

CAPITAL INVESTMENT BUSINESS CASE

Highway Capital Investment Programme 2025/26



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 highway network is the Council's largest capital asset with an estimated replacement cost of in excess £1.6 billion (2018/19 CIPFA Valuation) requiring ongoing maintenance and renewal in order to be kept in a safe and serviceable condition for the travelling public. The asset is vitally important not only for the everyday operation of the City and the lives of its inhabitants but also for ongoing economic development and productivity in all aspects of City life.

Historically, Highway Maintenance has been a largely Revenue based activity and many Highway Authorities continue to fund a significant proportion of Highway Maintenance activity through Revenue. However, the Council's Revenue budgets are under historic pressure and whilst every opportunity is taken to generate income, Capital Investment is essential to insure the resilience and safety of this critical infrastructure.

Plymouth Highways follows best practice in managing maintenance of the highway asset and has modelled long-term maintenance strategies, aimed at achieving a number of outcomes. These are described in the Highways Asset Management Framework and summarised below:

- Maintaining and improving the condition of the public highway.
- Reinstating the structural integrity of roads.
- Improving highway drainage and keeping water off the highway.
- Supporting economic growth in the city by improving our transport network and reputation for quality of roads.
- Continuing the drive away from a reactive service towards a planned and efficient service.
- Improving the safety of the road network to reduce injury collisions in line with statutory requirements, Coroner's recommendations and the City's obligations, as a founder member of the Vision Zero South West Partnership.
- Planned replacement of the City's Traffic Signal infrastructure, as it depreciates, with modern and efficient equipment will help ensure the best use of road space and safety of all road users.
- Planned replacement of the City's street lighting asset, as it depreciates with modern and efficient lighting units and columns will reduce the City Council's energy bill and carbon

footprint, reducing the risk of damage and injury associated with failure of columns which is always a greater risk in coastal locations.

- Planned Capital Maintenance of Bridges and other Structures.

The framework places importance on building resilience in response to Climate Change and ensuring that Biodiversity and Carbon Reduction are considered in all maintenance decisions.

Details of the Framework are available on the council's website at: -

[Delivery of highway maintenance | PLYMOUTH.GOV.UK.](https://plymouth.gov.uk/delivery-of-highway-maintenance)

The absence of a Capital Investment programme undermines existing investment and will precipitate a greater and faster deterioration of the asset leading to higher future investment scenarios to recover. This in turn will increase demand on revenue for reactive maintenance and put the City Council at higher risk of litigation due to greater numbers of safety defects occurring.

Public perception of Highway Services in the UK is measured through the National Highways and Transport Network Survey authorities via 1.2 million questionnaires submitted by local residents 111 participating Authorities. This year's results show that Plymouth's residents place most importance on road safety and the condition of roads but were least satisfied with the condition of roads and Communication which was also the most popular choice for improvement to service level and additional expenditure.

The Current Challenge

The highway network in Plymouth was not originally designed or constructed to the standards that would be expected of highways today. As a consequence, many highway assets are less resilient and are entering the mid to end phase of their serviceable lifespan. Increasingly frequent and severe weather events continue to accelerate the deterioration of the highway asset.

Plymouth is currently in Band 3, judged to be amongst the highest performing Highway Authorities. Where previously there were 3 funding streams: Highways Maintenance Block (HMB) needs, HMB incentive & Pothole funding, there is now the consolidated Highways Maintenance Block Baseline which for Plymouth City Council is £3,352,000 plus a further New funding allocation of £1,175,000, 25% of which will be withheld pending compliance with certain criteria aimed at driving best practice –

The Department for Transport expects all local highways authorities to publish information to demonstrate their highways maintenance activities to help local taxpayers see the difference that funding is making in their areas. A transparency Report is to be returned to Dft by 30th June 2025 all data provided to be auditable and submitted to I51 Officer.

£75,336.87 HMB Highways Maintenance Blocks Additional funding re Traffic Signal Obsolescence Grant (TSOG) is also incorporated within the years funding arrangement that has a delivery date of 2025/26, failure of delivery leads to return of HMB funding to DfT.

