

Cemetery and Crematorium

PROJECT INITIATION DOCUMENT

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DOCUMENT HISTORY

Document Location:	S:\Special Projects\Cheltenham Crematorium Options Appraisal 2014\Start Up and Closure
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Version Number	Version Date	Summary of Changes
0.1	03/10/2014	First draft – numerous gaps
0.2	08/10/2014	Second draft
0.3	10/11/2014	Third draft – including stabilisation workstream
1.0	17/11/2014	Version approved by Project Board
1.1	19/11/2014	Change to Legal lead
1.2	12/01/2015	Addition of appendix A (link to consultants brief); various changes proposed by Project Team; clarification of approach to updating timeline; some additions to responsibilities

Approval of this document by Project Board will be recorded in the ‘Summary of Changes’ above and in the project’s Decision Log.

This document may be accessed by all project team members [here](#).

1. Project Background

Cheltenham Cemetery opened in 1863 and its crematorium was added in 1938. The buildings and the majority of the grounds have Grade II listed building status because of their architectural and historical interest.

The site is fully owned and operated by Cheltenham Borough Council.

In April 2010 a project was launched to improve the chapel; to replace the three old cremators with two new cremators; and to also introduce a mercury abatement system.

However, the cremator replacement project has not delivered the expected environmental, financial and operational outcomes and has led to a period of ongoing service interruptions and operational difficulties.

Independent technical assessments were undertaken in October & December 2013 and a further condition report was commissioned in September 2014. The Council has been advised that the existing cremators have at best a 5 year life span.

This project includes both an appraisal of options for the long-term future of the cemetery and crematorium and the completion of stabilisation work on the existing cremators.

Following the agreement of a long-term strategy it is intended that a further project is created to deliver it.

2. Project Definition

2.1 Project Objectives

The objectives of the Project are

1. CBC Cabinet, by June 2015, to agree the strategy for the future of the Cemetery and Crematorium.
2. Reduction of the risks associated with the stabilisation of the Cemetery and Crematorium operation. (This is to be interpreted as the removal of all red (scoring 16 or over) operational risks which are not 'accepted' - or an alternative criterion to be defined by Project Board.)

Objective 1 links to objective VFM 5 in the 2014/15 and draft 2015/16 CBC Corporate Plans.

2.2 Method of Approach

The objectives will be met by two workstreams within a single project structure managed according to Prince2 standards. The workstreams are brought together in order to facilitate:

- an integrated approach to management
- a consistent approach to engagement with stakeholders
- management of their interdependencies

Options Appraisal

An external consultant is to be commissioned to undertake a feasibility study into the future of the Cemetery and Crematorium. The brief for the consultant is at Appendix A.

The consultant's draft report will be considered by relevant CBC members and officers and consultation will take place with key external stakeholders.

A report with recommendations will then be taken to Cabinet. If additional capital expenditure is required to implement agreed recommendations a further report will be taken to Council.

Stabilisation

Stabilisation work on the existing cremators is being led by the council's Bereavement Services team and supported by Property Services and other council teams.

2.3 Key Project deliverables

Options Appraisal

A Cabinet report with recommendations, incorporating the consultant's report.

Potentially a Council report requesting additional funding to implement recommendations.

Stabilisation

An updated risk log with a record of actions taken to reduce risk.

Other supporting deliverables are listed in section 10 below.

2.4 Project Scope

Options Appraisal

The scope of the options appraisal is all land, buildings and facilities within and adjoining the Cemetery and Crematorium located at Bouncers Lane, Cheltenham.

The options appraisal will not consider:

- fundamental changes to the design of the services or to the service delivery model or;
- building facilities at a new site.

The implementation of an agreed strategy is outside the scope of this project.

Stabilisation

Once the stabilisation objective (see above) has been met, further work to reduce operational risks will be transferred into 'business as usual'.

2.5 Constraints

Financial	A budget of £30,812 is in place to cover the costs of the options appraisal. Costs of stabilisation work will be met from within operational budgets.
Time	A decision on the strategy must be taken by June 2015
Resource	No constraint on resource identified
Quality	Planning conditions attached to the Cemetery and Crematorium. The buildings and a part of the gardens have Grade II listed status and a number of trees are protected. The site is close to the boundary of the Cotswolds Area of Outstanding Natural Beauty. Environmental and other statutory requirements (note that environmental standards may change during the lifetime of the project)

The Project Manager is required to report to Project Board if the project is likely to fail to meet the above constraints.

