Business Case
Stour Valley Masterplan – Hengistbury Head to Tuckton
(Project Hub number)

Date:	01.08.2014	
Service Unit(s):	Housing, Parks and Bereavement Services	
Prepared by:	Barbara Mellor	
Project Manager:	Barbara Mellor	
Project number:		**Business Case**
Document Type:	Feasibility/BC[1]	
Document version:	**0.04**	

Approval

Role	Name	Approval Date
Project Owner (PO)	Gary Josey	11th Sep 2014
Executive Director (ED)	Bill Cotton	Sent for approval 26th Aug 2014
Portfolio Holder (PH)	Cllr Lawrence Williams	11th Sep 2014

Portfolio holder's comment

I fully support this project and have every confidence in it.

Background programme and project information

Does this Project link to existing Projects/Programme? If yes, please give details and project number, if known.	
Has this funding request already been approved as part of the Capital Programme/HRA? If yes, please give further details.	This project is the first phase of the Stour Valley Project – Core Strategy Policy CS36 - it is also included in the South East Green Infrastructure list of projects. The overarching Stour Valley Masterplan was approved at Environment and Transport Overview and Scrutiny Panel on 12th November 2013.
Board decision required e.g. approval for, £**X** funding from feasibility or capital funds, use of pre-approved funding.	Approval to carry out Heathland Mitigation funded access improvements from Hengistbury Head to Tuckton with a value of £575k

[1] To access Feasibility Funding please complete sections 1 & 2 only. For all other requests complete all sections apart from section 2.

Business Case comments from Finance and PPMO

Name	Position	Comments
Marta Zuk	Senior Accountant	
Joelle Price	PPMO	Review meeting held 27th Aug 2014

Other Elected Members, Officers and Subject Matter Experts consulted, e.g. Legal, Procurement, HR, Risk, Strategic IT

Name	Position	Date
Cllr Eddie Coope	Ward Member (East Southbourne & Tuckton)	26.08.14
Cllr Malcolm Davies	Ward Member (East Southbourne & Tuckton)	26.08.14
Cllr Robert Lawton	Ward Member (East Southbourne & Tuckton)	26.08.14
Michael Rowland	Parks Development Manager	26.08.14
Mark Axford	Planning Policy Manager	26.08.14
Bob Askew	LSTF Programme Manager	26.08.14
Phil Shearing	LTP & Capital Programme Manager	26.08.14
Andy McDonald	Parks Operations Manager	26.08.14
Saskia DeVries	Head of Strategic HR	28.08.14
Clare Matthews	Policy & Performance Manager	28.08.14
Estelle Sherry	Senior Audit Manager	28.08.14
Fiona Manton; Jackie Spracklen	Risk Manager	28.08.14
Georgia Turner	Corporate Communications Manager	28.08.14
Jill Johnson	Procurement Manager	28.08.14
Lee Green	Environmental Strategy & Sustainability	28.08.14
Louise Johnson	Head of Corporate Research & Information	28.08.14
Sam Johnson; Rosemary Edwards	E&D Manager	28.08.14
Sian Ballingall; Sue Turner	Head of Legal	28.08.14
Lisa Stuchberry	Consultation & Engagement	28.08.14
Viv Bateman	Information Governance Manager	28.08.14

Document revision history

Version	Author	Changes	Date
0.01	B. Mellor	Initial draft	26.08.14
0.02	B. Mellor	Updated SME's following PMO review	28.08.14
0.03	B. Mellor	Updated to Risk following review by Risk & Audit officers. Update to Communications and Procurement resource.	10.09.14
0.04	B. Mellor	Update following feedback from CMT & EGB	25.09.14

1. Executive Summary

Proposed project
The project proposal is to carry out access improvements from the new Visitor Centre at Hengistbury Head, via Solent Meads through Wick village to Tuckton Tea Gardens. The scope of the project is to;

- **Create and upgrade pathways within Bournemouth council owned land to provide access for pedestrians, cyclists, wheelchairs and pushchairs.**
- **Create circular and alternate routes via Solent Beach and Whitepits back to the visitor centre and car parks.**
- **Create wildlife and scenic viewing opportunities towards Christchurch Harbour and Hengistbury Head.**
- **Install entrance gates, benches, public art and signage to develop wayfinding and interpretation.**
- **Establish a Stour Valley Trail brand and communicate access improvements.**
- **Monitor visitor perception and changes in behaviour.**

The project forms part of the Stour Valley Masterplan.

