



Working for Cornwall

**ANNUAL REPORT
YEAR 3: 2021 - 2022**



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1.

EXECUTIVE SUMMARY

INTRODUCTION

We are pleased to share this annual report on behalf of the Mace Ward Williams Joint Venture (MWJV).

MWJV is working in partnership with Cornwall Council to deliver the Built Environment Professional Services (BEPS) Framework, which was awarded in 2019. We have an experienced team of architects, engineers, surveyors, project and cost managers delivering a diverse capital programme which is making a significant contribution to the Council's vision and priorities as set out in its business plan.

To date we have supported programmes and projects with a value of £650m including workspace, transport, schools, housing, town regeneration, flood defence, bio-diversity and the transformation and modernisation of the Council's operational estate.

In addition the partnership between Cornwall Council and MWJV has delivered significant added value, as follows:

- £650m of programmes and projects including; workspace, transport, schools, housing, town regeneration, flood defence and estates transformation.
- £8.17m turnover in 2012, £18.4m to date.
- 99% of turnover with Cornwall Council.
- £17.5m local spend to date which equates to 95% of overall spend.
- £13.4m spend to date with businesses that are classified as Micro, Small or Medium Enterprises (MSME), this equates to 73% of overall spend.
- 81% customer satisfaction with 47 net promoter score.
- £34.9m of social and local economic value created to date from Cornwall-wide projects from Saltash to Bude to Camborne to Penzance.
- 110 jobs created across delivery partner teams (including 15 apprenticeships) across 11 core businesses delivering Council projects. This is 101 jobs above the target of 9, all based in offices delivering services to the Council.
- 45 careers events delivered – our partners ensure that school engagement continues to be promoted by adapting delivery methods to include virtual online interactions in addition to on-site activities due to Covid restrictions.
- 70 people participating in training and development in professional, management and wider qualifications. Target exceeded by 215%.

“We are fully committed to making a difference to the local communities in Cornwall and the wider region, and very proud of our achievements to date.”



MWJV

The Mace Ward Williams Joint Venture (MWJV) was established in 2019 by two industry-leading companies, Mace and Ward Williams Associates, to deliver project management, quantity surveying and building surveying services, alongside impressive design and engineering delivery partners.



James Beckly
Managing Partner of
WWA
MWJV Board Member



Lesha Chetty
Local Government
Sector Lead for Mace
MWJV Board Member



Andy Snapes
Senior Partner of WWA
MWJV Board Member



Caroline Lassen
Director of Government
and Housing for Mace
MWJV Board Member



Jeremy Dunn
Managing Director of
the MWJV



Roger Hannaford
Financial Director of the
MWJV



Scott James
Partner of WWA



PARTNERS & SPECIALISMS

We have delivery partners in architecture, engineering and surveying across Cornwall, the South West and the wider UK, bringing together nationally leading expertise, delivered locally.

We are proud to work with the following organisations who make up our delivery team.

We are focussed on:

- **Depth of knowledge**, including early engagement, cost, programme, design, and risk to inform programmes.
- Providing a flexible and effective route to access **local SMEs**.
- The ability to align capital programme, service delivery and economic growth plans with the essential **net-zero carbon programme**.
- The **social value impact** of spend, maximising this against nationally and locally-set targets.
- Communicating with key **internal and external stakeholders** on the capital programme delivery.
- The ability for **investment** to deliver increased social, environmental and financial outcomes for clients.
- The ability to ensure strength and development of the **local supply-chain** to maximise the economic impact of client spend.

Project and Cost Management

Mace
WWA



Architecture

PBWC Architects
Lavigne Lonsdale
Grainge Architects
LHC
Stride Treglown
AHR



Engineering

Hydrock
Method Consulting
Airey & Coles
MBA Consulting
SDS Engineering Consultants
WSP
Mott MacDonald



Building Surveying

Mace
WWA
Stride Treglown
WSP
AHR
Kendall Kingscott



2.

OBJECTIVES

CORNWALL COUNCIL BUSINESS PLAN 2022/26

MWJV is working across Cornwall, delivering Council projects and programmes which support the Council's mission to create a carbon neutral Cornwall where everyone can start well, live well and age well.

The Council's priorities as set out in its Business Plan 2022-2026 are as follows:

1. A brilliant place to be a child and grow up

Mentally and physically healthy.

Enjoying, learning and achieving
Living in safety and with stability.

Accessing good jobs and a great environment.

Belonging and contributing as part of a society which respects their rights.

2. A thriving, sustainable Cornwall

A secure home for all provide more homes that local people can afford to rent or buy prevent homelessness and reduce the number of people living in insecure temporary accommodation be a good landlord and raise standards for people who rent in Cornwall.

A decent income for all turbo-charge Cornwall's economy by facilitating growth and increased investment support people of all ages to retrain, learn new skills and realise their ambitions champion good business,

with more jobs paid the Foundation Living Wage regenerate our high streets.

A great environment for all create a cleaner, safer, greener Cornwall grow nature and create habitats for wildlife to recover and thrive decarbonise the Council as part of our commitment to a carbon neutral Cornwall.

3. Vibrant, safe, supportive communities

Build communities' capacity to help each other live well and safely.

Preventing ill health and building personal resilience - because health starts at home.

Providing the right care, in the right place, at the right time.

4. An empowering and enterprising Council

Our focus first and foremost is on securing great value for our local taxpayers' money with really good services delivered on budget. We want you to be able to trust that what we say we will do, we will do and that what we do is always for the benefit of Cornwall's residents.

In addition to delivering projects and programmes on behalf of the Council, MWJV shares the values that underpin the Council's business plan and its commitment to tackling the climate crisis and recognises that if we are going to deliver real and lasting change, how we operate as a business is just as important as what we do.

MWJV delivers added value to the Council by providing an efficient route for the Council to work with the supply chain, maximising the Council money spent in Cornwall, delivering social value through apprenticeships, training and volunteering programmes, and through its commitment to working towards carbon neutrality.

On the following pages we outline our programmes/projects and how they align with the business plan's key objectives.



MAJOR PROGRAMMES & PROJECTS

Working with the Council in a collaborative framework is helping the delivery of the following major programmes and projects.

Schools Backlog Programme (2020 to 2023)

The delivery of the £59m maintenance programme of works for five separate workstreams; 39 local authority schools, 28 PFI schools, SAI improvements to school access, SEN provision of facilities for pupils with special education needs and reduction of CO2.

Town Deals & Regeneration

Delivery of the Council £90m programme of projects for St Ives, Penzance, Camborne and Truro.

Schools Basic Needs Programme (2020 to 2023)

The delivery of the £39m provision of additional pupil places for primary and secondary schools and the provision of new schools.

Transport Projects

The delivery of the Council's transport projects including; Northern Access Road, Newquay Strategic Route, Saints Trails, Camelford and Truro Loops.

