soffit of existing Install H12 bars in the drilled sockets and grout them in place. NOTE: Bars to terminate 225mm below soffit of existing RC topper slab to facilitate installation of hollow blockwork.
- 7) Cast a concrete regulating layer over the existing competent stonework around the base of the vertical bars.
- 8) Install 7.0N 140mm wide hollow blockwork over the H12 bars to form a shutter face. Ensure that the new masonry face does not extend out beyond the existing jetty line.
- 9) Fill block voids with concrete.
- 10) Using standard 7.0N blockwork, complete the vertical blockwork shuttering face to the underside of the existing RC topper slab.
- 11) Core drill the existing RC jetty topper slab to form grout holes.
- 12) Fill the void to the underside of the existing slipway slab with mass concrete.
- 13) Fill grout holes on completion of the works.

Why is this your preferred option: *(Provide a brief explanation why this option is preferred) and (Explain why this is a good capital investment and how this would be an advantage for the Council) and (explain how the preferred option is the right balance between the risks and benefits identified below).*

This request is to fast-track an urgent need for infrastructure repairs.

Option Analysis: *(Provide an analysis of ‘other’ options which were considered and discounted, the options considered must be a ‘do Nothing’ and ‘do minimum’ and ‘viable alternative’ options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).*

Do Nothing Option

List Benefits:

There are no benefits to doing nothing.

List Risk / Issues:

The risk of part of or the entire slipway collapsing into the sea increases with every tide.

Cost:

There is no financial cost of doing nothing other than having to rebuild the slipway at a cost of C.£3m. There is of course reputational cost.

Why did you discount this option

If nothing is done the slipway will collapse into the sea resulting in no landing stage on the Mount Edgcumbe side of the river.

Do Minimum Option

The minimum option is the preferred option of carrying out the proposed remedial works.

List Benefits:

The minimum option will allow an immediate start to works and reduce the risk of the slipway collapsing.

List Risk / Issues:	If the minimum option is not undertaken the slipway will collapse into the sea.
Cost:	£350,400
Why did you discount this option	This is the most cost effective medium to long term repair option.
Viabale Alternative Option	Rebuild the slipway.
List Benefits:	There are no short term benefits to this option.
List Risk / Issues:	No alternative landing stage, reputational damage as would take more time to rebuild slipway. Funding not available.
Cost:	C.£3m
Why did you discount this option	Cost, time constraints, difficulty in providing temporary landing stage.

Strategic Case:	
Which Corporate Plan priorities does this project deliver?	an efficient transport network
	Select a priority
	Select a priority

Milestones and Date:		
Contract Award Date	Start On Site Date	Completion Date
ASAP – urgent works	Once instructed / approved	Late November, early December

SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

Risk Register: *The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).*

Potential Risks Identified		Likelihood	Impact	Overall Rating
Risk	Slipway collapse	High	High	High
Mitigation	Carry out urgent repairs	Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£3m	Risk Owner	Nigel Poulson	

Outcomes and Benefits

List the outcomes and benefits expected from this project.

*(An **outcome** is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome)*

*(A **benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)*

Financial outcomes and benefits:	Non-financial outcomes and benefits:
The outcome of completing the repairs will allow the continued use of the existing slipway and prevent further erosion and escalating costs. Completing the repairs will reduce the risk of having to rebuild at a cost of C.£3m	It is imperative these works are done as this is a major commuter route for both workers and school children and to support good relations between Plymouth City Council and Cornwall Council.

	It is important to maintain access to the beach and green spaces at Mount Edgumbe grounds via the ferries for the residents and visitors of Plymouth to enjoy a healthy lifestyle.
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SECTION 3: CONSULTATION

Does this business case need to go to CMT	No	Date business case approved by CMT (if required)	
Did a mandate go via CPOG/CPB	Yes	Date Capital Mandate approved by CPOG	10/10/2024

Does this project involve a corporately maintained property	Yes
Details of impact of this project ie cost saving from this project or additional requirements	There is no cost saving however the impact outweighs the cost due to the reputational damage and the financial cost of doing nothing now will result in greater financial input.