SECTION I: PROJECT DETAIL

Project Value (indicate capital or revenue)	£6,602,336.87 Capital	Contingency (show as £ and % of project value)	0%
Programme	Highways Maintenance	Directorate	Growth
Portfolio Holder	Councillor John Stephens, Cabinet Member for Strategic Planning and Transport	Service Director	Andy Sharp (Street Services)
Senior Responsible Officer (client)	Glenn Caplin-Grey	Project Manager	Philip Bellamy
Address and Post Code		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)*

Background

The highway network and other transport infrastructure assets together represent the largest capital asset the Council holds, with a current replacement cost of £1.6 billion. Used daily by the travelling public for commuting, business and leisure activities; it is crucial to the economic, social and environmental wellbeing of our local communities.

The highway network, which includes carriageways, footways, drainage, street lighting, traffic signals and structures, requires regular planned maintenance and renewal in order to maintain the network in a safe and serviceable condition for the travelling public. With revenue budgets at an historic low for the Council it is essential that Capital Funding is invested to build resilience into this critical infrastructure. The introduction of an Asset Management approach to highway maintenance in Plymouth has enabled the modelling of long-term maintenance strategies, aimed at achieving a number of outcomes:

- Maintaining and improving the condition of the public highway
- Reinstating the structural integrity of roads
- Improving highway drainage and keeping water off the highway
- Supporting economic growth in the city by improving our transport network and reputation for quality of roads

- Continuing the drive away from a reactive service towards a planned and efficient service
- Improving the safety of the road network to reduce injury collisions in line with statutory requirements, Coroner's recommendations and the City's obligations as a founder member of the Vision Zero South West Partnership.
- Planned replacement of the City's Traffic Signal infrastructure, as it depreciates, with modern and efficient equipment will help ensure the best use of road space and safety of all road users.
- Planned replacement of the City's street lighting asset, as it depreciates, with modern and efficient lighting units and columns, will reduce the City Council's energy bill and carbon footprint, reducing the risk of damage and injury associated with failure of columns which is always a greater risk in coastal locations.
- Planned Capital Maintenance of Bridges and other Structures.

Quality and Funding Summary

Plymouth City Council has transformed its asset management approach since the launch of HMEP. This has involved upgrading all its asset management systems and investing in surveys to gather data to inform accurate depreciation modelling that will drive investment scenarios to achieve best value. Funding for HMEP closed and a replacement standard: Code of Practice – Well Managed Highway Infrastructure was introduced in October 2016

[31891 tso DfT wm highways](#)

Plymouth City Council have to date, been recognised as a top performing authority, achieving Band 3, DfT assesses an authority's competency with regards to asset management. This status ensures a percentage of funding is not 'at risk (25% of new funding allocation current risk)

In order to alleviate the pressure on revenue budgets, and recognising the fiscal challenge faced by Plymouth City Council, it is important to have commitment to capital funding in support of the required minimum statutory duties of the highway service. The need to secure this funding is critical for long-term planning of maintenance activities and providing confidence to our supply chain to deliver greater value for money services.

To date, our resilient network (the key routes for traffic throughout the city) has been maintained to a serviceable level.

The Current Challenge

The highway network in Plymouth was not originally designed or constructed to the standards that would be expected of highways today. As a consequence, many highway assets are less resilient and are entering the mid to end phase of their serviceable lifespan. Increasingly frequent and severe weather events have also accelerated the deterioration of the highway asset.

To continue to address this ever-growing challenge, it is now vital that the city Council remains committed to upholding its statutory obligations and the strategic aims set out in the Highways Asset Management Framework. Therefore, the continuation of capital investment to re-build resilience back into this critical asset is essential. Failure to do so will undermine investment to date and lead to greater deterioration, increased demands on revenue, higher future investment scenarios due to not intervening before end of life and higher risk of litigation due to greater numbers of safety defects occurring.

In recognition of the current financial climate, we have modelled a managed decline scenario - we have achieved this by modelling deterioration, prioritisation and identification of appropriate treatments at the right time.

This Business Case has been benchmarked against industry standards and external consultancy from Gaist and Yotta – this is an industry recognised approach for best practice.