Workspace & Civils

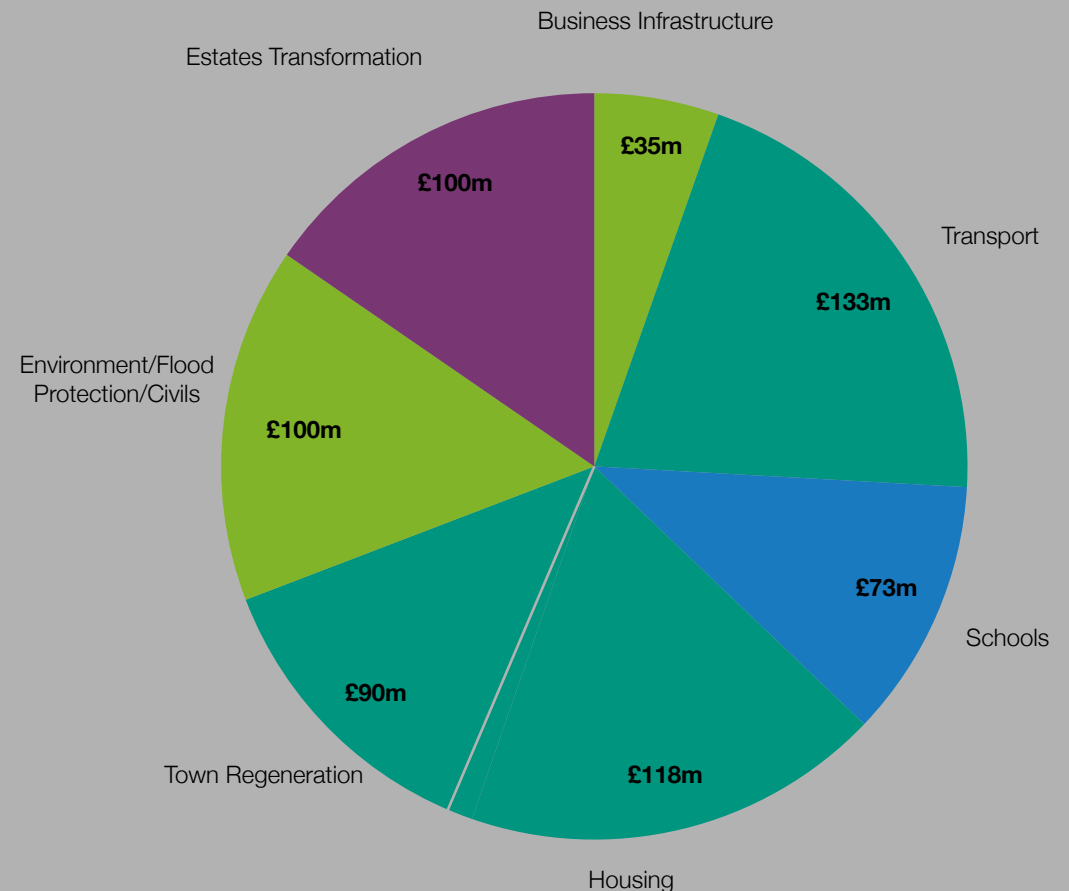
Delivery of the Penzance, Hayle and Liskeard workspace projects and the StARR and Looe Flood defence projects.

Estates Transformation

Delivery of the programme to transform the Council's operating estate to meet the aspirations of the corporate Working Differently programme through modernising its estate to support flexible and agile working, and bringing together services.

£650m VALUE OF PROGRAMME UNDER MANAGEMENT:

Value of programme by category:



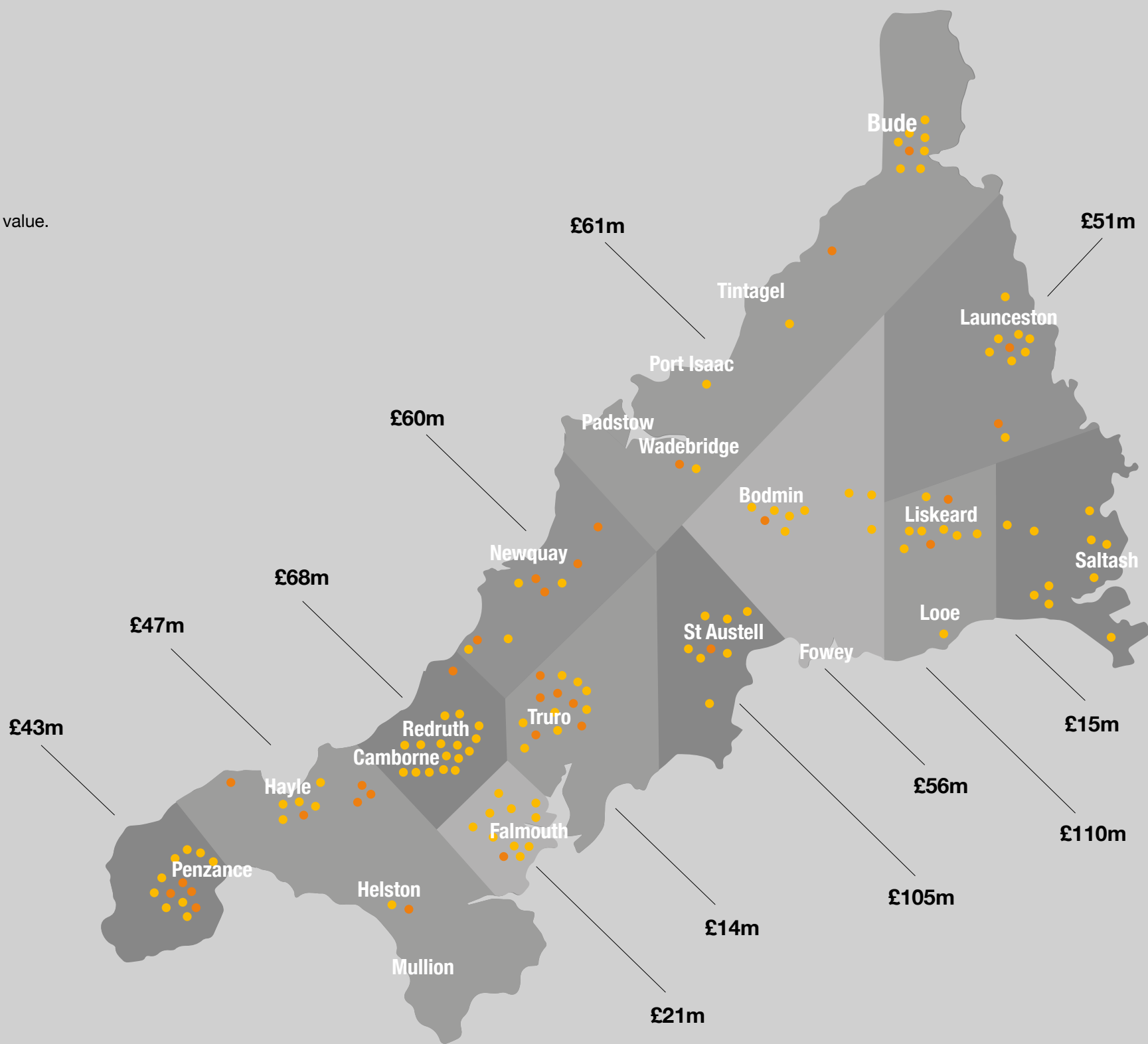
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**WHAT WE ARE
DELIVERING**

PROJECT DELIVERY ACROSS CORNWALL

Map displays split of projects by value.

- YEARS 1 & 2
- YEAR 3





Services Provided & Delivery Partners:

MWJV manages the backlog maintenance programme across all of the workstreams. This includes assessing condition survey data and prioritising works to be undertaken at each school.

In addition to the core four-person management team, we use a number of our building surveying and M&E delivery partners.

Sustainability / Carbon Neutral

When we are undertaking areas of backlog maintenance, for example replacing roof coverings, the opportunity is taken to improve thermal performance of that element to current building regulation standards. Wherever M&E equipment is being replaced, for example boilers, we take the opportunity to replace the previous system with a modern energy efficient piece of equipment.

The programme is currently engaging with Carbon Neutral Cornwall, as well as assisting schools to bid for Salix funding, to try to improve sustainability across the programme.

Engagement / Added Value

This is a well-established programme with a good understanding between the client and MWJV which provides effective delivery.

As a result, despite Covid in 2021, all schools works were completed in time for schools to open for the new term in September.

