



Oversight and Governance

Chief Executive's Department

Plymouth City Council

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Delegated Decisions

Delegated Executive/Officer Decisions

Delegated Executive and Officer decisions are available at the following link -

<https://tinyurl.com/ms6umor>

Cabinet decisions subject to call-in are published at the following link - <http://tinyurl.com/yddrql6>

Please note – urgent decisions and non-key Council Officer decisions cannot be called in. Copies of the decisions together with background reports are available for viewing as follows:

- on the Council's Intranet Site at <https://modgov/mgDelegatedDecisions.aspx>
- on the Council's website at <https://tinyurl.com/jhnax4e>

The decision detailed below may be implemented immediately.

Delegated Decisions

I. Council Officer Decision - Ruth Harrell (Director of Public Health):

I.1. Appointment of Project Management Services for the Bereavement Infrastructure Project

(Pages 1 - 22)

EXECUTIVE DECISION

made by a Council Officer



REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY BY AN INDIVIDUAL COUNCIL OFFICER


Executive Decision Reference Number – COD30 22/23

Decision	
1	<p>Title of decision:</p> <p>Extension to the Appointment of Project Management Services for the Bereavement Infrastructure Project.</p>
2	<p>Decision maker: Ruth Harrell, Director of Public Health</p>
3	<p>Report author and contact details:</p> <p>Sandra Pentney, 305939 or Sandra.Pentney@plymouth.gov.uk</p>
4a	<p>Decision to be taken:</p> <p>Award the contract for continuation of Project Management services to Ward Williams Associates LLP</p>
4b	<p>Reference number of original executive decision or date of original committee meeting where delegation was made:</p> <p>Executive Decision Ref L10 18/19 dated 23 July 2018</p>
5	<p>Reasons for decision:</p> <p>Ward Williams have been undertaking the role of Project Manager since November 2021. The original agreement ended in December 2021 however due to delays in the programme related to value engineering and issues in the construction industry the contract now needs to be extended. Construction work is starting on site under an NEC4 contract with the total project sum of £21m this is significantly at risk without a suitably qualified and knowledgeable Project Management resource to oversee the project and minimise risk to PCC. The NHS SBS Framework offers a direct award option to Ward Williams Associates which fits into the start of works on site and ensures the continuity of project management cover on the scheme.</p>
6	<p>Alternative options considered and rejected:</p> <p>Allocate an alternative PM resource internally to the scheme – rejected as no resource is available and they would be joining the scheme starting from scratch. This would result in significantly increased risk dealing with a contractor under an NEC4 contract.</p> <p>Open tender for Project Management consultancy – rejected on the basis that work is about to start on site and this process could take 3 months to complete. PCC would also need to identify suitable resource to manage this which is not available.</p>
7	<p>Financial implications and risks:</p> <p>The original appointment cost was £140,250 and the continuation of services will incur a further £176,893 making a total cost of £317,143. The costs related to this appointment are to be met from the approved budget for the new Crematorium facility in the Cabinet Paper dated 7 July 2022.</p>

8	<p>Is the decision a Key Decision? (please contact Democratic Support for further advice)</p>	Yes	No	<p>Per the Constitution, a key decision is one which:</p> <p>X</p> <p>in the case of capital projects and contract awards, results in a new commitment to spend and/or save in excess of £3million in total</p> <p>X</p> <p>in the case of revenue projects when the decision involves entering into new commitments and/or making new savings in excess of £1million</p> <p>X</p> <p>is significant in terms of its effect on communities living or working in an area comprising two or more wards in the area of the local authority.</p>
8b	<p>If yes, date of publication of the notice in the Forward Plan of Key Decisions</p>			
9	<p>Please specify how this decision is linked to the Council's corporate plan/Plymouth Plan and/or the policy framework and/or the revenue/capital budget:</p>	<p>The Council is committed to delivering quality public services and as part of that commitment the Bereavement Service seeks to ensure it provides high quality remembrance and cremation service fit for the future.</p> <p>The Bereavement Service delivers on the Corporate Plan values and priorities in the following ways:</p> <ul style="list-style-type: none"> • It is Democratic by engaging with the funeral industry and increasing community engagement opportunities through open days and events as well as strengthening work with local schools and charities. • It is Responsible by caring about its impact on the customers and the funeral industry retaining the choice of funeral service locations. • It is Fair by creating a variety of opportunities for remembrance across a range of locations and costs • It demonstrates Plymouth City Council's is committed to being Collaborative by working with our partners in the funeral industry and developing stronger ties with local bereavement charities • It is a Caring Council that reduces health inequality by providing a modern facility that is fit for purpose meeting the needs of the whole city with sensitivity to differing faith requirements • The project supports economic growth that benefits as many people as possible by investing in facilities that we can be proud to offer and become a destination of choice for remembrance • A city that is green and sustainable by providing modern cremators with the latest abatement technology that meets emissions requirements and also provides alternative memorialisation offers such as green burial 		