[31891 tso DfT wm highways](#)

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?)*

Managed decline Scenario:

£2,000,000 Corporate Borrowing

DfT Funding model 2025/26:

Maintenance Block Baseline £3,352,000

New Funding allocation of £1,175,000, 25% of which will be withheld pending compliance
This is recognised within the planned investment programme

HMB Highways Maintenance Blocks Additional funding: £75,336.87

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).*

Highways Maintenance

As part of our latest Capital finance bid, we will consider each of the main Highway assets and what can be achieved with a minimum level of funding

The main assets to be covered by this ask are as follows:

Carriageway Maintenance – Reactive

Our Capital ask for reactive maintenance can be made based on historical data. Planned carriageway maintenance will have an impact on reactive maintenance levels expected, which is likely to increase if a reduced level of planned maintenance takes place. This budget aligns with the Base Ask and historical data has been used to provide an estimate of future expected levels, notwithstanding the risks associated with a reduced planned maintenance budget, for example:

- Reactive maintenance costs increasing due to increased deterioration and the need to maintain our statutory obligation to manage the road network in a safe condition.
- Increased insurance claims and potential pay-outs due to a decrease in the condition of the carriageway network.
- A decrease in public perception of the quality of the network and a likely increase in customer complaints.
- An increase in numbers of potential reported defects leading to an increased workload for the Highways Safety Inspectors.
- An increase in negative media coverage (pothole Pete?).

Routine carriageway maintenance focusses predominantly on safety defects found on the network through regular inspections and those reported by members of the public. The Highway Safety Inspections Manual which has been updated in line with the code of practice identifies:

- Frequency for routine inspections per road hierarchy
- Investigatory levels
- Time scales for defect repairs

Safety defects are recorded by highway inspectors during the routine inspection of the network. These defects are classified for repair in line with the risk-based approach outlined in the Highway Safety Inspection Manual. These repairs are recorded electronically on Mayrise, the highways maintenance system which enables the effective communication of works orders to contractors and quality assurance of repairs, which can be evidenced. These repairs are also co-ordinated with the structural repair programme to ensure that where efficiencies can be made, they are.

Carriageway Maintenance – Velocity Patcher

Figures based on current year's budget for 2 machines for 6 months.

The Velocity Patcher machine has targeted roads by area where there are defects that may or may not meet our investigatory levels in order to prevent further deterioration. This helps to seal the areas to prevent the ingress of water and reduce the likelihood of new defects occurring. This should show a benefit in a reduction in defects progressing to defect investigatory levels. This year we have had 2 machines working predominantly in 2 wards (Devonport & Stoke) for 6 months and this is looking to achieve at least 8,000 repairs at the same cost as 1,200 traditional saw-cut and inlay repairs. We would be looking to replicate these results going forward in another section of the City. These repairs will address the perceived pothole problem in Plymouth and over time the expectation is that this will start to reduce the number of potholes that reach our intervention levels, saving time and money whilst improving the overall perception of the pothole issue. This process also helps to reduce our carbon footprint because the treatment is cold applied and offers reduced vehicle movements compared to traditional patching methods. The feedback received by the public has been generally positive.

Carriageway Maintenance – Planned

A number of financial and performance driven scenarios were considered and compared. We also considered performance-based targets for the resilient network, which indicated that an initial decline in condition could be allowed with a slightly higher subsequent investment to maintain at the target levels.

Future planned carriageway maintenance works are based on good asset management principles and in particular our Carriageway Lifecycle Plan 2023. Carriageways classified roads are subject to mechanical SCANNER / SCRIM road condition surveys every year in line with DfT reporting requirements. Unclassified roads are subject to a visual condition survey every 3 years and this

feeds into our asset management data, which is then utilised to create deterioration and investment models to provide expected levels of maintenance required to maintain the condition of the carriageways in line with the Asset Management Objectives. The methodologies for these surveys are a combination of machine and high-definition camera survey. The data collected from the survey are used to model lifecycle analysis in Plymouth Asset Management System, Horizons.

