



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 16 March 2021

## **CAMBRIDGE SOUTHERN POLICE STATION – UPDATE**

### **1. Purpose**

- 1.1 To inform the Board about the current progress on the Cambridge Southern Police Station (CSPS) following a successful planning application that was approved at Planning Committee on 10 March 2021. This paper will include:
- i. The pre-construction programme;
  - ii. Procurement relating to the appointment of management consultants;
  - iii. The legal advice on the construction contract;
  - iv. The top 5 project risks; and
  - v. City Centre Station update.
- 1.2 To ensure appropriate approvals, as detailed in the recommendations, for the project to continue through to contract award, which will be subject to Business Coordination Board's (the "Board") approval of the market tested contract sum at the appropriate time.

### **2. Recommendation**

- 2.1 The Board is recommended to note the project updates and approve:
- a) Delegation to the S151 Officer for the Acting Police and Crime Commissioner (the "Acting Commissioner") for the award of a further Pre-Construction Services Delivery Agreement (PCSDA) to Wates Construction Ltd for design fees and costs

up to construction or exercising the X23 clause for early contract award, with breaks.

- b) Delegation to the S151 Officer for the Acting Commissioner for the award of consultancy services.
- c) Delegation to the S151 Officer for the Acting Commissioner to amend or exercise the option to purchase the land.
- d) Engagement of preferred location for the City Centre Police Station.

### **3. Background**

- 3.1 Following support and approval from the Board in July 2019, Cambridgeshire Constabulary (the “Constabulary”) has continued the project to build a new police station and custody facility on the outskirts of Cambridge on a design and build basis with the contractor Wates Construction Ltd. The new station, known as the Cambridge Southern Police Station, will replace the current station at Parkside. Work has been ongoing on the project, including three separate public consultations in June 2019, February 2020 and July 2020, and resulted in an application for planning permission on 24 September 2020 for a site south of Milton Park and Ride. The public consultation feedback was largely favourable towards both the concept of service change and the Milton site being used for this police station – with 70% of respondents agreeing that it is a good use for the site.
- 3.2 Following the planning application in September, the project team responded to questions and proposals made to the local planning authority as part of the statutory planning consultation particularly relating to drainage, highways and traffic to the point that the Planning Officer could recommend approval of the application to Committee.
- 3.3 At the committee meeting on 10<sup>th</sup> March the planning application was approved. The application is currently being considered by the Secretary of State and this process is expected to be complete by 31<sup>st</sup> March.
- 3.4 Following Secretary of State approval the project team will progress through the next stages of design and development for the new station and custody facility.

### **4. Operational Requirement**

- 4.1 Parkside Police station was constructed in the 1960s and is beyond its functional age as a police facility. There is a need to expand the custody facilities which is not possible at Parkside.
- 4.2 The new station will have enhanced and expanded custody facilities including 24 cells, increased from the 12 currently at Parkside, and will also accommodate the majority of policing functions from the existing station, including the neighbourhood policing team for Milton and the local area.
- 4.3 A review by Her Majesty’s Inspectorate of Constabulary in 2017 highlighted a number of issues in custody that cannot be overcome at Parkside. There is a continuing risk that a future inspection by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services may conclude that the custody facilities at Parkside do not meet modern standards, which may result in the custody facilities being closed.

- 4.4 The new facilities at Milton would enable the Chief Constable and Area Commander to improve the response and service to the public and investigate crime more effectively. The extended custody facilities will result in a more effective use of officers' time and allow calls for service to be responded to more efficiently.