		The Plymouth Plan sets out a single vision for the city to 2034 with a clearly stated ambition to grow Plymouth's population to 300,000 as well as new developments on our urban fringes such as Sherford Community, crematoria and burial capacity are recognised as a key infrastructure requirement for a growing city.		
10	Please specify any direct environmental implications of the decision (carbon impact)	The current and future cemetery and crematoria provision can contribute to Policy 25 Reducing Carbon Emissions by replacing old cremators with modern technology. Furthermore the cemeteries maintained by the Bereavement Service total 40 hectares of green space and are integral to the achievement of Policy 24 Delivering Plymouth's Natural Network providing for the needs of people, wildlife and businesses from funeral directors, florists and masons and their associated supply chains.		
Urgent decisions				
11	Is the decision urgent and to be implemented immediately in the interests of the Council or the public?	Yes		(If yes, please contact Democratic Support for advice)
		No	X	(If no, go to section 13a)
12a	Reason for urgency:			
12b	Scrutiny Chair signature:		Date	
	Scrutiny Committee name:			
	Print Name:			
Consultation				
13a	Are any other Cabinet members' portfolios affected by the decision?	Yes	X	
		No		(If no go to section 14)
13b	Which other Cabinet member's portfolio is affected by the decision?	Cllr Pat Patel, Cabinet member for Customer Services, Culture, Leisure and Sport		
13c	Date Cabinet member consulted	1 November 2022		
14	Has any Cabinet member declared a conflict of interest in relation to the decision?	Yes		If yes, please discuss with the Monitoring Officer
		No	x	
15	Which Corporate Management Team member has been consulted?	Name	Ruth Harrell	
		Job title	Director of Public Health	

		Date consulted	24/10/22					
Sign-off								
16	Sign off codes from the relevant departments consulted:	Democratic Support (mandatory)	DS73 22/23					
		Finance (mandatory)	PI.22.23.273					
		Legal (mandatory)	MS/39426					
		Human Resources (if applicable)	N/A					
		Corporate property (if applicable)	N/A					
		Procurement (if applicable)	KK/PS/659/ED/1122					
Appendices								
17	Ref.	Title of appendix						
	A	Briefing report						
	B	Contract Award						
	C	EIA						
Confidential/exempt information								
18a	Do you need to include any confidential/exempt information?	Yes		If yes, prepare a second, confidential ('Part II') briefing report and indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box in 18b below.				
		No	x					
		Exemption Paragraph Number						
		1	2	3	4	5	6	7
18b	Confidential/exempt briefing report title:							
Background Papers								
19	Please list all unpublished, background papers relevant to the decision in the table below.							
	Background papers are <u>unpublished</u> works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based. If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part I of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.							
Title of background paper(s)		Exemption Paragraph Number						
		1	2	3	4	5	6	7

Council Officer Signature							
20	I agree the decision and confirm that it is not contrary to the Council's policy and budget framework, Corporate Plan or Budget. In taking this decision I have given due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not. For further details please see the EIA attached.						
Signature			Date of decision	14 November 2022			
Print Name	Ruth Harrell						

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BEREAVEMENT INFRASTRUCTURE PROJECT MANAGEMENT APPOINTMENT BRIEFING PAPER



1. Introduction

Plymouth's existing Cremators which are located at Efford and Weston Mill are beyond their life expectancy. New cremators require added abatement technology to meet the Governments emissions requirements, these will not fit in the existing buildings. An extension is not possible in either location due to proximity of graves to the building. In addition Weston Mill only has 15 years of burial space available and Efford has even less. Both facilities are over 100 years old and do not provide the people of Plymouth with the type of facility that meets modern requirements.

Therefore, a new crematorium facility is proposed at Haye Road, Plymouth located within the City boundary next door to Drake Memorial Park which will transfer to the Council in 2050. Work has been ongoing for the last 3 years to design the new facility, purchase the land, procure the cremator provider, consult with the public and gain planning approval for this new scheme. A budget of over £16m has been approved in the Capital Programme for the project and we are about to start on site. A Pre-Construction Services Agreement has been signed which appoints Kier Construction to work with the Council and Designers to finalise the design and provide a contract sum for us to agree with the aim to appoint Kier Construction as the main contractor. A number of enabling works to get on to the site are currently being finalised so work can begin shortly. The new facility is expected to be fully complete by February 2022.