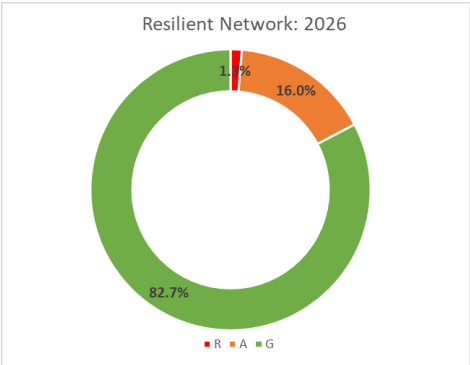
The programme of works is developed using the Horizons asset management software. Carriageway schemes generated are taken as a basis for the preparation of work programmes. The works programme is the output of the treatment parameters and rules described in the Lifecycle Plan, and describes in detail the work to be done, the year of implementation and the estimated cost of each scheme.

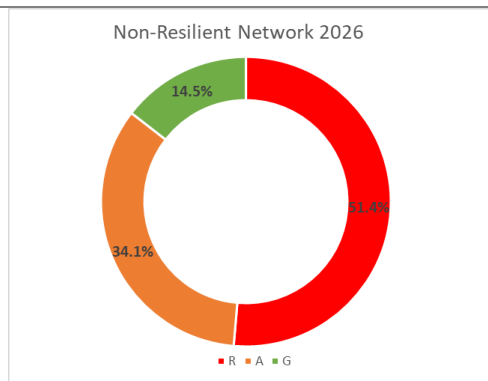
Once the system has identified the schemes for each year, the highway engineers visit each site to validate the treatment extent and treatment options. These schemes then build up the works programmes for each year which is communicated to members and the public once approved by senior stakeholders.

At the end of every year the works that have been undertaken on the highway network are recorded against the network to reset the condition for each of these sites within the asset management system. These historic maintenance records provide valuable insight into the performance and condition deterioration of the carriageway asset. The conditions of the carriageway are RAG rated with red indicating at failure and green as good condition. The models selected are based on financial scenarios, developed separately for the Resilient Network and the Non-Resilient Network. Both models also show a decline in condition grade this is due to deterioration in the interim and exacerbated by a number of the areas in the amber condition band being close to becoming red at the time of the survey.

Projected Carriageway Condition end 2025/26

Network	Survey	Proposed Level of Investment
Resilient	R: 1.5% A: 17.8% G: 80.8%	R:1.3% A:16% G: 82.7%
Non-Resilient	R: 43.4% A: 36.4% G: 20.3%	R: 51.4% A: 34.1% G: 14.5%





Carriageway Maintenance – Skid Resistance

Figures are based on the Causeway Scrim survey report and associated estimates, to remedy the high priority defects in the first year.

Skid resistance is managed via the process outlined in the Skid Resistance Policy and Strategy. This generates a prioritised list of sites to investigate each year, with any outcomes feeding into works programmes. Current intervention level designed to hit worst sites in first year and then intervention level will be lowered to tackle further sites.

Skid resistance is also included in works programme models and future scenario models, to take account of the data collected for the classified road network on an annual basis. Skid Resistance data forms another factor in deciding future Planned Maintenance works.

Skid Resistance is considered good practice and helps us to maintain our compliance with Sections 41 and 58 of the Highways Act 1980. By addressing areas of poor skid resistance, we seek to ensure the ongoing safety of the network. This is distinct from the planned maintenance program in that this is not based around degradation of the structural condition of the highway but around the resistance of the carriageway surface to skidding, with safety of road users in mind.

Footway Maintenance (excl. kerbs) – Reactive

Reduced spend on planned maintenance may start to reflect in an increase in reactive maintenance. This also carries the same risks of an increase in defect reports, insurance claims and adverse media coverage.

Footway Maintenance (excl. kerbs) – Planned

The maintenance models used predict that the condition of the City Council's Footway Network will show a significant increase in the proportion of the network in poor (red) condition

Lining – Planned

Based on minimum budget that would allow us to complete lining schemes on major junctions as required, such as major roundabouts and the Resilient network.

This minimum ask is such that we can plan safety junction lining improvements but clearly a lower budget means fewer lining schemes can be undertaken, which could lead to an increase in reactive lining required.

Drainage – Planned Improvement Schemes

Figures based on the potential solutions identified to address known hotspot minor intervention works.