- **One objective of the Masterplan is to reduce the impact of residential development pressure on South East Dorset's protected heaths by diverting visitors to Suitable Alternative Green Spaces.**
- **Access improvements from Hengistbury Head to Tuckton provide the greatest opportunity to divert visitor pressure away from the protected heathlands.**
- **Hengistbury Head has approximately 1 million visits per year. A change of 1% in visitor behaviour will divert ten-thousand visits away from the most sensitive habitats.**

The outcomes from the project are;

- **to increase the number of visitors exploring the alternative green spaces**
- **to see no net increase in the number of visitors to the sensitive heathlands**

The programme of work will be;

- **project planning and design Q3 2014/15**
- **phase 1 procurement Q4 2014/15**
- **phase 1 delivery Q1- Q3 2015/16**
- **phase 2 procurement Q1 2015/16**
- **phase 2 delivery Q2 - Q3 2015/16**

Which Council corporate priority actions does the proposed project meet? *(eg. EC2 Developing our workforce, please see the Corporate Plan for reference http://www.bournemouth.gov.uk/CouncilDemocracy/CouncilPerformance/FINALCorporatePlan201415.pdf*)

- **AC3 Improving health and wellbeing and reducing health inequalities for residents**
- **IE2 Working with others to deliver Bournemouth's housing needs**
- **IE3 Promoting sustainable travel**
- **IE5 Protecting Bournemouth's parks and natural open spaces**
- **TE4 Playing our part in a thriving conurbation**
- **Core Strategy CS36 Stour Valley Project**

- **The Dorset Heathlands Planning Framework SPD**
- **South East Dorset Green Infrastructure Strategy**

What support is required from other Services? (*support needed and estimated time)*

- **Corporate Communication.**
  - **Assistance in branding and promoting consultations; 10 days**
- **Planning, Transport & Regulation**
  - **Transport - Integration of project with Local sustainable transport funded projects to achieve best value; 3 days**
  - **Planning policy – reviewing project outcomes; 1 day**
  - **Planning Design and Heritage – reviewing designs; 2 days**
- **Strategic Finance**
  - **Procurement; 44-75 days**
  - **Accounts; 15 days**
- **Legal Services**
  - **Contract preparation; 4 days**

Key benefits from the project

- **Address the council's obligations under the Habitats Regulations - Conservation of Habitats and Species Regulations 2010 - to mitigate impacts of new residential developments on protected heathland.**
- **Increase the accessibility of one of the borough's key green spaces**
- **Promote sustainable transport within the borough**
- **Promote local businesses around Tuckton Tea Gardens**

Overall Project Risk Rating	**High/Med**	
Top 5 Project Risks	**Gross Risk Rating**	**Mitigating Actions**
The heathland mitigation benefits are not achieved leading to regulatory action by Natural England under the Habitats regulations	High	Ensure awareness of new routes is raised throughout the borough and to non resident visitors
Construction work has negative impact on protected nature reserve leading to regulatory action by Natural England under the Habitats regulations	High	Selection criteria for contractors to include experience of working in protected sites. Scheduling of works to be according to best practice for mitigating impact to protected habitats and species.
Project costs/timescales/quality not to required standard	High	Ensure project is well specified and contractual procedures are in place
Local stakeholders may view project negatively leading to reduced level of confidence in the council	Med	Ensure local stakeholders are involved in project development
New routes through open spaces will create a maintenance burden for the council	Med	Ensure design choices incorporate whole life costs

Project Finance	Proposed Funding Source	Amount (£k)	2014/15	2015/16	2016/17
	Heathland Mitigation (Section 106)	*£575k*	*£38k*	*£526k*	£11k
Funding TOTAL		£575k	*£38k*	*£526k*	£11k
Project Costs TOTAL		£575k	*£38k*	*£526k*	£11k

2. **Feasibility Funding**

(This section is only applicable to feasibility funding requests)

In Scope	Out of Scope
Deliverables	**Timeframe (start and end date)**

3. Project Options Appraisal

Please note this section should be developed with support from the Finance Team and / or Service Accountant, prior to submitting this Business Case to PPMO.