2. Background

Ward Williams Associates have been providing Project Management support to the Bereavement project November 2020. During this period there has been a prolonged value engineering exercise complicated by the volatile construction environment leading to an extended delivery programme. This has led to a delay in the construction of the new crematorium which is now due to complete in Spring 2024.

The role of Project Management remains critical to the success of this high profile project for the City. The Main Contractor and Design Teams are all appointed under NEC Contracts that if not administered correctly could have significant financial implications, this is a £29.4m scheme with a main contract sum of £21m. With the start on site already underway there is no time to tender and allow enough time for a new Project Manager to get up to speed on such a large scheme. Having no Project Manager the scheme would stall, PCC would incur delays as a result of not providing information/action in a timely manner in accordance with the NEC contract and the delivery date would likely move from Spring 2024. Any movement of the date increases the risk of the existing cremators at Weston Mill and Efford failing (they are now well past the end of life) and in a worst case scenario us having to send bodies to other crematoriums outside of the City would result in a significant reputational impact on the Council as well as cost.

Due to the size and complexity of the scheme, it has been established that no one within PCC has the capacity or knowledge to deliver this scheme. Ward Williams Associates LLP are a local consultancy who have progressed the scheme well, despite being brought in at short notice. They have established a knowledge of the project over the last 2 years. They have the relevant training and skills to oversee the scheme. The rates provided are in agreement with the framework rates

which offer value for money as a framework. The proposed hours are fair and in line with our thoughts on delivery for a scheme of this nature.

3. Procurement Process

A direct award option is available on the NHS SBS Framework under option 2. Ward Williams have already proven that they have the skills and expertise to manage this project as they have been doing so since November 2020. In addition, the quoted rates by Ward Williams have been compared to those of the other potential providers on the framework and they are comparable. Ward Williams experience on the scheme puts them in a position that they can pick the project up and deliver instantly which is key for PCC from a risk perspective when managing an NEC4 contract.

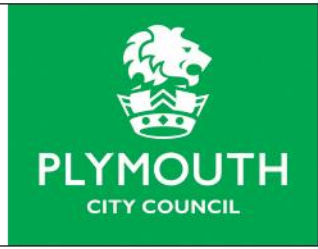
Ward Williams are to be appointed under an NEC4 – Professional Services Contract (including relevant X clauses).

4. Decision Summary

To extend the award for the Project Management services contract for the Bereavement Infrastructure project to Ward Williams Associates LLP for the delivery of the new Plymouth Crematorium.

CONTRACT AWARD REPORT

XXXX – Plymouth Bereavement Centre



- 1. INTRODUCTION**
- 2. BACKGROUND**
- 3. PROCUREMENT PROCESS**
- 4. FINANCIAL IMPLICATIONS**
- 5. RECOMMENDATIONS**
- 6. APPROVAL**

I. INTRODUCTION

This contract award report is in relation to the extension of a contract for Project Management Services for the Bereavement Infrastructure Project.

Plymouth City Council has acquired a 17 acre sloping greenfield site to the east of Plymouth, off Merafield Road for the construction of a bespoke crematorium, housing two large ceremony spaces, modern office facilities and brand new equipment for the behind the scenes crematorium operation. This procurement is to manage the contract for construction of a new, purpose-built, two chapel crematorium with associated facilities on a new site within the city, to provide an enhanced offer to customers and accommodate the number of modern cremators required to meet current and predicted future demand.

2. BACKGROUND

Plymouth's existing Crematoria which are located at Efford and Weston Mill are beyond their life expectancy. New cremators require added abatement technology to meet the Governments emissions requirements, these will not fit in the existing buildings. An extension is not possible in either location due to proximity of graves to the building. In addition Weston Mill only has 15 years of burial space available and Efford has even less. Both facilities are over 100 years old and do not provide the people of Plymouth with the type of facility that meets modern requirements.

Therefore, a new crematorium facility is proposed at Hays Road, Plymouth located within the City boundary next door to Drake Memorial Park which will transfer to the Council in 2050. Work has been ongoing for the last 3 years to design the new facility, purchase the land, procure the cremator provider, consult with the public and gain planning approval for this new scheme.