Overall Project Value:

Locally Maintained Schools, Backlog Maintenance - £36M
Ex PFI schools, Backlog Maintenance - £12M
DDA works across all Schools - £3M
SEN - £4M
CO2 - £4M

Overall Project Programme:

This is a 4 year programme of work

What we are delivering

1

Schools Backlog Maintenance Programme 2020-2024

This four year programme consists of five separate workstreams.

Local Authority maintained schools - this workstream is addressing backlog maintenance to 39 local authority maintained schools. The current investment levels to correct backlog maintenance in these schools is the most significant for many years.

Private Finance Initiative schools - there are a further 28 schools within this workstream where the programme undertakes backlog maintenance works, with the funding for these schools coming from PFI credits.

Typically across both the LA maintained and PFI schools programmes we deliver projects ranging in value from £2,000 to over £1m in each school addressing upwards of 70 individual projects per annum.

SAI workstream - this workstream seeks to provide facilities to improve access to schools throughout Cornwall. The projects are to create facilities to allow pupils with either learning or physical difficulties to be able to remain in mainstream education. We typically deliver 10-12 projects per annum, with a cost ranging from £30,000 to £250,000.

Special Education Needs workstream - this workstream is to provide facilities for pupils with special educational needs, often refurbishing and developing existing facilities within existing area resource bases (ARBs). We are currently delivering three projects with construction costs between £150,000 and £350,000 each.

CO2 workstream - this workstream seeks to address high levels of carbon dioxide present in science and food technology rooms across 11 secondary schools. Projects have a construction cost of between £200,000 and £750,000 each and we deliver two or three projects on an annual basis.

The challenge with all of these workstreams is that the works need to be undertaken whilst not affecting the day-to-day operation of the schools. Therefore, there tends to be a considerable focus of construction activity during the summer holiday periods but increasingly, due to the size of the investment programme we are managing, works are occurring in term time, which brings an added layer of complexity to be able to safely manage these works.

1

Schools Basic Needs Programme 2019-2023

This DFE funded programme, which commenced in 2019, is delivering new schools and school expansions across Cornwall to provide much-needed additional pupil places. It includes primary and secondary schools and is increasing the diversity and choice of education provision.

Eight projects are in pre-construction, three in construction and three completed and in post-construction (see table opposite).

Services Provided & Delivery Partners

Project Management, Quantity Surveying, Architecture, Engineering and Surveying

Sustainability / Carbon Neutral

Modular options for schools expansion have been considered and are being used on a number of sites.

Engagement / Added Value

Engagement and regular communication directly with the Headteacher and any designated school contacts by MWJV has been absolutely critical to delivery. In addition, MWJV has led engagement with Elected Members, Town/Parish Council and Community Link Officers.

This model programme has demonstrated a high degree of trust between the Client, Schools and MWJV teams in line with the Construction Playbook principles.



Project	School Type	Project Type	Pupil Places	Value	Status	Project Progress		
						Pre-Con	Con	Post-Con
Wadebridge School - 3G	Secondary	3G Pitch only	0	£1.2m	Feasibility			
Redruth School	Secondary	Expansion	60	£1.2m	Pre-Construction			
Kilkhampton School	Primary	Expansion	30	£1.4m	Feasibility			
Langarth School	Primary	New Build	420	£12.0m	On Hold			
Bodriggy School	Primary	Expansion	120	£1.6m	Pre-Construction			
Bodmin School	Secondary	Expansion	150	£5.2m	Pre-Construction			
Stratton School - Gutters	Primary	Refurbishment	0	£0.2m	Pre-Construction			
Gwinear School	Primary	Replacement	0	£0.7m	Pre-Construction			
Pennoweth School	Primary	Expansion	120	£3.0m	Construction			
Penair School	Secondary	Expansion	150	£4.8m	Construction			
Launceston College	Secondary	Expansion	300	£12.0m	Construction			
Shortlanesend School	Primary	Expansion	90	£1.5m	Post-Construction			
Perranporth School	Primary	Refurbishment	0	£0.2m	Post-Construction			
Stratton School	Primary	Expansion	90	£2.4m	Post-Construction			



Overall Project Value:
£39m with extension to £61m

Overall Project Programme:
2019 to 2023 with extension to 2027



Liskeard Cattle Market visual

What we are delivering

2

Liskeard Cattle Market

The project delivers a new two-storey circa 1,300m² BREEAM Excellent workshed, predominantly targeting micro and small businesses within the creative industries, and an industrial-looking steel canopy with communal utility points to serve market vendors.

The project, which is part-funded by ERDF and Local Growth Funding, includes the construction of a bin store, plant room, cycle storage, car parking, and external works and landscaping. The Liskeard Cattle Market site is within a conservation zone.

In-depth community consultation was undertaken and has resulted in a vision to regenerate the site with key themes including boosting the local economy via the provision of new workspaces for start-ups and small businesses, and creating a range of facilities and spaces which enable local residents and visitors to benefit from a range of cultural and community activities.

The project forms a long-awaited first phase of development of the site and will provide the catalyst for subsequent phases of development on the remainder of the site.

Services Provided & Delivery Partners

Specialist technical advice, project management, NEC supervisor and cost consultancy.

Sustainability / Carbon Neutral

BREEAM excellent rating.
Efficient architectural and MEP design.
Provision of green technology such as solar photovoltaic panels.

Engagement / Added Value

Guidance through the administration of the initial Contractor and management of the procurement of a revised contractor.

Overall Project Value:
£5.16 million

Overall Project Programme:
Completion September 2022

2

St Austell Resilient Regeneration (StARR)

The St Austell Resilient Regeneration Project (StARR) aims to increase the flood resilience of the St Blazey and Par community through the construction of Natural Flood Management (NFM) interventions.

These measures will improve infiltration, provide temporary storage of water, direct and slow the flow, and support the hydraulic performance of the existing drainage infrastructure in the urban catchment.

There are over 30 measures proposed as part of the Cornwall Council and Environment Agency Partnership project, which seek not only to reduce flood risk but also increase biodiversity, carbon capture and reduce pollution.



Services Provided & Delivery Partners

Project Co-ordination, Project Management, Cost Management, CEEQUAL Support.

Project Partners - Cornwall Council, Environment Agency, West Country Rivers Trust, University of Exeter, SW Water.

Principal Contractors - CORMAC Solutions Ltd, Kier.

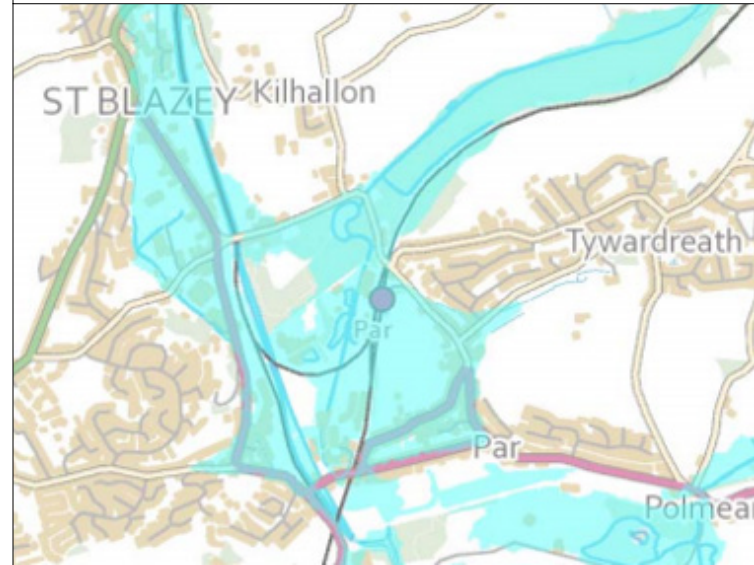
Sustainability / Carbon Neutral

The project is registered with CEEQUAL – the world leading sustainability rating and awards scheme for civil engineering, infrastructure and public realm projects. We are targeting the highest award rating of ‘Excellent’ and are on track to realise this ambition.