## **5. Current Contract Arrangements**

- 5.1 Since the inception of the CSPA project in 2017 the Constabulary has worked with consultants Pick Everard, under the Built Environmental Consultancy Services (BECS) SCAPE Major Works framework, to develop the project and progress it to a planning application. Pick Everard have continued working with the project following the application, however, the SCAPE framework expired in January 2021.
- 5.2 In order to ensure due diligence and value for money a framework mini-competition procurement process has been undertaken to secure a consultancy for Project Management, Quantity Surveying, Cost Management, National Engineering Contract Supervisor (Employers watching brief for site construction, monitor the works and check compliance) and Health and Safety Adviser services to take the project forward to completion and occupation of the new facility.
- 5.3 A tender has been undertaken and the evaluation of bidders is underway and it is proposed to make an appointment as soon as possible to ensure the continuity of client professional advice
- 5.4 Wates Construction Ltd was appointed as Design and Build contractors for the project in September 2019, with the appointment being agreed for each stage of the project through PCSDA. These have been extended or updated up to the submission of the planning application in September 2020. Wates have continued to work with the project since the application up to the planning committee in March 2021 and have only recharged third party fees.
- 5.5 The appointment of Wates was completed under the BECS SCAPE Major Works framework. This framework expires in September 2021. The SCAPE framework includes a clause (referred to as the X23 clause) that would allow us to proceed with Wates to completion of the project, should we wish to do so, and in order to demonstrate due diligence legal advice has been sought via Procurement to understand whether the use of this clause would be suitable and to the benefit of the project to proceed with this option.
- 5.6 Once the legal advice has been received a further paper will be brought back to the Board for consideration.

## **6. Pre-Construction Programme**

- 6.1 A pre-construction programme has been developed to identify the stages and dates that will take the project forward to construction and it is hoped to bring forward the dates where possible.
- 6.2 The programme details Royal Institute of British Architects stages 3 and 4 (detailed design) taking place between 31 March and 4 October 2021 with the market testing of the cost between 24<sup>th</sup> May and 25<sup>th</sup> October 2021.

6.3 The costed project and contract price would then be presented to the Board at the meeting scheduled for 11 November 2021, with an anticipated start on site then in December 2021.

## 7. Cost

7.1 The project costs are detailed below.

PROJECT COSTS INCLUDING ADDITIONAL FEES	
<b>LAND PURCHASE 2021/2022 – Post planning</b>	<b>3,990,000</b>
<b>CONSTRUCTION, FEES AND CLIENT FIT OUT</b>	<b>31,010,000</b>
<b>TOTAL</b>	<b>35,000,000</b>

7.2 Additional costs of £193,000 have been incurred outside of the contracted cost for public engagement consultants, legal fees and other fees.

7.3 The option agreement to purchase the land at Milton can be exercised following the grant of a satisfactory planning consent and it is proposed that the most appropriate point for this is delegated to the Acting Commissioner’s Section 151 Officer. In the event that the option is not exercised until later in the programme the Option will need to be amended to allow the surplus land to revert to the landowner for continued use and occupation.

## 8. Top Risks

8.1 The Project risk and issues register is presented to the project board at each monthly meeting for discussion and comment/approval. The register is updated monthly.

8.2 The contractor also has a risks and issues register which is managed by them and reviewed regularly at the project team meetings. This register includes risks identified by our project consultants.

8.3 Work has been completed to compare the two registers and identify the overlap and assign risk.

8.4 The top risks have been identified as follows;

ITEM	RISK	MITIGATION STRATEGY
1	Project comes in over Employer's budget/funding not authorised for the project to commence.	Design changes were made to the scheme in order to appropriately respond to consultation comments and planning objections. These changes do have cost and programme implications that need to be assessed by Wates. The project cost plan was agreed on 26/10/20 (prior to the above-mentioned changes) – Cost plan to be reassessed by Wates and Pick Everard prior to commencement of the second stage. Review high cost design elements to identify potential cost-effective solutions. Review design against original brief to identify any scope creep.