Grit Bin replacements / new installations

Based on historical data from the last few years and taking into account the ongoing grit bin location review. Following a grit bin review with identified actions a revised process is being submitted to scrutiny June 2025.

Vehicle Restraint Systems – Reactive repairs/replacements

Based on historical data from the last few years of average Capital reactive VRS repairs.

Vehicle Restraint Systems – Planned replacements

Figures based on average Capital spend 2024/25

Based on historical data from the last few years and taking account of the sites already identified as deteriorated.

Survey costs

For “Carriageways – Planned”. additions have been made to cover the costs of conducting the network video surveys every three years

Staff Time

Where previous averages do not include staff time and costs, an adjustment has been made to add staff costs based on the existing percentage of budget costs used for the current financial year against the Capital Ask being made. Some adjustment has also been made for future salary increases.

Lump Sum payments

Capitalisation of the Term Maintenance Contract services attract a lump sum payment for their provision and these lump sums have been added to the relevant lines, where applicable.

Innovation

A proportion of each of the above budgets will be directed towards innovative solutions such as Warm Mix Asphalt (WMA), Retexturing of roads where skid resistance has reach trigger levels, Road surface preservation techniques & systems, Velocity pothole repairs, Methyl Methacrylate (MMA) road markings, plastic/recycled kerbs etc.

As Council budgets continue to come under pressure and scrutiny, Councils have to look into more and more innovative solutions that save time and money and also contribute towards carbon savings to help meet Net Zero targets.

Structures

Plymouth has a general duty of care to users and the community to maintain the highway structures in a condition that is fit for purpose. Current HMPE asset holding is as follows:

- 45 Bridges

- 50 Culverts
- 3 Tunnels
- 24 Footbridges
- 48 Subways

Each asset type demands complex engineering solutions to enable accessibility, programme timely remedial works and assure continual service is achieved.

Structures demand a high level of intervention to ensure continuous serviceability and compliance. Failure to invest will result in the continuing decline of condition, resulting in possible safety critical defects, unsatisfactory discharge of statutory obligations and an increase of remedial costs. £800k is to be allocated for urgent intervention works for Laira Bridge (Plymouth's only Post Tension Bridge)

Street Lighting

The Highway Lighting asset has a high visual impact on our street scene. As part of our Risk Based approach, based upon our Highway Infrastructure Asset Management Plan 'HIAMP' we maintain these assets in a safe and serviceable condition whilst maximising their serviceable life and reduce the incidences of failure.

Review of the Traffic Regulations and General Directions 2016 have allowed authorities to adapt the lit environment to achieve passive safe installations, reduction in street clutter and rationalisation of our lit environment.

City Centre and shopping areas demand appropriate lighting and control solutions, as do safety specific locations such as pedestrian crossings, high footfall, poor air quality and traffic calming zones. Reinforcement and Engineering solutions need to be delivered to ensure our statutory duties are discharged and continued capital investment is required to achieve to achieve our statutory duties. The programmed delivery made possible by approval of this capital bid assures such levels of compliance. CMS Adaption continues

Traffic Signals

Much of the City's Traffic Signal asset is at end of life and there is currently no replacement programme in place. Although full advantage is taken of Capital Programmes such as the Transforming Cities Fund there are still many sites across the City where columns and signal controllers need replacement in the near future. Maintaining this asset ensures that traffic is able to move efficiently across the network and ensure that claims against the council in the event of post failure are kept to a minimum.

In addition, there is a requirement to replace all signal heads with LED units by 2026, when the supply of replacement Halogen lamps will stop – the junction controllers will also require replacement / reworking to enable LED heads to be driven.

CCTV

A continued investment to upgrade the City's CCTV network from analogue to digital is necessary to enable the efficient management of the network and also delivers partnership benefits with the Police and other emergency services.

Living Streets

There is a Capital allocation made to each Ward in the City enabling Ward Councillors to agree funding for small improvements. Examples of the type of schemes funded could be parking schemes, dropped crossings and pedestrian refuges. For more expensive schemes, the allocation can be rolled into future years, with adjoining wards also collaborating on larger schemes, along with top up funding from other budgets.