Engagement / Added Value

Participating in community engagement events.
Supporting land negotiations.

Working together



Overall Project Value:
£32 million

Overall Project Programme:
3 years



What we are delivering

2

Hayle Marine Renewables Business Park – Phase 2

Phase 2 of the Marine Renewables Business Park builds on the success of phase 1 which kickstarted the regeneration of North Quay, Hayle. The scheme is now fully let.

The project saw the construction of six new BREEAM Excellent light industrial workspaces with mezzanines, and the refurbishment and extension of an existing WPD switchroom to create five new BREEAM Very Good office units.

Services Provided & Delivery Partners

PM, QS, NEC Supervisor, Architecture, MEP, C&S with additional specialist consultants as required. Project being delivered in conjunction with WWA, Mace, PBWC, SDS, and MBA.

Sustainability / Carbon Neutral

BREEAM Excellent New Builds and BREEAM Very Good Refurbishment, project complete with PV installation to account for 79% of demand. Fabric first approach adopted in design to aid improvement of building performance at a later date.

Engagement / Added Value

NRAC Auditor engaged to maximise accessibility of the project. Ongoing support being offered to aid with ERDF applications and audits. Continued liaison with WPD to ensure coordination of site development along boundaries.

Overall Project Value:
Circa £6.5 million

Overall Project Programme:
Completion November 2022

Hayle Marine Renewables

2

Green Infrastructure for Growth 2

Funding was secured from the European programme to invest in urban green spaces as part of the Making Space for Nature project. This initiative aims to create healthier habitats everywhere for species to colonise, allowing natural systems to rebalance which in turn will improve the lives of people.

With match funding from Cornwall Council and support from the University of Exeter, £2.9 million has been committed over three years to transform green deserts into wildlife-friendly spaces. In total over 30 hectares (approximately the size of 28 rugby pitches) in 24 locations have been renovated in the towns of Bodmin, Falmouth, Launceston, Liskeard, Newquay, Penryn and St Austell.

We have enhanced spaces such as recreation grounds, parks, edges of sport fields, verges and closed churchyards to create havens for bees, butterflies, birds and hedgehogs. As well as wildflower meadows, ponds, hedges, trees, pollinator shrubs and bulbs to brighten up selected areas.

Wildlife is not the only focus with improvements also to access and education by introducing signage, seats, paths and 'natural play' opportunities.

These sites and habitats are now mostly in 15 year plus long-term management to ensure the sites are maintained for future generations.

Services Provided & Delivery Partners

Programme Management, Monitor & Manage the Project Budget, Procurement, Commercial Administration, Contract Administration, Risk Management, Monthly Meetings, Monthly Reporting, Site Visits / Inspections / Handover

Cornwall Council, ERDF, Cormac, University of Exeter, Cornwall Environmental Consultants, Environment Agency, Cornwall Housing, Cornwall Wildlife Trust, Historic England, National Wildflower Centre – Eden, Building with Nature, NHS Property Services Ltd.

Sustainability / Carbon Neutral

- +19 tonnes of carbon stored and sequestered by natural habitats on sites before and after intervention
- 124 seating/rest points, 23 accessible benches
- 5,388m2 of improved access, 3,124m2 for people with mobility issues
- Biodiversity Net Gain 9.5% (4.6-20.1, n=9) for individual sites so far
- Enhanced water quality
- SuDs features
- Physical health benefits
- Mental health benefits
- Social connection
- Community Involvement
- Reuse materials – reclaimed granite for seating and other landscaped features
- On site composting facilities to mitigate removing green wastes from sites

Engagement / Added Value

- 50,000m2 wildflower meadows
- 8,200m2 bulbs
- 8,200m2 pollinator friendly planting
- 187 fruit trees (+ fruit bushes and herbs)
- 490 standard trees
- 2,500m2 native hedgerow
- 4,600m2 native woodland
- 1,200m2 wetland scrapes and ponds
- 107ha wildlife friendly verge management
- 173 habitat boxes
- 85 Urban Ranger volunteer sessions
- 10,500 residents actively engaged
- 77% people pleased with the results
- Site management is key to habitat success
- Entrances & edges; education & engagement
- Meadows take time to succeed – experiment
- Tree establishment specification under review
- SuDs drainage features
- Share learning and best practice at CPD events
- Celebrated successes



Overall Project Value:
£2.9 million

Overall Project Programme:
2019 – 2022 (3 years)

2

Penzance Creative Cluster

The project is being delivered on the site of an existing car park at Causewayhead in the centre of Penzance, owned by Cornwall Council. The new build comprises of 1,534m2 of BREEAM excellent workspace and associated external works.

This scheme is part of wider strategy to regenerate Penzance town centre by encouraging people to live and work there, increasing footfall and spend in the main high streets. The project is ERDF funded and will support the creation of new employment and creates a prominent high-quality gateway into the town.

The external stone/brick walling to the site is largely retained with minimal disruption, particularly to the lower, older levels. The structure is steel frame and uses concrete hollow planks to form the decks. External walls are largely framed with SFS and clad with Pilkington 'Profillit' glazing or Veio Zinc standing seam cladding.

Painted hot rolled metal sections 'edge' the top and bottom of the West block. Internal walls will mostly comprise lightweight dry-lined partitions with fare-faced block walls to plant areas. The pitched roofs are Veio Zinc standing seam the flat roof areas are Bauder on insulation laid to falls.

Services Provided & Delivery Partners	Specialist design team, project management, NEC supervisor and cost consultancy services to deliver the developed design of the project and control the works.
Sustainability / Carbon Neutral	BREEAM excellent rating. Efficient architectural and MEP design. Provision of green technology such as solar photovoltaic panels.
Engagement / Added Value	Guidance through the administration of the initial Contractor and management of the procurement of a revised contractor.



Overall Project Value:
Circa £6.18 million

Overall Project Programme:
Completion June 2023

What we are delivering

2

Looe Flood Defence Scheme

The aim of the scheme is to prevent the regular flooding of Looe both now and long into the future.

The works comprise of breakwaters and tidal gates to prevent the storm surge up the river, and a cut off wall along the back of the town's beach to overcome the secondary problem of groundwater rising up in the town through tidal pressure.

Associated with the above are works to regenerate the town by providing better marine access to Looe utilising the breakwaters to reduce the tidal limitations, and raised/scenic walkways to allow easier access to West Looe and around the harbour.

We are currently taking the design to Outline Business Case and on to Final Business case in early 2023.

Services Provided & Delivery Partners

We are providing expertise in Project Management, Marine Construction and Cost management.
Working with the WSP team in Exeter to produce the design and ECI contractor Volker Stevin to ensure buildability.