Option 1: Implement Proposed Project *(Preferred Option)*

In Scope	Out of Scope
• A new route from Hengistbury Head visitor centre to the Roebury Lane entrance for pedestrians, cyclists, wheelchairs and pushchairs • Improvements to existing routes from Roebury Lane to Wick Lane • A circular route via Solent Beach and Whitepits back to the visitor centre • Wildlife viewing opportunities facing Christchurch Harbour and Hengistbury Head • Improvements to pedestrian paths around Wick village • Improvements to access through Riverlands and Tuckton Tea Gardens for pedestrians, cyclists, wheelchairs and pushchairs • Wayfinding features including Entrance Gates, Benches, Public Art, and Interpretation Boards • The Stour Valley Way brand and communicate of access improvements.	• Any improvements outside of geographical boundary of Parks owned land. • Any improvements which do not contribute to the mitigation of residential development pressure on heathlands by diverting visitors away from Hengistbury Head and other protected heaths.
Expected Cashable Benefits (£k)	**Expected Financial Cost (£k)**
£0k	£575k
Expected Non Cashable Benefits	**High Level Breakdown of Costs**
• Allows new housing development to continue within the borough by meeting the requirements of the Habitat Regulations to mitigate the impact of residential population growth. • Promotes sustainable transport within the borough. • Increases accessibility of a key local open space. • Support Tuckton Tea Garden's Green Flag award submission • Support local business by encouraging visitors to explore the Stour Valley Way.	• Construction costs £440k • Communication and interpretation £15k • Design, Project Management and contribution to maintenance costs £69k • Contingency £51k (10% of construction and management costs)

Deliverables	Timeline (inc key milestones)
• Create 2.5km fully accessible routes from Hengistbury Head to Tuckton Tea Gardens. • Create 1km circular route via Solent Beach and Whitepits • Upgrade Roebury Lane to Solent Mead • Create connection from Solent Mead to Wick Lane • Create connection from Solent Mead to Solent Beach / Whitepits • Upgrade footpaths around Wick village • Upgrade pathways through Riverlands and Tuckton Tea Gardens • Install wildlife viewing areas within Wick fields • Install benches, entrance gates, signs and public art as wayfinding objects	• project planning and design Q3 2014/15 • phase 1 procurement Q4 2014/15 • phase 1 delivery Q1- Q3 2015/16 • phase 2 procurement Q1 2015/16 • phase 2 delivery Q2 - Q3 2015/16

Overall Project Risk Rating	High/Med	
Top 5 Project Risks	**Gross Risk Rating**	**Mitigating Actions**
The heathland mitigation benefits are not achieved leading to regulatory action by Natural England under the Habitats regulations	High	Ensure awareness of new routes is raised throughout the borough and to non resident visitors
Construction work has negative impact on protected nature reserve leading to regulatory action by Natural England under the Habitats regulations	High	Selection criteria for contractors to include experience of working in protected sites. Scheduling of works to be according to best practice for mitigating impact to protected habitats and species.
Project costs/timescales/quality not to required standard	High	Ensure project is well specified and contractual procedures are in place
Local stakeholders may view project negatively leading to reduced level of confidence in the council	Med	Ensure local stakeholders are involved in project development
New routes through open spaces will create a maintenance burden for the council	Med	Ensure design choices incorporate whole life costs

Option 2: Do Nothing

In Scope	Out of Scope
None of the above	All of the above
Expected Cashable Benefits (£k)	**Expected Financial Cost (£k)**
0	Undetermined – however breach of Habitat Regulations in not providing heathland mitigation projects could lead to Natural England refusing permission for any future residential development.
Expected Non Cashable Benefits	**High Level Breakdown of Costs**
None	
Deliverables	**Timeline (inc key milestones)**