Collision Reduction

Plymouth City Council is a founding member of the Vision Zero South West Partnership and supports its key aim of reducing the number of Killed and Seriously Injured Casualties on roads in the Southwest

Safer Journeys to School

The Road Safety Team is working with Schools across the City to introduce 'Safe Zones', 'School Streets' and 'Safer Routes to School'. These use a mixture of liaison with schools and parents, engagement with pupils and physical intervention. This may be to close roads temporarily in the case of school streets, undertake enforcement action which may be physical attendance of a CEO or use of an enforcement camera or simply provide a footway link or crossing point.

Speed Management

Complaints over inappropriate speed on the City's roads are one of the most frequently received by Plymouth Highways and by Ward Councillors who pass them on to be dealt with. The Road Safety Team work closely with the Police and the Vision Zero SW Partnership to address these complaints where possible as the link with speed and severity of injury collision is well established. Requests are frequently for lower speed limits, particularly 20mph Zones, which are often only effective if supported either by traffic calming or camera enforcement.

Inclusive Mobility

The Disability Discrimination Act 1995, as amended, introduced a large number of changes to the way in which the highway environment should be made safer and accessible to all users.

In Plymouth there are many thousands of examples where the City Council might be regarded to be in breach of the Act. A co-ordinated programme of works to address these issues will both mitigate any liability and improve the lives of those who currently find it difficult to access transport, shops and other community facilities.

Summary

Overall, this business case outlines the necessity for the Council to invest in its local infrastructure and ensure that the Council's objective of being a welcoming city is realised by:

- Providing a safer and sustainable highway network.
- Managing the volume of Safety defects across all highway assets.
- Managing the volume of third-party claims.
- Reducing the rate of failure for critical assets and improve its resilience.
- Improve public perception and satisfaction with the highway network.
- Reduce the burden on the revenue budget.
- Get better value for money.
- Better collaboration with supply chain.
- Supporting Climate Change Agenda.

The major element of Revenue funding for Plymouth Highways is provided by the Parking Service. Parking Revenue over time has been on a decreasing trend as demand for both on street and off street parking has decreased with the increase in internet sales and decline in the City Centre as a shopping destination. This trend has increased through and beyond the Pandemic. Revenue budgets are therefore static with little scope to adjust for the effects of inflation.

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	No Capital investment
List Benefits:	Reduction in Corporate Borrowing in the short term
List Risk / Issues:	<p>Dramatic, unmitigated deterioration of network condition</p> <p>Dramatically increased volume of defects</p> <p>Dramatically increased volume of claims</p> <p>Enhanced risk to public safety</p> <p>Inability to meet statutory obligation</p> <p>Full reliance on revenue and insufficient external funding</p> <p>Revenue pressure due to loss of time recharges</p>
Cost:	Undefined due to potential liability increase and recovery cost on asset.

Why did you discount this option	Dramatic increase in Revenue costs across the department and in other departments (Insurance) and enhanced risk to public safety.
Do Minimum Option	DfT Funding Only
List Benefits:	Reduction in Corporate Borrowing in the short term
List Risk / Issues:	<p>Demonstrate to DfT low commitment by PCC to locally invest in Highway Assets and place at risk 25% of 2025 Additional Funding</p> <p>Deterioration of network condition</p> <p>Increased volume of defects</p> <p>Increased volume of claims</p> <p>Increased risk to public safety</p> <p>Inability to meet statutory obligation</p> <p>Full reliance on revenue and insufficient external funding</p> <p>Revenue pressure due to loss of time recharges</p>
Cost:	Undefined due to potential liability increase and recovery cost on asset.
Why did you discount this option	Dramatic increase in Revenue costs across the department and in other departments (Insurance) and enhanced risk to public safety.
Viable Alternative Option	Increase of Capital Budget to meet all safety and short/long term asset condition obligations
List Benefits:	<p>Production of Steady State for Highway Asset.</p> <p>Reduction of liability risk and recovery cost on asset.</p>
List Risk / Issues:	Evaluated investment required over one year £6,527,000.00
Cost:	£105,187,499.53 over a 5 year period (£21,037,499 per year)
Why did you discount this option	Deferred proposals into 2026 - 2031 due to concerns over ability of Corporate to support fiscal ask