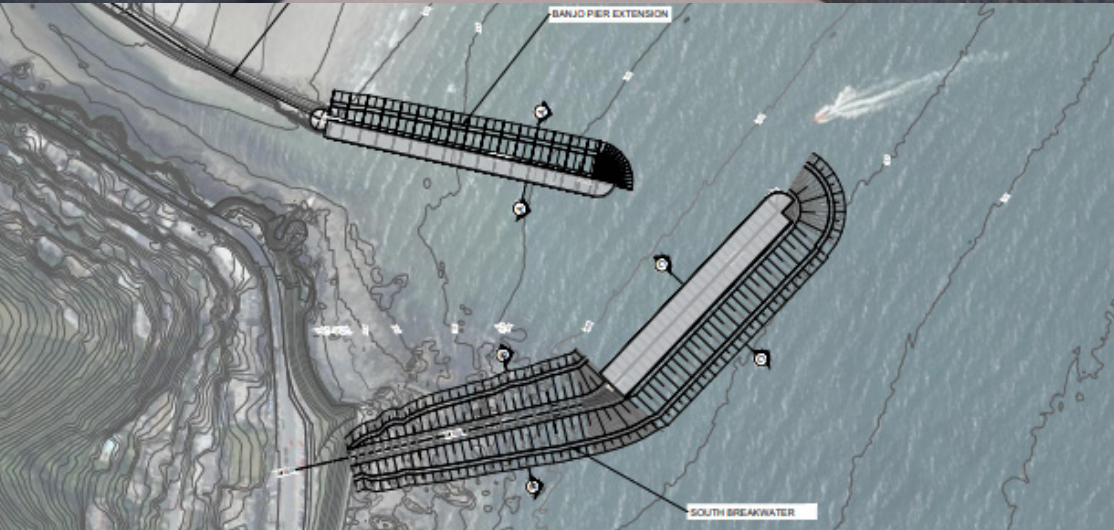
Sustainability / Carbon Neutral

Adding the above into the scheme from information gained in design process

Engagement / Added Value

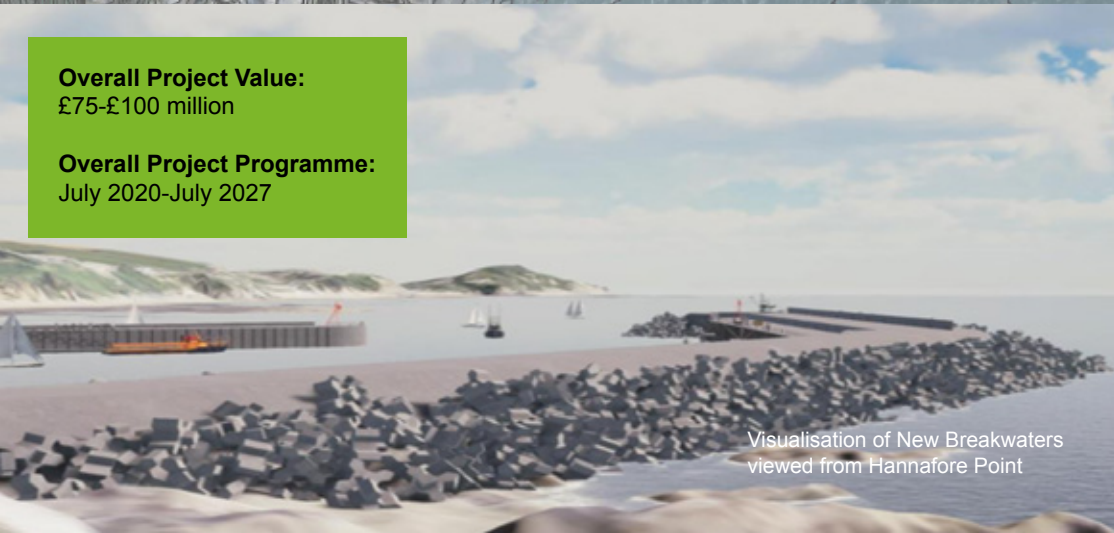
We have full engagement with all parties: Arcadis acting for Cornwall Council, EA, WSP, East Looe Town Trust, Looe Harbour Commissioners, West Looe town Trust and the ECI Contractor.

We are adding management skills, local knowledge and commitment to build a better environment.



Overall Project Value:
£75-£100 million

Overall Project Programme:
July 2020-July 2027



Visualisation of New Breakwaters viewed from Hannafore Point

2

Spaceport

Spaceport Cornwall will deliver a horizontal launch capability for satellites and establish a new scientific and advanced engineering cluster in Cornwall.

The scheme sees the adaptation of the newly-constructed Aviation Centre at Cornwall Airport Newquay to become the Spaceport Space Systems Integration Facility (SSIF). This facility houses a large and specialist internal cleanroom for the integration of satellites/ payloads into the rocket alongside welfare facilities for client teams. Work includes the installation of specialist M&E to support this, and the extension of the apron to the runway. Completion is expected in autumn 2022.

In addition a 1,280m2 two storey modular building is being constructed on the site – this is known as the Space Systems Operations Facility (SSOF) and will allow client teams to control launch operations as well as providing additional facilities for the Spaceport team. Completion is expected early in 2023.

Additionally, there is a separate project to install a 230kw solar PV array to the roof of the Aviation Centre that has been partially integrated for commercial and technical delivery efficiencies.

Services Provided & Delivery Partners

Services Provided: PM, QS, NEC Supervisor, H&S Management
Delivery Partners: Bassaire, Kier (Portakabin)

Sustainability / Carbon Neutral

PV array installation and BREEAM Excellent targeted for SSOF

Engagement / Added Value

Wide stakeholder engagement, strong team collaboration, responsiveness to change.

Overall Project Value:
£9 million

Overall Project Programme:
Completion autumn 2022



Visual

3

Town Deals

Cornwall's Town Deal programme is the largest in the country and covers Camborne, Penzance, Truro and St Ives.

The focus of this funding is on the regeneration of town centres as part of the Government's wider 'Levelling Up' agenda, and includes a series of coordinated Town Investment Plans across each town, seeking to align current town assets, private sector development ambitions and wider projects with this funding opportunity.

Interventions across the towns include urban regeneration, planning and land use, skills and enterprise infrastructure, connectivity, and sustainable transport.

MWJV has been involved across all four towns, including early-stage strategic programme support for Cornwall Council's Town Deal Accelerator Fund and the development of the Truro Town Investment Plan, through to the current design phase up to Treasury Green Book business planning.

In working with multiple stakeholders and the town boards, MWJV is seeking to maximise the benefits of this funding to Cornwall and ensure coordination across interdependent projects as well as ensure efficiency of delivery into construction.

