Executive Summary

The approved capital programme currently includes a scheme for £200,000 for the rebuild/refurbishment of Guildford crematorium. There is also £4,300,000 on the provisional programme for the construction phase of the project.

We have now appointed Press and Starkey as the project manager’s representative and are in the position to enter the procurement process for the consultancy team that will review and further develop the feasibility work done in 2013. This will inform a recommendation on whether we should rebuild or refurbish and then take the project forward to planning permission and eventually procurement of a contractor through to completion.

Officers will bring reports to the Executive at key stages in this process, for example, the decision of whether to rebuild or refurbish the crematorium and the approval of capital funds prior to entering the procurement process for the main contractor.

The £200,000 currently on the approved programme is not sufficient to finance all the consultants’ costs to develop the project and enter into the procurement process. This report seeks to move £300,000 for professional fees associated with the project from the provisional capital programme to the approved capital programme. This will allow:

1. the issue of refurbishment or rebuilding Guildford crematorium to be considered and determined,
2. the appointment of the architect and professional design and management team in accordance with the Council’s procurement and financial procedure rules,
3. the professional support needed to advance the project through planning permission stage and to completion
Recommendation to Executive

That the Executive approves the transfer of £300,000 from the provisional capital programme to the approved capital programme for professional fees associated with the crematorium project.

Reasons for Recommendation:
In order to allow for the appointment of the architect and professional design and management team to move forward with the Guildford crematorium project.

1. Purpose of Report

1.1 The purpose of this report is to seek approval to move £300,000 from the provisional capital programme to the approved programme for the refurbishment or rebuilding of Guildford crematorium. This will enable the Council to appoint the architect and professional design and management team in accordance with the project plan and is essential to proceed to the next phase of the project.

1.2 The appointment of the services associated with this project is to be made in accordance with the Public Contracts Regulations. This will require the services to be exposed to competition in Europe through the Official Journal of the European Union (OJEU). Therefore funding needs to be approved to proceed with procurement of the required services.

1.3 This project delivers on the recommendations made in the Fundamental Service Review of Bereavement Services agreed in March 2014 which now need to be implemented, specifically recommendation 4.1

   That the Executive:
   
   Endorse the requirement to rebuild Guildford Crematorium on the current site as the most preferable option or undertake a comprehensive refurbishment as a secondary option in order to ensure fit for purpose facilities. (£4.5 million in provisional capital programme).

2. Strategic Priorities

The Strategic Priorities of the Council are fulfilled in the following ways.

2.1 Our Borough: a redeveloped facility will be more appropriate to the borough’s current and future population’s need for this service. The use of this service was a small fraction of its current level when the present facilities were constructed in the 1960s.

2.2 Our Economy: the redeveloped and enhanced facility will sustain the local bereavement service industry, both within the borough and further afield.

2.3 Our Environment: facilities that are more modern have significantly better emissions control mechanisms, have reduced power requirements, and can
incorporate a range of sustainable building design and management practices. This will help to deliver on the Council’s commitment to reduce its and the borough’s carbon footprint.

2.4 **Our Society:** a more flexible design will allow the Council to align more accurately the bereavement services to individual beliefs and customer choices.

2.5 **Our Council:** a rebuilt or refurbished facility will be a significant improvement to the bereavement services offered by the Council, recognising that this is a service called on by many of its residents and indeed the wider South West Surrey community at one time or another. The service provides in the region of 1,700 cremations per year and further additional services to support the bereaved.

3. **Background**

3.1 The Bereavement Services Fundamental Services Review identified the need to refurbish or rebuild Guildford crematorium. As a result, the Council agreed a provisional sum of £4,500,000 in the 2014-15 capital programme, of which £200,000 has been set aside in the approved capital programme by the Executive\(^1\). This has enabled officers to make progress with the project by allowing initial professional fees to be accommodated in establishing the project.