A budget of over £21m has been approved in the Capital Programme for the project and we are about to start the main construction works on site. A formal contract has been entered into appointing Kier Construction as the main contractor. A number of enabling works to get on to the site have recently been completed. The new facility is expected to be fully complete by April 2024.

Ward Williams Associates have been providing Project Management support to the Bereavement project since November 2020 originally to cover at short notice the internal PCC Project Manager who went off sick. The appointment remained place with the intention of completing construction in March 2022, the original completion date. The programme has been prolonged due to the need to undertake a value engineering exercise due the Covid pandemic and the rapid increase in construction costs following lockdown. This puts the delivery of the Project at risk for the Council as the scheme is commencing on site (with a proposed 14 month build period).

The role of Project Management remains critical to the success of this high profile project for the City. The Main Contractor has been appointed under NEC Contracts that if not administered correctly could have significant financial implications, this is a £29.4m scheme with a main contract sum of £21m. With the start on site underway there is no time to tender and allow enough time for a new Project Manager to get up to speed on such a large scheme. Having no Project Manager the scheme would stall, PCC would incur delays as a result of not providing information/action in a timely manner in accordance with the NEC contract and the delivery date would likely move from April 2024.

Any movement of the date increases the risk of the existing cremators at Weston Mill and Efford failing (they are now well past the end of life) and in a worst case scenario us having to send bodies to other crematoriums outside of the City which would have a significant reputational impact on the Council as well as cost.

Because of the size and complexity of the scheme, it has been established that no one within PCC has the capacity or knowledge to deliver this scheme. Ward Williams Associates LLP are a local consultancy who have progressed the scheme well, despite being brought in at short notice. They have established a knowledge of the project over the previous 2 years. They have the relevant training and skills to oversee the scheme.

3. PROCUREMENT PROCESS

The NHS SBS Framework offers a direct award to a consultant without the need to undertake a tender process for Project Management. Ward Williams Associates have already proven that they have a track record for delivery established during their current contract.

In addition, framework rates were compared to the other consultancies list under lot 2 of the framework and the rate is comparable. The framework itself offers value for money as the rates are set by parameters which the consultants must fit.

4. FINANCIAL IMPLICATIONS

The breakdown of the proposal is as follows:

Nick Anderson – Associate Partner to be appointed as Project Manager on a rate of £85 per hour.

With the following days agreed working 7.5 hours a day:

As per schedule issued May 2022 see below.

RIBA 4 - June to September 22, 3.75 days per week

RIBA 5 – October 22 to April 24, 3.75 days per week

RIBA 6 – May 24 to April 25, 26 weeks @0.5 days

Total: £176,892.50

5. RECOMMENDATIONS

It is recommended to award an NEC4 – Professional Services Contract (including relevant X clauses) to Ward Williams Associates LLP through the NHS SBS Framework for a contract sum of £176,892.50.

6. APPROVAL

AUTHOR:

Signature: *Sandra Pentney*

Print Name: Sandra Pentney

Date: 24/10/2022

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EQUALITY IMPACT ASSESSMENT

Bereavement Infrastructure Project



STAGE 1: What is being assessed and by whom?

What is being assessed - including a brief description of aims and objectives?	New crematorium facilities on a new site within the City to include crematory and new cremators, two chapels, offices, car parks, memorial gardens, new road, new pathways and café/function suite
Responsible Officer	Katrina Houghton
Department and Service	Public Health, Bereavement Service
Date of Assessment	15 March 2018

STAGE 2: Evidence and Impact

Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	<p>We do not have a detailed age profile of our customers from our surveys but 2011 Census data % of Population is: -</p> <p>0-4 years 6</p> <p>5-9 years 5</p>	The facility will provide accommodation that is suitable for use by all ages in terms of accessibility, welfare and use of the facilities.	<p>Planning and Building control approval to be obtained.</p> <p>Consultation to take place with stakeholders, staff and customers.</p> <p>Accessible toilets will be</p>	<p>2018 – Project Manager</p> <p>2018 – Project Manager/ Responsible Officer</p>

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	10-14 5		provided for customers and staff. Baby changing facilities will be provided on site.	
	15-19 7			
	20-24 10			
	25-29 7	Due to the topography of the site some external areas may be more difficult to access and may be some distance from the main entrance, car parks and main buildings.	The site will have accessible pedestrian access which will be suitable for all ages along with wheelchairs, buggies and pushchairs. This will include appropriate paving, benches for rest points and appropriate signage.	
	30-34 6			
	35-39 6			
	40-44 7			
	45-49 7			
	50-54 6			
	55-59 5			
	60-64 6			
	65-69 5			
	70-74 4			
	75-79 3			
	80-84 2			
	85+ 2			