Climate Impact Assessment	
Upload Climate Impact Wheel	N/A
Summary of the anticipated impact of the proposal on the climate (including any proposed mitigations and impacts beyond 2030)	

Confirm you have engaged with Procurement	Yes
Procurement route options considered for goods, services or works	JNE Construction Ltd are PCC term contractors
Procurements Recommended route.	Confirmed JNE fall under the suite of PCC contracts
Who is your Procurement Lead?	Holly Golden
Is this business case a purchase of a commercial property?	No
If yes then provide evidence to show that it is not 'primarily for yield'	

Which Members have you engaged with and how have they been consulted (including the Leader, Portfolio Holders and Ward Members)	CLlr Chris Penberthy
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Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	n/a
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Who is your Legal advisor you have consulted with?	
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Equalities Impact Assessment completed <i>(This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision)</i>	Yes
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SECTION 4: FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT: *In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole. Exact amounts only throughout the paper - not to be rounded.*

CAPITAL COSTS AND FINANCING

Breakdown of project costs including fees surveys and contingency	Prev. Yr.	24/25	25/26	26/27	27/28	28/29	Future Yrs.	Total
	£	£	£	£	£	£	£	£
Structural repairs and Shoring up works		350,400						350,400
Total capital spend		350,400						350,400

Provide details of proposed funding: *Funding to match with Project Value*

Breakdown of proposed funding	Prev. Yr.	24/25	25/26	26/27	27/28	28/29	Future Yrs.	Total
	£	£	£	£	£	£	£	£
Corporate Borrowing (Health & Safety)		350,400						350,400
Total funding		350,400						350,400

SI06 or CIL <i>(Provide Planning App or site numbers)</i>	n/a
Which alternative external funding sources been explored	n/a
Are there any bidding constraints and/or any restrictions or conditions attached to your funding	n/a
Tax and VAT implications	The remedial works are being undertaken as an urgent health and safety requirement, following damage to the slipway at Mount Edgcumbe, for which the Council is solely responsible. The works

	relate therefore to a non-business activity of the Council and so the VAT incurred on the cost of the project will be fully recoverable and there will be no adverse impact on the Council's partial exemption position.
Tax and VAT reviewed by	Sarah Scott
Will this project deliver capital receipts? <i>(If so please provide details)</i>	n/a

REVENUE COSTS AND IMPLICATIONS

Cost of Developing the Capital Project (To be incurred at risk to Service area)

Total Cost of developing the project	£0
Revenue cost code for the development costs	n/a
Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria	N
Budget Managers Name	

Ongoing Revenue Implications for Service Area

	24/25 £	25/26 £	26/27 £	27/28 £	28/29 £	Future Yrs.
Service area revenue cost						
Other (eg: maintenance, utilities, etc)						
Loan repayment (terms agreed with Treasury Management)						
Total Revenue Cost (A)						
Service area revenue benefits/savings						
Annual revenue income (eg: rents, etc)						
Total Revenue Income (B)						
Service area net (benefit) cost (B-A)						
Has the revenue cost been budgeted for or would this make a revenue pressure	Completed works expected to last 10 years. Annual inspections circa £500, not currently budgeted for within the existing Revenue budgets, will identify early intervention to prevent excessive future costs.					
Which cost centre would the revenue pressure be shown	5688		Has this been reviewed by the budget manager		Y	
Name of budget manager	Kirstie Spencer					
Loan value	£	Interest Rate	%	Term Years	Annual Repayment	£
Revenue code for annual repayments						
Service area or corporate borrowing	Facilities Management					

Revenue implications reviewed by	Nathan Franklin
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Version Control: (The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)


Author of Business Case	Date	Document Version	Reviewed By	Date
Nigel Poulson	15/10/2024	v 1.0	Michelle Endacott	05/10/2024
	00/00/2020	v 2.0	Lynn Walter	23/10/2024
	00/00/2020	v 3.0		00/00/2020

SECTION 5: RECOMMENDATION AND ENDORSEMENT

Recommended Decision

It is recommended that the Leader of the Council:

- Approves the Business Case;
- Allocates £350,400 for the project into the Capital Programme funded by Corporate Borrowing held for Health & Safety.

Councillor Tudor Evans OBE (Leader of the Council)		Chris Squire (Service Director for HRdOD)	
Either email dated:	<i>date</i>	Either email dated:	23 October 2024
		Signed:	
Or signed:			
Date: 31.10.2024		Date:	