2	Costly foul water connection potentially over a mile away from site, across the A10.	Connection to be brought to site. Allowance for the works and wayleaves included in the cost plan. Early engagement with the utility providers during the second stage tender to establish actual costs and programme implications.
3	Market conditions and political uncertainty	Global uncertainty; in particular with regards to Covid-19 and Brexit, is causing a number of subcontractors to come into financial difficulties, experience labour shortages and suffer from rising material costs. This poses a risk of the overall build costs increasing and sub-contractors suffering from capacity issues that may adversely impact the delivery of the project. The following actions are key: Regular communication with supply chain partners to ensure adequate materials and labour are available. Regular review of our list of approved sub-contractors to ensure we have the depth and quality of partners to continuously support our project delivery. Stockpiling of key materials on a number of our sites where there is sufficient room. Early order of other materials with plans for storage and warehousing facilities.
4	Archaeological findings - potential delay to the programme if archaeological discoveries are made whilst undertaking the Written Scheme Investigation (Archaeological scope of services)	Undertake Archaeological Surveys early in preconstruction programme. The County Archaeology team have provided guidance in relation to an initial 3-week hand dig at a cost of £50k – ensure that we communicate our intention/plans with County Architects. This initial dig could lead to further investigations which may incur delay and additional cost.
5	Following the planning decision there is a risk that the project programme will be delayed if a Judicial Review is lodged to challenge the lawfulness of the decision on the grounds of an error of law or a misinterpretation of the policy.	Legal counsel was engaged at the inception of the project for advice on the planning application and the proposal to build within Green Belt. The planning procedure has been fully complied with and all procedure followed by the appointed Planning Officer and Wates the project contractors. The delays to the application being considered by committee have ensured that all objections and issues raised have been addressed prior to the application going to committee. Extensive consultation and stakeholder engagement has been undertaken within the project.

## 9. Cambridge City Centre station

- 9.1 Throughout the project the Constabulary has committed to delivering a city centre police station for Cambridge to accommodate the local neighbourhood policing team and the public facing enquiry office. This commitment was reiterated during the public consultations.
- 9.2 Discussions have been underway with public service partners to identify possible locations for shared accommodation for the city centre station. In addition, searches

have been undertaken within the commercial and retail sector to identify possible locations that could accommodate and deliver a city centre station.

- 9.3 Having completed searches a shortlist of six options has been identified. These will be formally evaluated based on agreed key criteria, including operational suitability, cost and length of lease term, and scored to confirm which option best fits the requirement.
- 9.4 When the preferred option is identified work will be undertaken to confirm scope of work required and how engagement will be undertaken to inform the public of the new station proposal, the expected programme and timeline for delivery and confirmation of service delivery from the new station.
- 9.5 The commitment within the force is to deliver the new city centre station in advance of the move to the new custody centre and station at Milton.

## **10. Equality Impact Assessment**

- 10.1 An Equality Impact Assessment (EqIA) was completed early in the project and the initial version was presented to the Board on 31 July 2019, and the document was posted to the Office of the Police and Crime Commissioner's website.
- 10.2 As the project has progressed, and the outline plans were updated following design workshops and interaction and liaison with the joint planning office, the EqIA has been updated.
- 10.3 The current version, Appendix A, has been shared internally and externally with partner organisations. Feedback has been received from internal staff, staff associations, partners, consultants, key external stakeholders, internal stakeholders and project board members. Feedback was also received through the site-specific public consultation. All feedback has been reviewed and incorporated into the document versions and is tracked via a matrix to show where it was received from and what the feedback was.
- 10.4 The current updated version, Appendix A, has been circulated to the Board for review and approval. Once the document has been approved it is intended to publish the updated document to the Office of the Police and Crime Commissioner's website.

## **11. Summary**

- 11.1 The approval of planning decision for the new site at Milton is a positive step in progressing the Cambridge Southern Police Station at Milton. With the time taken to reach this point it is now key to progress to the next stages of the project to ensure continuity and the delivery of the new operational police station and custody facility to support the delivery of operational policing in the south of the county. The risk that Parkside custody could be closed following an inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services remains, and is the primary driver for the project.

## **12 Recommendation**

- 12.1 The board is recommended to note the project updates and approve:

- a) Delegation to the S151 Officer for the Acting Commissioner for the award of a further PCSDA to Wates Construction Ltd for design fees and costs up to construction or exercising the X23 clause for early contract award, with breaks.
- b) Delegation to the S151 Officer for the Acting Commissioner for the award of consultancy services.
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- d) Engagement of preferred location for the City Centre Police Station.

**BIBLIOGRAPHY**

<b>Source Document</b>	Cambridgeshire Constabulary Estate Management – Project Files
<b>Contact Officers</b>	Colin Luscombe, Director of Estates, Cambridgeshire Constabulary Jon Lee, Director of Finance & Resources, Cambridgeshire Constabulary Donna Phillips – Project Manager, Cambridgeshire Constabulary