3.2 This initial provision has enabled the Project Manager (the Parks and Landscape Manager) and the Project Sponsor (the Director of Environment) to engage interim support to assist in establishing the project, and the procurement and appointment of Press & Starkey as the Project Manager’s representative to specify and co-ordinate the project and the professional services required.

3.3 Press & Starkey is a firm of chartered surveyors, which specialises in project management, and has wide experience of managing local authority construction related projects, including working with crematoria.

3.4 Press & Starkey have created a project programme that the project board has agreed, which envisages the delivery of an improved facility in October 2018 subject to all feasibility work being completed, successful management of risks that will or may arise and approval of the business case for the delivery of the project.

3.5 The next steps in the agreed project programme include the appointment of the architect and the design and management team. This will enable the issues associated with the refurbishment and rebuild options to be carefully analysed and presented to the Executive for its consideration and determination. This is the next, and crucial juncture, which must be fully informed through having the feasibility work completed.

3.6 It is critical that the Council is properly advised in this matter. The architect and professional team will include the necessary skills to give this matter proper

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\(^1\) Approved as part of the report on the Bereavement Services Fundamental Service Review, 27 March 2014.
consideration, to set down its advice to the Council, and to allow the Council
diligently and thoroughly to consider all relevant matters before determining how
it wishes to proceed.

3.7 Press & Starkey have estimated that all the necessary professional fees to move
this Project from RIBA (Royal Institute of British Architects) Stage 0 to Stage 7
(i.e. to completion) will be £500,000 for a new build facility. £200,000 is already
contained in the approved capital programme for professional fees. In order to
accommodate all the necessary professional fees for this whole project, it is now
necessary that a further £300,000 be transferred from the provisional capital
programme to the approved capital programme.

3.8 The Executive must approve the funding for professional fees in accordance with
the Council's financial and procurement procedure rules before the procurement
process commences for the professional team.

3.9 The appointment of the professional team will be on a staged basis, with the first
phase of the appointment through to completing the feasibility work (RIBA Stage
2) on whether to refurbish or rebuild Guildford crematorium, the second phase
through to obtaining planning permission (RIBA Stage 3) and the third phase
through to completion (RIBA Stage 7). This will ensure the Council can control
expenditure, ensure continuity of the professional and design team, avoid delays
and costs incurred by further OJEU procurements for each stage.

4 Consultations

4.1 This matter has been considered and agreed by the Crematorium Project Board,
and is put forward to the Executive for approval. The Crematorium Project Board
comprises:

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<table>
<thead>
<tr>
<th>Officer</th>
<th>Role</th>
<th>Project Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Whiteman</td>
<td>Director of Environment</td>
<td>Project Sponsor, ultimate say on all officer decisions</td>
</tr>
<tr>
<td>Paul Stacey</td>
<td>Parks &amp; Landscape Manager</td>
<td>Project Manager, to coordinate reports, issues for resolution and present information to the project board and Executive</td>
</tr>
<tr>
<td>Natasha Precious</td>
<td>Bereavement Services Manager</td>
<td>Deputy Project Manager, To advise on all service implications, considerations and specifications regarding the design of the facility, lead on liaison with stakeholders</td>
</tr>
<tr>
<td>Marieke van de Reijden</td>
<td>Asset Development Manager</td>
<td>To provide strategic and operational support with any property issues – land and maintenance of the facilities, and any financial implications arising from them</td>
</tr>
<tr>
<td>Sue Reekie</td>
<td>Principal Accountant (Financial Management and Projects)</td>
<td>To provide financial advice supporting all financial decisions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Officer</th>
<th>Role</th>
<th>Project Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Martin</td>
<td>Interim Solicitor</td>
<td>To provide all legal advice and support the appointment of consultants</td>
</tr>
<tr>
<td>Nathaniel Burrows</td>
<td>Procurement Officer</td>
<td>To advise on compliance with statutory requirements and the Council’s</td>
</tr>
<tr>
<td></td>
<td></td>
<td>procurement procedure rules</td>
</tr>
<tr>
<td>Samantha Hannington</td>
<td>Assistant to Corporate Management</td>
<td>To provide administrative project support</td>
</tr>
<tr>
<td></td>
<td>Team</td>
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4.3 The Lead Councillor for Environment, Councillor Matt Furniss, has also been consulted about this report and is in agreement with the recommendation.