Strategic Case:	
Which Corporate Plan priorities does this project deliver?	an efficient transport network
	focus on prevention and early intervention
	a welcoming city
	<p>An Efficient Transport Network: By investing capital funding into the highway network, we are adding value to the network and improving its condition overall. In doing this we will be providing a safer, more robust and resilient highway network to support efficient travel across the city.</p> <p>Focus on Prevention and Early Intervention: The asset management approach that has been used to build this business case utilises the components of prevention and early intervention to apply best value for money treatments to the models.</p> <p>Providing quality public services.</p> <p>Fewer potholes, cleaner, greener streets and transport.</p> <p>This project also supports the following policies in the Joint local Plan:</p>

	<p>SO12 - Delivering infrastructure and investment by allowing for a longer-term data led programme of infrastructure investment.</p> <p>SPT9 - Strategic principles for transport planning and strategy by supporting the existing transport network to support the move to genuine alternative ways to travel.</p>
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Milestones and Date:

Award Date	Start On Site Date	Completion Date
1/4/2025	1/4/2025	31/3/2026

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	Delivery of maintenance affected by resource availability		Low	High	Medium
Mitigation	ECI and procurement arrangement robust		Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£	Risk Owner	PCC		
Risk	DfT funding reduced in year		Medium	High	High
Mitigation	Flexibility to works programming and contingencies placed		Low	Low	Low
Calculated risk value in £ (Extent of financial risk)	£293,750.00	Risk Owner	PCC		
Risk	Inflation impact		Medium	High	High
Mitigation	Pre-stock of essential items and monitor impact		Medium	Medium	Medium
Calculated risk value in £ (Extent of financial risk)	£1M	Risk Owner	PCC		
Risk			Select value	Select value	Select value
Mitigation			Select value	Select value	Select value
Calculated risk value in £ (Extent of financial risk)	£	Risk Owner			

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:

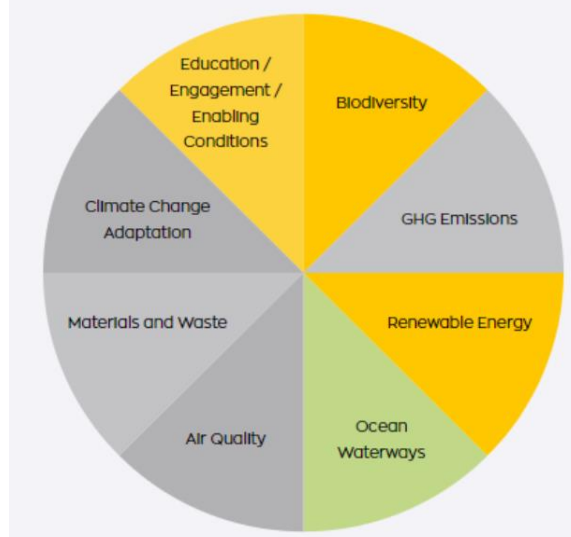
<p>Managed risk from insurance cases due to targeted approach on critical assets.</p> <p>Reduced impact on long term financial requirement due to timely investment.</p> <p>Mitigation of costly critical asset failure and associated economic disruption.</p>	<p>Enhanced public safety.</p> <p>Public Perception – Fewer defects Improved critical transport infrastructure.</p> <p>Greater resilience in highways assets</p> <p>Supporting sustainable transport</p> <p>Supporting Environmental aims such as assisting with the climate emergency</p>
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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)	N/A
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Climate Impact Assessment

Upload Climate Impact Wheel



Summary of the anticipated impact of the proposal on the climate (including any proposed mitigations and impacts beyond 2030)

This project will support the transition and uptake of more sustainable forms of transport such as public transport, walking and cycling by maximising lit environment. Also, resultant Carbon Emission reduction is mapped.

Opportunity to reengineer existing asset layout to reduce energy consumption and CO2 emissions.

Biodiversity and Carbon Reduction engineered in surface a treatment types, selection and installation of assets. Traffic Signal UTC arrangements to reduce Carbon emissions.