2.6 Dependencies

The project has potential interdependencies with:

- REST programme – which may impact the management structure within Environmental & Regulatory Services
- 2015/16 budget setting – information on potential future revenue and capital costs will be required
- CBC Asset Management Strategy – information from the project will inform the strategy

Additionally there are interdependencies between the two workstreams within this project:

- Outcomes of the stabilisation work may impact the range of viable options
- Outcomes of the stabilisation work may impact timescales for delivering a strategy

3. Initial Business Case

This project will deliver the following benefits:

- a sustainable future for the Cemetery and Crematorium
- improvement to the financial and environmental performance of the Cemetery and Crematorium
- increase to the contribution of the service to the delivery of CBC's Medium Term Financial Strategy
- maximisation of the potential of the Cemetery and Crematorium site contributing towards positive outcomes for Cheltenham and its community.

Anticipated financial costs of the options appraisal are external consultant costs of up to £30,000, subject to further discussions with consultants. There may be small additional costs if, for example, external expertise is required to support the selection of a consultant.

These costs will be met from the payments retained by CBC when the original cremator suppliers went into voluntary liquidation.

Note that a £1M initial capital budget is to be included within the 2015/16 capital programme as a contribution to future spend resulting from an agreed strategy.

Resource requirements from CBC and its partners are to be estimated and included in the corporate resourcing exercise.

4. Project Organisation

<u>Project Board</u>	<u>Roleholder</u>	<u>Summary of Responsibilities</u>
Project Sponsor	Director of Environmental & Regulatory Services	Overall accountability for the project. Represents the project to CBC executive board.
Cabinet Member - Clean and Green Environment	Cabinet Member - Clean and Green Environment	Represents the project at Cabinet and leads Cabinet decision-making. Chairs the Cabinet Member Working Group
Senior User	Bereavement Services Manager	Ensures that the requirements of the service are clearly stated. Ensures that the key deliverables (stabilisation work and the recommendations of the options appraisal) meet the needs of the service.
Senior Supplier (Options Appraisal - to be invited to selected project boards)	Consultant to be selected	As specified in the consultants brief
Senior Supplier (Property Services)	Senior Property Surveyor	Responsible for day-to-day maintenance of the buildings and plant. Provides property advice to the options appraisal. Arranges for purchase orders to be raised and approved.
Senior Supplier (Planning)	Team Leader – Development Management	Provide advice and guidance on planning issues including liaison with consultant.
Project Manager	Business Development Manager	Day-to-day management of the project, including management of plans, budget, timescales, risks and issues and project documentation; liaising with project board, project team and all stakeholders as appropriate.
Assurance	Governance, Risk, Compliance Officer	Providing an independent view to project board of the project's ability to meet its business case and deliver its objectives.
<u>Project Team</u>	<u>Lead</u>	<u>Responsibilities</u>
Bereavement Services	Bereavement Services Manager	As per Senior User above

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Property	Senior Property Surveyor	As per Senior Supplier (property Services) above
Planning	Planning Officer	Provides further advice and guidance on planning issues.
Conservation & Heritage	Conservation and Heritage Manager	Provide advice and guidance on conservation and heritage issues including liaison with consultant. Commissions Statement of Significance.
Trees	Senior Trees Officer	Provides advice and guidance on issues involving trees, liaising with consultant as appropriate.
Procurement	Business Partner – Procurement	Provides support and advice on the procurement of a consultant
Financial	GOSS Accountant	Provide advice on current costs and the financial implications of future options. Support management of the project budget.
Legal	One Legal Solicitor	Agree a contract with the consultant and provide legal advice on the facilities and future options.
Health & Safety	GOSS Health & Safety Business Partner	Provides advice on the health and safety issues at the Cemetery and Crematorium. Ensures that regular health and safety audits take place.
Insurance	GOSS Insurance Officer	Provides advice on insurance requirements for consultants.
HR	To be confirmed as and when necessary	Provides HR advice
Communications	Communications & Web Team Leader	Provides support and advice on external communications
Business Change Manager	Role not required at this stage	

The Project Board will meet at a frequency to be decided by the Project Sponsor and will be responsible for:

- Making and / or ratifying decisions
- Ensuring that adequate resources are available to the project
- Ensuring that the risk profile of the project is acceptable and that corporate risks are escalated
- Ensuring that major stakeholders are engaged

The Project Board will routinely receive:

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- An updated status report (for subsequent review by Operational Programmes Board)
- A report on the project's budgetary position
- An updated decision log
- Updated risks and issues registers
- Updated stakeholder engagement plan

Roles of project sponsor, senior user, senior supplier, project manager and assurance are set out in more detail in CBC's project management guidelines.