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	The enhanced facilities will be used by people in the City of all ages and will have differing requirements.			
Disability	<p>30,000 people in Plymouth will have some form of Mental Health issue.</p> <p>0.8% (2118) of those registered with a GP is listed on the mental health register.</p> <p>A total of 31164 people declared themselves as having a long-term health problem or disability in the 2011 Census.</p> <p>1224 adults currently registered with a GP in Plymouth have some form of a Learning Disability.</p> <p>The new facility will be accessible to all.</p>	<p>The new facility is in a more rural area that is not centrally located for easy access, particularly in relation to pedestrians.</p> <p>No adverse impact</p>	<p>The new facility will provide car parking with disabled spaces. Drop off points will be provided for easy access to the main crematorium.</p> <p>Favourable early discussions have taken place with the Transport Team in relation to diverting a bus route via the site.</p> <p>The design of the facilities will take into account the accessibility requirements of all and ensure that appropriate design is included.</p>	<p>2020 – Responsible Officer</p> <p>2020 – Responsible Officer</p> <p>2020 – Responsible Officer</p>

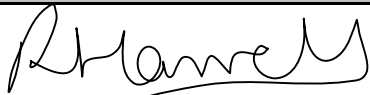
STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
			<p>The design of the new facility will take into account improvements in relation to the movement of coffins to improve the impact on staff. This will include increased space for turning, reduced amount of turning required, level access etc</p> <p>Hearing loops are to be provided in the public areas.</p>	<p>2020 – Responsible Officer</p> <p>2020 – Responsible Officer</p>
Faith, Religion or Belief	<p>92.9% of Plymouth’s population identify themselves as White British. The other ethnic groups are a mixture of religions.</p> <p>The facility will have a mixture of staff and customers with a variety of different faiths, religions and beliefs. The facilities will be open to all.</p>	No adverse impact	The new facility will need to be faith neutral with the flexibility to be able to cater for a variety of faiths, religions and beliefs.	2020 – Responsible Officer

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Gender - including marriage, pregnancy and maternity	The facilities are to be open to all.	No adverse impact	The completed building will be accessible for all.	2020 – Responsible Officer
Gender Reassignment	The facilities are to be open to all.	No adverse impact	Non-gender specific facilities will be provided within the building including accessible toilets and showers.	2020 – Responsible Officer
Race	The racial composition of the City is changing and not all residents and visitors understand English.	No adverse impact	New signage where proposed to be assessed for ease of understanding and shall incorporate appropriate	Dec 2020 – Responsible Officer
Sexual Orientation - including Civil Partnership	The facilities are to be open to all.	No adverse impact	No action required	N/A

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Reduce the gap in average hourly pay between men and women by 2020.	Construction works are anticipated to create a number of jobs locally. In addition changes to staffing of the facility may change over time. In all instances genders are to be paid the same rate.	2018 to 2020 - Responsibility for ensuring this takes place is with the Project manager and the Main Contractor when appointed.

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.	Positive Impact – Faith/Religion neutral facility to be provided which has flexibility to meet the demands of different people. Promoting the fact that everyone is different and ensuring that the service meets the needs of individuals (at a sensitive time).	2020 – Responsible Officer
	Ensuring that staff are appropriately trained as a customer focused service to deal with these types of issues.	2020 – Responsible Officer
Good relations between different communities (community cohesion).	Positive impact – improved public spaces within the City will promote increased use by all sectors of the community	2020 - Responsible Officer.
	Reassure the communities of the existing facilities that those facilities will continue to be looked after and respected and that PCC has a plan for the future.	2020 – Responsible Officer
	Seek opportunities to identify ways of promoting the new facility and establishing its own community. To be started as part of the consultation.	2018 – Responsible Officer
Human Rights	The facility will support and respect the right for private and family life. Staff will be trained to recognise, address and promote this philosophy, while the facilities will include private areas away from general visitors, a private viewing area and specialist areas for families to mourn privately.	2020 – Responsible Officer
	Contractors will be assessed against Human Rights	2018 – Project Manager

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
	<p>compliance in relation to modern slavery, degrading treatment of others and equalities.</p> <p>Our charging policy will continue to be fair and accessible and not differentiate on any grounds that we cannot objectively justify.</p>	2020 – Responsible Officer

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.		Date	29 th January 2018

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