

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

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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.