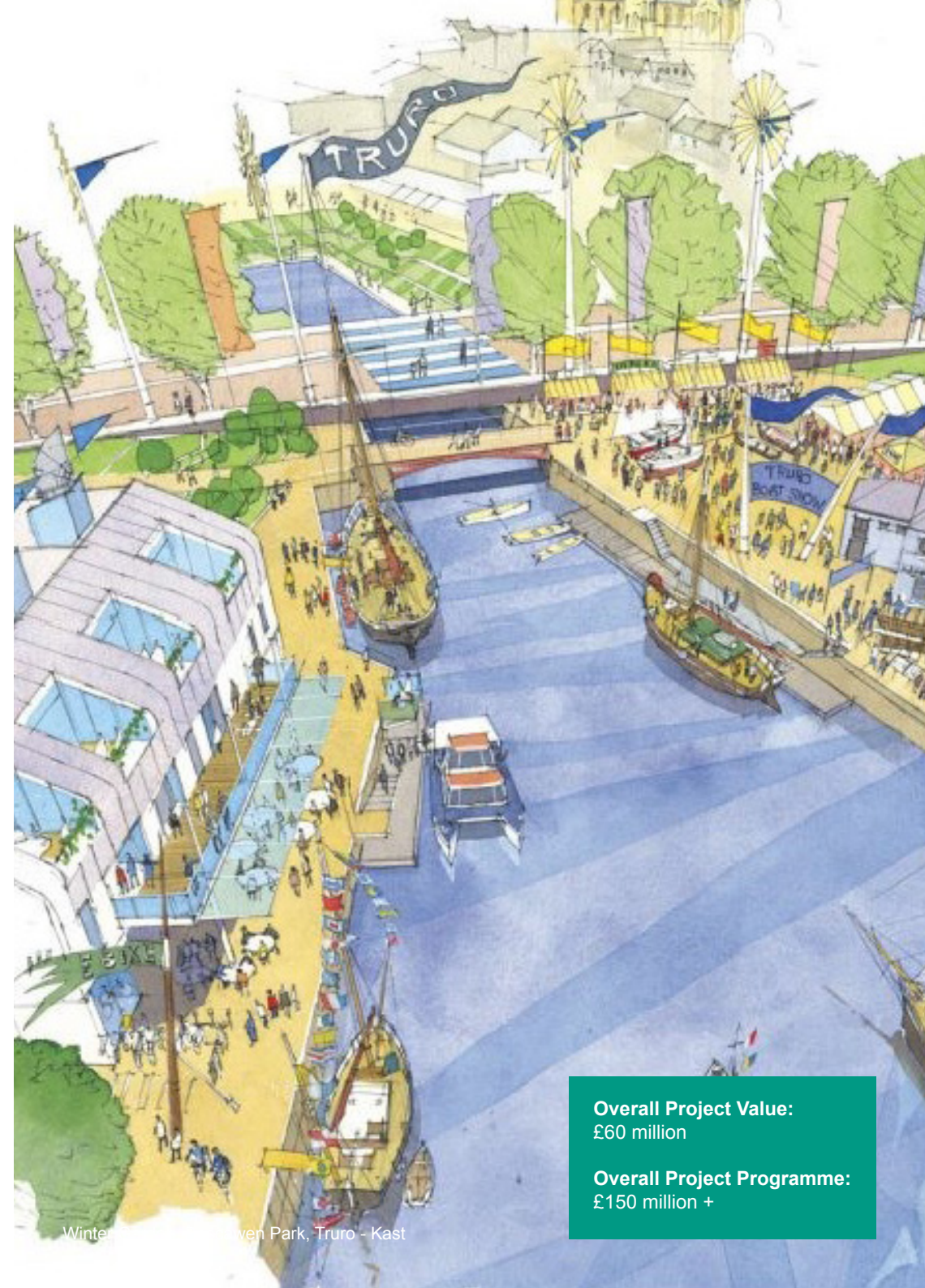
Example projects across the £60m+ of projects being developed by MWJV include extensive public realm and new riverside access in Truro, a series of new cycle and walkways to support sustainable and active travel in all towns, harbour development in Penzance, and new cultural facilities in Camborne.

Services Provided & Delivery Partners

Project Management, Cost Consultancy, Architecture, Highways & Transport, MEP, Structural Engineering, Civils Design, Planning Consultancy.

Sustainability / Carbon Neutral

Individual projects are developing low-carbon design solutions and include aspirations for Whole Life Net Zero Carbon ambitions. Extensive social sustainability outcomes through access to new employment, skills, community consultation and the MWJV teams engaging with schools programmes in the delivery of the projects.



Winter scene in the Truro River, Truro - Kast

Overall Project Value:
£60 million

Overall Project Programme:
£150 million +



Services Provided & Delivery Partners:

Project Management and Co-ordination, Cost Consultants, NEC supervisor, H&S Management, ECI management. Working with Cormac, WSP, AECOM and Mott Macdonald design partners Funders Homes England, DfT.

Sustainability / Carbon Neutral

The schemes are generally working towards achieving CEEQUAL Excellent, and we have also been building on the experience gleaned from partnering with the Eden Project team on other schemes to ensure that the 10% biodiversity nett gain is achieved.

Engagement / Added Value

Charity support and volunteering opportunities are carried out by staff at all projects.

Using the experience from within each of the JV partners parent companies to provide greater industry best practice and knowledge sharing to improve the quality of delivery and that of the final product.

Supporting land negotiations to provide continuity to the affected landowners throughout the schemes thus reducing disputes regarding promises made at scheme completion.

Overall Project Value:
£133million

Overall Project Programme:
2021-2026

What we are delivering

3

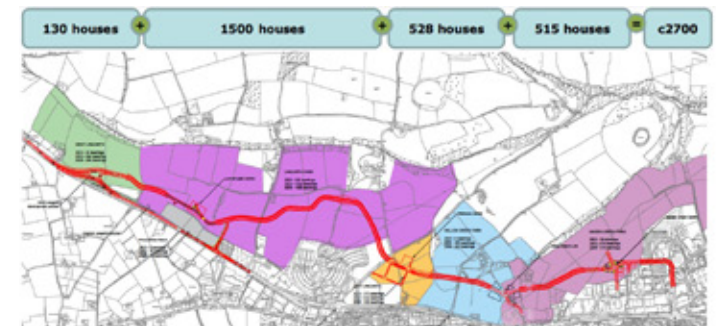
Transport Programme

MWJV were commissioned in 2021 and have taken over the delivery management of the projects in line with the Construction Playbook principles and working strategically with the Council's team.

This programme of five projects encompasses the major transport delivery for the Council and consists of two housing facilitation schemes, two cycle schemes for sustainable travel, and a much needed bypass around Camelford.

- Northern Access Road (NAR) (£40m) on the A390 corridor coming in from the A30 at Chiverton towards Truro.
- Newquay Strategic Route (NSR) (£17m) linking Hendra to Nansledan and Trevenson, encompassing two bridges over the Newquay branch rail line and over a river.
- Truro Loops (£2m) providing commuting and recreational facilities and also links to the west side of NAR.
- Saints Trails (£15m) providing commuting and recreational facilities from St Agnes to Chiverton which also links to the east side of NAR and a link from Perranporth to Goonhavern.
- Camelford Bypass (£46m) scheme developed up to planning stage and awaits funding programme entry.

The housing road schemes (NAR and NSR) are in the final stages of pre contract and are intending to commence on site late summer 2022. The two main cycling projects (Saints and Loops) are both on site and will complete in the next FY.



4

Estates transformation project

Delivery of the programme to transform the Council's operating estate to meet the aspirations of the corporate Working Differently programme through modernising its estate to support flexible and agile working, and bringing together services.

A range of refurbishments are required including at New County Hall, Penzance St Johns, and Camborne Dolcoath, along with a number of new builds including Newquay, Launceston and Liskeard.

Services Provided & Delivery Partners

PM, QS, NEC Supervisor, Architecture, MEP, C&S with additional specialist consultants as required. Project being delivered in conjunction with WWA, Mace, PBWC, Grainge, SDS, Method, Airey & Coles, and MBA.

Sustainability / Carbon Neutral

Compliance with the Council's sustainable design guide is essential. This includes appointment of low carbon advisors, ensuring that materials are responsibly sourced, and that the building is designed to operate using natural ventilation/lighting. No fossil fuels to be used in operation for new builds. Each project is to consider sustainable improvements at feasibility and concept stage including improvements to wall, roof, and floor thermal performance, upgrading window specifications, LED lighting, PV installation, and alternate energy generation solutions.

Engagement / Added Value

MWJV have set up an internal programme level delivery team to ensure documentation and the approach followed is consistent. MWJV are actively engaged in helping the Council resolve programme level issues, offering advice and support as required including measures to reduce the costs of the programme to maintain viability.



Overall Project Value:
£90 million

Overall Project Programme:
Completion December 2025



Overall Project Value:
£5.7 million

Overall Project Programme:
April 2021 to September 2022

What we are delivering

4

Social Housing Retrofit Accelerator Programme

Our work comprised project managing the delivery of PV installations on 600 residential properties, coordinating the tenant liaison, funding requirements and delivery with the principal contractor.

The project successfully completed delivery of solar PV on 600 homes by 31 March 2022 in line with the programme and funding deadline. The project has installed over 1500KWe of solar PV systems and anticipates to reduce CO2 emissions by 1.4kg CO2 over the next five year period.