PML engagement to review Light Pollution impact.

Confirm you have engaged with Procurement <i>(All business cases must be discussed with Procurement prior to submission to CPOG. If Procurement have not been consulted on the procurement route, CPOG may not endorse your project to CPB for approval)</i>	Yes
Who have you consulted with in Procurement/ who is your Procurement lead?	Simone Newark
Where an existing contract is to be used could you include the contract title and reference number	PLC I6029 – Plymouth Highways Maintenance Contract
Procurement route options considered	N/A – see below

<i>(Procurement Officer to complete this section only)</i>	
Recommended Procurement route <i>(Procurement Officer to complete this section only)</i>	The Plymouth Highways Maintenance Contract with South West Highways (SWH) is recommended to be used. This contract provides the optimum route for delivery given the value and type of Highways work activity described.

Which Members have you engaged with and how have they been consulted <i>(including the Leader, Portfolio Holders and Ward Members)</i>	Portfolio Holder – Cllr John Stephens
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Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.	N/a
Who is your Legal advisor you have consulted with?	Alison Critchfield

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.*

Breakdown of project costs including fees surveys and contingency	Prev. Yr.	25/26	26/27	27/28	28/29	29/30	Total
Street Furniture		£120,000					£120,000
Carriageways		£3,539,819					£3,285,250
Footways		£992,181					£1,246,750
Drainage		£355,000					£355,000
Local Safety & Minor Schemes		£460,000					£460,000
Living Streets		£100,000					£100,000
Street Lighting Bulb Replacement		£50,000					£50,000

Traffic Signals		£100,000					£100,000
Structures		£810,000					£810,000
HMB Block		£75,336.87					£75,336.87
Total capital spend		£6,602,336.87					£6,602,336.87

Provide details of proposed funding: Funding to match with Project Value							
Breakdown of proposed funding	Prev. Yr.	25/26	26/27	27/28	28/29	29/30	Total
Corporate Borrowing		£2,000,000.00					£2,000,000.00
DfT Funding		£4,527,000.00					£4,527,000.00
HMB Block		£75,336.87					£75,336.87
Total funding		£6,602,336.87					£6,602,336.87
SI06 or CIL (Provide Planning App or site numbers)							
Which alternative external funding sources have been explored		DfT & allocation of relative HMB funding supports Delivery – see above for detailed consideration					
Are there any bidding constraints and/or any restrictions or conditions attached to your funding		No					
Tax and VAT implications		The project will not directly generate any VAT-exempt income for the Council. Transport and highways infrastructure works are a statutory, non-business activity of the local authority and so any VAT incurred by the Council on costs relating to highways improvements or maintenance 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? (If so please provide details)		No					

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	
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/A

Budget Managers Name	
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Ongoing Revenue Implications for Service Area							
	Prev. Yr.	25/26 £	26/27 £	27/28 £	28/29 £	29/30 £	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	This level of additional work is deliverable within existing Highways revenue budgets, that include capitalised salary recharge targets.						
Which cost centre would the revenue pressure be shown	N/A		Has this been reviewed by the budget manager			Y	
Name of budget manager	Philip Bellamy						
Loan value £		Interest Rate	%	Term Years		Annual Repayment £	
Revenue code for annual repayments	N/A						
Service area or corporate borrowing	N/A						
Revenue implications reviewed by	Sharon Gillett						

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
Phil Bellamy	30/4/2025	VI	Racheal Seekings	30/04/2025
			Lynn Walter	23/05/2025
			Sharon Gillet	02/05/2025


SECTION 5: RECOMMENDATION AND ENDORSEMENT

Recommended Decision

It is recommended that the Leader of the Council:

Approves the business case;

Allocates and adds to the Capital Programme £6,602,336.87 Capital budget into Street Services – Highways 2025/26 Capital Programme funded by £2,000,000 corporate borrowing and £4,602,336.87 of Department for Transport (DFT) Funding.

Name: Councillor Tudor Evans OBE (The Leader)		Service Director Glenn Caplin-Grey	
Either email dated:		Either email dated:	24/7/25
Or signed:		Signed:	
			
Date: 11/8/2025		Date:	