Overall Project Risk Rating	High	
Top 5 Project Risks	**Gross Risk Rating**	**Mitigating Actions**
The heathland mitigation benefits are not achieved leading to regulatory action by Natural England under the Habitats regulations	High	
No improvements to the accessibility of one of the borough's key green spaces	High	
Increase in sustainable transport around Hengistbury Head not achieved	High	
Local businesses around Tuckton Tea Gardens not promoted	High	

Option 3: Implement a less comprehensive solution, or implement the project in phases to spread the cost *(For example)*

In Scope	Out of Scope
Project is already phased as described in option 1	
Expected Cashable Benefits (£k)	**Expected Financial Cost (£k)**
	Reducing scope of project will result in same impact as Do Nothing Option - Breach of Habitat Regulations in not providing heathland mitigation projects could lead to Natural England refusing permission for future residential development
Expected Non Cashable Benefits	**High Level Breakdown of Costs**
Deliverables	**Timeline (inc key milestones)**

Overall Project Risk Rating		
Top 5 Project Risks	**Gross Risk Rating**	**Mitigating Actions**

4. Strategic Alignment and Benefits

Strategic Alignment for Preferred Option

Corporate Priorities and Actions met	Project Deliverables
AC3 Improving health and wellbeing and reducing health inequalities for residents	Provide new and improved fully accessible recreation routes; • creating 2.5km linear routes from Hengistbury Head to Tuckton Tea Gardens. • creating 1km circular route via Solent Beach and Whitepits
IE2 Working with others to deliver Bournemouth's housing needs	Address the council's obligations under the Habitats Regulations - Conservation of Habitats and Species Regulations 2010 • to mitigate impacts of new residential developments on protected heathland by providing Suitable Alternative Natural Greenspace - SANG
IE3 Promoting sustainable travel	Provide shared use routes from Tuckton Bridge to Hengistbury Head Visitor Centre by; • upgrading Roebury Lane to Solent Mead • creating pathway from Solent Mead to Wick Lane • upgrading pathways through Riverlands and Tuckton Tea Gardens
IE5 Protecting Bournemouth's parks and natural open spaces	Provide new/improved routes away from Hengistbury Head by; • upgrading Roebury Lane to Solent Mead • creating pathway from Solent Mead to Wick Lane • upgrading pathways through Riverlands and Tuckton Tea Gardens • Creating pathway from Solent Mead to Solent Beach / Whitepits • upgrading footpaths around Wick village • installing wildlife viewing areas within Wick fields
TE4 Playing our part in a thriving conurbation	Support local business by encouraging visitors to explore the Stour Valley Way by • establishing a Stour Valley Way brand and communicating access improvements.

Benefits for Preferred Option

Benefits	How Benefits are Measured?	Benefit Measurement	
		Baseline	Target
Address the council's obligations under the Habitats Regulations - Conservation of Habitats and Species Regulations 2010 - to mitigate impacts of new developments on protected heathland.	Demonstrate to Natural England the project contributes to the borough's heathland mitigation requirements by diverting visitors away from heathland	No of visitors to Hengistbury Head heathland	No significant increase in no of visitors to Hengistbury Head heathland
Increase the accessibility of one of the borough's key green spaces	Carry out an accessibility audit with Dots disability and ROW officers	Access Audit baseline report	Improvements to accessibility
Promote sustainable transport within the borough	Carry out an current use audit with ROW officers	No of visitors currently cycling to and from HHVC	Increase the proportion of visitors cycling to and from HHVC
Promote local businesses around Tuckton Tea Gardens	Carry out visitor awareness surveys	No of visitors who currently visit local businesses	Increase in no of visitors who visit local businesses

5. Financial Assessment

Please note this section should be developed with support from the Finance team (Service Accountant). Please amend, delete or add cost rows as required

All figures in £k	Description	Financial Year 1	Financial Year 2	Financial Year 3	Total
Year		2014/15	2015/16	2016/17	
Costs to Date					
Feasibility Study					
Equipment					
Internal Staff	Include all staff time costs	£23k	£46k		£69k
External Resource	Fees	£15k			£15k
Construction costs			£429k		£429k
Retention on construction	2.5% of contract price			£11k	£11k
Other					
Sub-Total					