A second phase of work saw 52 properties receiving energy efficiency measures, adopting a fabric-first whole house approach to reduce property energy consumption and carbon emissions. Measures forming the design solution include external wall insulation, mansard insulation, loft insulation, replacement roof, solar PV installation, heating upgrade to ASHP, ventilation improvement, window replacement, and door replacements for each property. The project targets improvements in energy ratings (SAP D to SAP B) and reduction in energy usage to <50KWh/m2 per annum, resulting in a significant reduction in energy bills for the tenants.

The project has required coordination of the design and delivery teams, risk management, development of the project stakeholder and funding partner management and, client reporting. Work has commenced on site and delivery of all units is anticipated by 30 September 2022. Works are currently being delivered on time and in line with client budget allocation.

Services Provided & Delivery Partners

Project Management support through secondment.
Cornwall Council, Cornwall Housing Get Building Fund (GBF through the LEP), Social Housing Decarbonisation Fund (Through BEIS).

Sustainability / Carbon Neutral

Project have delivered in line with the client's carbon neutral strategy to achieve net carbon zero for Cornwall by 2030.

Engagement / Added Value

Guidance of through the administration of the initial Contractor and management of the procurement of a revised contractor.

YEAR 3 FINANCIAL PERFORMANCE

Accounts have been independently audited by Bishop Fleming.

£8.17m turnover, very similar to 2020 (£8.12m).

Short of the anticipated pipeline of c. £10-12m pa.

Surveys equate to £0.7m of the turnover figure.

Design services proportion has dropped from 65% in 2019 to 55% in 2021.

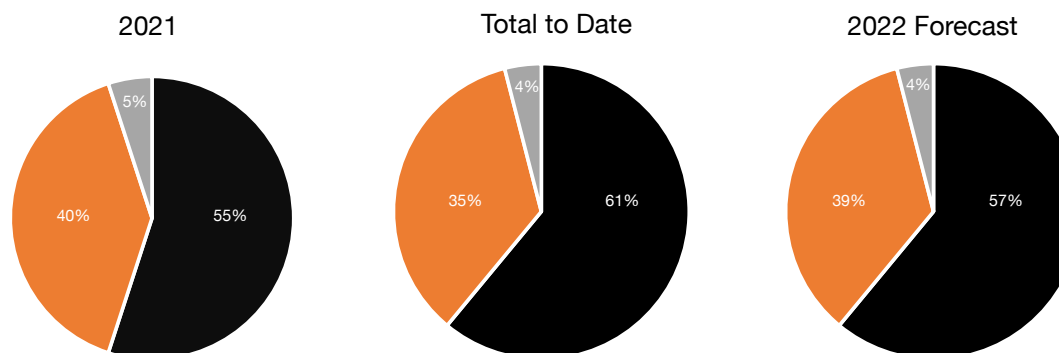
Year 3 has been a more equal blend of pre-contract and post-contract work.

Cashflow has improved, though delays in approving payment certificates, raising purchase orders and payments of agreed invoices still occurs.

£16k charitable donations and £44k rebate to council.

Statement of Comprehensive Income to end 2021 (£000s)

Turnover (inc Treveth and Surveys)	8,172
Cost of Sales (incl rebate)	-8,063
Pre-tax Profit for the financial period	109



- Design
- PM/QS/BS
- Surveys

KEY PERFORMANCE INDICATORS

KPIs for Service, Key Dates, Completion Dates and Cost Certainty achieved.

MWJV has achieved above targets across the performance indicators for Employment and Skills.

KPIs for SME and Locality exceeded.

Council average payment times 21.5 days.

Key Performance Indicators	Year 1 Score	Year 2 Score	Year 3 Score	Notes
KPI 1 – Service Commencement Time	100%	100%	100%	PRODS meetings efficiently held
KPI 2 – Key Dates	0 days	6.4 days	0 days	Any date changes pre agreed and schedules amended to reflect
KPI 3 – Completion Dates	0 days	0 days	0 days	Completion dates achieved
KPI 4 – Cost Certainty – Pre-Construction	N/A	100%	100%	Cost certainty achieved
KPI 5 – Cost Certainty – Construction	N/A	100%	100%	All projects either on target or have agreed budget variations in place
KPI 6 – Defects	N/A	N/A	N/A	No construction defects
KPI 7 – Customer Satisfaction	N/A	N/A	81%	See Customer Satisfaction summary on pages 27 and 28.
KPI 8 – Employment & Skills	N/A	100%	100%	Exceeded outputs
KPI 9 – Supply Chain Engagement – SME's	70%	80%	89%	Year 3 target was above 25%, KPIs exceeded
KPI 10 – Supply Chain Engagement – Locality	76%	90%	61%	Year 3 target was above 60
KPI 11 – Supply Chain Engagement – Payment			30 days	Average days to pay delivery partners. If Mace & WWA included the average is 38 days

CUSTOMER SATISFACTION

A mixture of full (hour-long in-depth conversation) and light (30 minute interview) customer satisfaction surveys were carried out with 17 respondents from across different sectors in Cornwall Council.

Customer Satisfaction Score

81%

The average customer satisfaction score for the MWJV is 81%. 85% is the target for a green KPI.

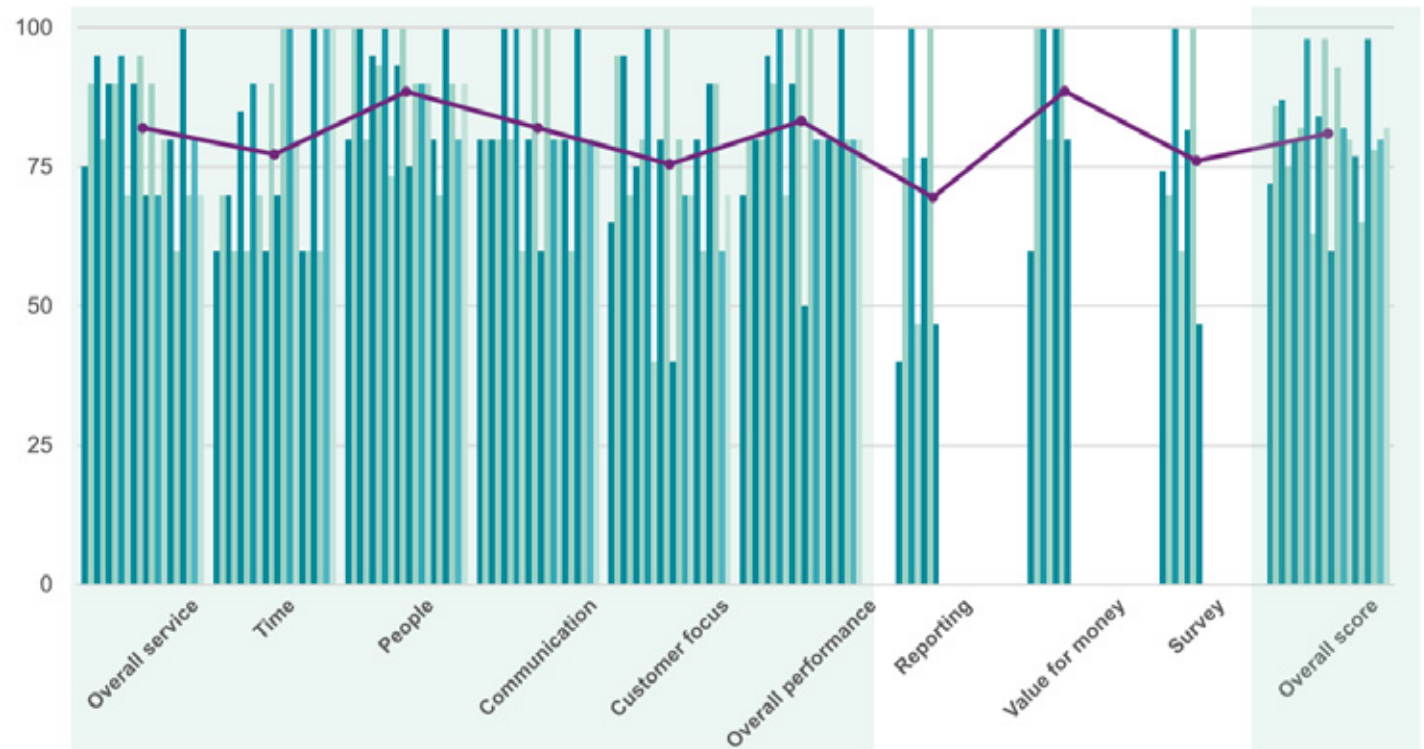
Net Promoter Score

47

Net Promoter Score is a customer loyalty score, ranging from -100 to 100, calculated by asking one question: "On a scale from 0 to 10, how likely are you to recommend this company to a friend or colleague?"