The project team will be required to meet together in whole or in part, at intervals to be decided, to monitor progress, agree future plans, ensure cross-project co-ordination and deal with relevant issues and risks.

A monthly meeting focussed on Stabilisation Risks (and associated actions) will be attended by the Senior User, Senior Supplier (Property Services), Assurance Lead and Project Manager. The Project Sponsor's attendance is optional.

In all meetings, deputies should be provided if named individuals are not available.

5. Stakeholder Analysis and Engagement Plan

A Stakeholder Engagement Plan will be created and reviewed by Project Board.

The main stakeholders are:

- Cabinet Member Working Group
- Other members
- Public
- Media
- Funeral Directors
- Bereavement Services staff
- Institute of Cemetery & Crematorium Management
- Parish Councillors
- CBC Senior Leadership Team

As set out in the brief, the selected consultant will be required to engage with key stakeholders, namely Cabinet Member Working Group and Funeral Directors (as well as the Project Board and members of the Project Team).

6. Quality Plan

The Cabinet report will use the standard CBC template.

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The standards for the consultant's report, including the criteria against which options are to be assessed, are set out in the brief.

The consultant's report and / or the Cabinet Report will be subject to Gate Review.

The project will apply the learning and recommendations from the [Scrutiny Task Group review of the cremator replacement project](#).

Standard procurement processes in accordance with the Council's Contract Procedure Rules will be used to select the consultant to deliver the brief.

Contracts are be drawn up using the Council's standard contracts

See section 9 below for information on the project management approach.

7. Initial Project Timeline

Milestone	Date
Appoint consultant	Early January 2015
Delivery of the draft report (including a presentation to the Cabinet Member Green and Clean Environment)	March 2015
Presentation to Cabinet Member Working Group	April 2015
Final report	April 2015
Approval by Cabinet	May 2015

This initial timeline will **not** be updated as the project progresses.

For an up-to-date timeline, consult the more detailed plan which will be managed by the Project Manager and approved by Project Board or the project's most recent status report.

8. Change Control

Any substantive changes to the consultants' brief, once issued, will require the agreement of project board.

The options appraisal will be subject to standard version control during its drafting and updating.

The stabilisation risk log is subject to continual updating. The date at which it has last been updated will be recorded on its footer.

9. Project Controls

The project will comply with CBC's standard project management guidelines, based on PRINCE2.

Although the costs of this project will be well below the threshold criteria for triggering greater project management formality, the conclusions of this project could lead directly to expenditure well in excess of the criteria. Therefore the standards applicable to large complex high risk projects will be used.

A status report on the project will be provided to Operational Programmes Board every four weeks following review by the Project Sponsor.

A verbal update will be provided weekly to Executive Board by the Project Sponsor.

<u>Deliverables (including project deliverables)</u>	<u>Sign off</u>
Cabinet Report	Cabinet Member – Clean and Green Environment Project Sponsor
Consultant's Report	Cabinet Member – Clean and Green Environment Project Sponsor Senior User
Consultants' Brief	Cabinet Member – Clean and Green Environment Project Sponsor Senior User
Cabinet Member Working Group Terms of Reference	Cabinet Member – Clean and Green Environment
Project Initiation Document	Project Board
OPB Status Reports	Project Sponsor

Plans for consultation with other parties on the above deliverables will be covered in the stakeholder engagement plan.

10. Risk Management

Risks and associated mitigation plans will be reviewed regularly at project board meetings.

Corporate risks will be included in the Corporate Risk Register in accordance with the Council's risk management policy.

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Responsibility for the risk management process within the project rests with the project manager. Advice on risk management will be provided by the Assurance Lead.

11. Project Documentation

Project documentation will be held electronically at

[\\MUDATA\Shared Data\Special Projects\Cheltenham Crematorium Options Appraisal 2014](#)

available only to project team members.

This initiation document, risks and issues logs and any other documents which need to be shared more widely internally will be held electronically at

[\\MUDATA\Shared Data\Special Projects\Cheltenham Crematorium public folders](#)

Appendix A – Consultants' Brief

The brief sent out to all consultants on 4th December 2014 can be accessed [here](#).

Alternatively a copy is available from the Project Manager.