5 Equality and Diversity Implications

5.1 Bereavement is a matter of relevance for all sectors of our community. A modernised up-to-date facility would allow the bereavement service to cater for observances of different faith groups and the choice required and expected by our customers.

5.2 Issues of equality and diversity will be considered in detail as the project progresses.

6 Financial Implications

6.1 The professional fees associated with this project are estimated as follows on the basis of new build facility through to completion (RIBA Stages 0-7) in 2018.

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Fees</td>
<td></td>
</tr>
<tr>
<td>Project manager’s representative</td>
<td>85,000</td>
</tr>
<tr>
<td>Architect and design team</td>
<td>200,000</td>
</tr>
<tr>
<td>Structural engineer</td>
<td>68,000</td>
</tr>
<tr>
<td>M&amp;E engineer</td>
<td>68,000</td>
</tr>
<tr>
<td>Crematoria and combustion consultancy</td>
<td>14,000</td>
</tr>
<tr>
<td>Internal staff costs</td>
<td>15,000</td>
</tr>
<tr>
<td>Surveys (Ground Investigations, Ecology, Utilities)</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500,000</strong></td>
</tr>
</tbody>
</table>

6.2 The expenditure as of November 2015 on the project is £15,000 against the approved budget of £200,000.

6.3 The financial implication of this recommendation is to increase the approved capital programme for this project by £300,000 to £500,000, for professional fees to complete the project.

6.4 Approval of a smaller amount of funding would place the project at risk of delays and additional costs through the requirement to procure the various stages of the project, which require advertisement in Europe. Funding approved for the full amount and the appointment of the professional team on a staged basis, will
provide best value to the Council and keep the project on programme and on budget. It will also ensure continuity of the professional and design team through to completion.

6.5 As the project develops, costs will be continually reviewed and reported on as part of the budget monitoring process and through key reports to the Executive.

6.6 The project remains within the forecast total budget and is therefore already included in the calculation of the Council’s underlying need to borrow and Minimum Revenue Provision.

7. Legal Implications

7.1 Identifying the full sum for professional fees allows the Council to proceed to the necessary Notification and Advertisement of these services for competition, as required by the relevant competition legislation contained in the provisions of the Public Contracts Regulations. These service contracts will be exposed to competition through Europe by Notification and Advertisement in the OJEU.

8. Human Resource Implications

8.1 None.

9. Summary of Options

9.1 Option 1: Not to approve the funding.

This means the project cannot proceed compromising service delivery, and the recommendations of the Bereavement Services Fundamental Service review

9.3 Option 2: Approve full remaining provisional budget (£300,000) for professional fees to RIBA Stage 7.

This will ensure there is sufficient budget in place to appoint a supplier through to completion to ensure continuity, and keep the project on programme and on budget.

It is therefore recommended that option 2 is approved by the Executive.

10. Conclusion

10.1 In order to accommodate professional fees associated with this project, the officers recommend that a further £300,000 be transferred from the provisional capital programme to the approved capital programme to give a total approved of £534,000. This is essential for the project to progress in accordance with the project plan with the necessary skills and professional team. This will enable the examining in detail whether to refurbish or rebuild Guildford Crematorium and for this issue to be presented to the Executive for approval.
11. **Background Papers**

- Executive 28 March 2013: Approval of capital sum: Bereavement Services infrastructure improvements
- Executive 27 March 2014: Bereavement Services Fundamental Service Review (confidential report)

12. **Appendices**

None