Contingency @X%	Recommended minimum 10%		£51k		£51k
TOTAL COSTS		£38k	£526k	£11k	£575k

BENEFIT (£) Impact on Revenue Budget / Cashable benefit		0	0	0	0

NET BENEFIT (Cashable benefit less costs)					

Funding Source (£)	Heathland Mitigation - S106	£38k	£526k	£11k	£575k
Asset Enhancement (£)					

6. Project Management Overview

Project Approach

- **Designed and project managed in house. Delivery by external contractor selected by competitive tender.**

Key Reasons for doing Project

- **Meet requirements of The Dorset Heathlands Planning Framework by delivering access improvements to divert visitors away from protected heathland.**

Critical Success Factors

- **Complete access improvements within timescales and budget to the required quality**

Key Learning Applied / Evidence of Similar Projects

- **Use of industry standard specifications and contracts**
- **Awareness of lessons learned from previous landscape construction projects**

Interdependencies

IN/OUT	Project or Resource that you are dependent upon (IN) or that are dependent on this project (OUT)	Brief description of dependency	Impact of interdependency on project
IN	Procurement	Setting up tenders on portal	Critical on timescales
Out	Procurement	Issuing contract	Critical on timescales
IN	Legal services	Issuing Contract	Critical on timescales
Out	Legal services	Starting construction	Critical on timescales

Project Management Organisational Structure

Project Board	Name	Position/Job Title
Project Owner	Gary Josey	Service Director
Project Manager	Barbara Mellor	Heathland Mitigation Landscape Officer
Project Accountant	Marta Zuk	Senior Accountant
Senior User	Michael Rowland	Parks Development Manager
Senior Supplier	Procurement and Legal Services Officers	*Inc Project Assurance, Comms, HR, Risk, Legal to attend as mutually agreed by Project Owner*
Portfolio Holder	Cllr Lawrence Williams	*Where required for proper governance purposes*

Proposed Project Resource *(including Stakeholders, SMEs, Internal and External Resource)*

Resource	Project Role	Estimated Effort
Communications officer	Communicating consultation events	10 days
Procurement officer	Overseeing tender process	44-75 days
Legal officer	Overseeing contract process	4 days
Transport officer	Integrate with LSTF projects	3 days
Planning policy officer	Reviewing project outcomes	1 day
Planning design officer	Reviewing project proposals	2 days
Accounts officer	Providing project account reporting	15 days
Landscape officer	Design and specification of works	260 days
Countryside team officer	Overseeing project objectives	20 days
Landscape technical officer	Overseeing project development	20 days
Parks contract officer	Assisting Leaseholder communication	10 days
Ward members	Overseeing project objectives	2 days
Friends of groups	Overseeing project objectives	2 days
Contractors	Delivery of products	
Business partners	Leaseholders on sites impacted	6 day

Timescales and Key Milestones *(please attach a draft project plan in the Appendix)*

Project start date	Project end date
01 October 2014	18th December 2016

Key Milestone Date	Milestone Description
01/10/2014	Define project outcomes – document improvements that are proposed within scope
14/01/2015	Define phases of project
01/04/2015	Phase 1 Procurement
15/06/2015	Phase 1 construction start date

Key Milestone Date	Milestone Description
17/06/2015	Phase 2 Procurement
19/08/2015	Phase 2 construction start date
14/10/2015	Phase 1 construction end date
18/12/2015	Phase 2 construction end date
02/01/2016	Project review
14/10/2016	Phase 1 financial completion
18/12/2016	Phase 2 financial completion

Appendix

Please include/attach:

- Risk Register for preferred option,
- Draft Project Plan,

Please ensure you have also completed:

- Equality Impact Needs Assessment (EINA) for the preferred project option,
- Health and Safety Assessment (HASAT) as required,

When the business case has been approved, set up the programme/project board and ensure the following key documents are developed and maintained throughout the programme/project lifecycle:

- Project Plan (with key milestones and resources assigned to tasks)
- Issues Log
- Risk Assessment
- Communications Plan (including key project meetings)

N.B. Please bear in mind when completing this document that the information included will be made public once the Business Case has been approved.