Promoter: 53%
Passive: 41%
Detractor: 6%

Customer Satisfaction Survey - Score by Question Category



CUSTOMER SATISFACTION

Customer feedback

The feedback overall from Cornwall Council about the MWJV is positive. The strongest areas of the feedback relate to the people and team. This includes the team working collaboratively, being agile, and good technical expertise.

The main development area to come out from the meetings was around resource management (changing staff, burnout, onboarding). Other key areas to improve included communication, reporting and the desire for more challenge from the JV team.

In addition, the surveys identified the desire for more joint learning (CPD) sessions between the MWJV and the Council and bringing the delivery partners experience from other parts of the UK to promote better knowledge sharing.

Highest and lowest scoring questions

Highest scoring questions	Ave	Lowest scoring questions	Ave
All survey types: How satisfied are you with the relationship between you and the team?	93%	All survey types: How satisfied are you that the team shares knowledge gained from other client experiences?	71%
Service-related: How satisfied are you that the team delivers a personable service?	91%	Service-related: How satisfied are you with the quality management on this project?	68%
Cost consultancy: How satisfied are you that the JV cost consultants: <ul style="list-style-type: none"> effectively manage the payment and valuation process? display a good understanding of the technical design solutions? 	86%	Cost consultancy: How satisfied are you that the JV cost consultants: <ul style="list-style-type: none"> are proactive in ensuring best value in the development of the design? effectively communicate the procurement options available to achieve your project objectives? effectively forecast, manage and report on out turn costs? 	67%
Programme and PM: How satisfied are you that the JV team demonstrates H&S leadership?	90%	Programme and PM: How satisfied are you that the JV challenges you for the benefit of your business/project?	53%

Positive feedback

“Project managers/QSs are well qualified and know what they are doing.”

“Set up is good for using local supply chain to fill gaps.”

“People are all keen to succeed and committed.”

“Good range of technical expertise and bring experience from other projects.”

“Good people to work with who are well organised.”

Feedback: development areas

“Resource management. Right people at the right time and the people that were promised.”

“Being ‘yes men’ and not challenging. Being a critical friend.”

“Workload affects communication and response times.”

“Onboarding. Have an introductory document that introduces new people to the council and how they operate.”

4.

ADDING VALUE

Impact on local economy, supply chain, SMEs.

This report details the Social Value generated through the delivery of the Built Environment Professional Services (BEPS) Framework programme projects.

The MWJV has committed to the Band 4 targets as shown in table 1 below for Feb 21 to Feb 22. This will move to Band 5 for Feb 22 to Feb 23.

The MWJV Employment and Skills Strategy was outlined in the submission to Cornwall Council in August 2018. The overarching strategy remains relevant and sets out the partnering, resourcing, and monitoring approach which we are now implementing in the delivery of the BEPS Framework services.

The Employment and Skills Plan (ESP) sets out the steps through which we deliver the Key Performance Indicators (KPI's) of the (BEPS) Framework.

The delivery of the ESP is managed by the MWJV ESP Champion, Scott James.

The wider social and community outcomes shown at Page 6 detail performance outcomes from 2019 and include CITB ESP outcomes shown in the table at Page 7.

These outcomes have been achieved through the delivery of the following projects:

- Schools Backlog Maintenance
- Schools Basic Needs
- Estates Transformation
- Transport
- Housing
- Town Deal
- Civils (inc. StARR and Looe Flood Defense)
- Spaceport
- Building Surveys
- Workspace

Annual Turnover Bands		Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7
		£1-2m	£2-4m	£4-6m	£6-8m	£8-10m	£10.1-15m	£15.1-20m
1	Work Placements – Persons	3	6	8	11	14	16	20
2	Jobs Created, (New Entrants) including apprenticeships	1	3	5	7	9	12	15
3	Construction Careers Information, Advice & Guidance (CCIAG) Events	1	2	3	4	5	6	7
4	Training Weeks	7	21	35	49	63	84	105
5	Qualifying the Workforce – project workforce <i>Total of 5(a) plus 5(b) plus 5(c) plus 5(d)</i>	6	9	15	20	24	29	32
5(a) 5(b)	Qualifications gained (Equiv. NVQ2 and above)	1	2	4	6	8	10	12
5(c) 5(d)	Industry certification gained	5	7	10	12	13	16	16
6	Training Plans	4	4	5	5	5	6	6
7	Case Studies	Project Specific – to be agreed pre-approval						

HEADLINE PERFORMANCE SUMMARY

In addition to delivering the ESP Key Performance Indicators, the MWJV have captured additional Social Value outcomes and calculated the monetary Social Value created to date.

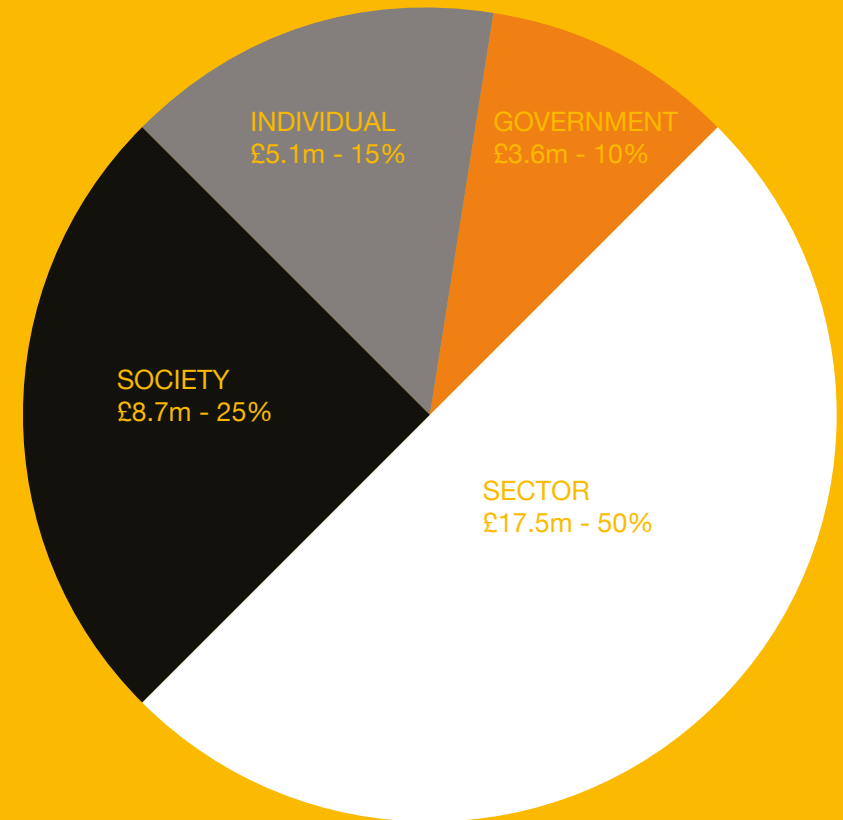
£34,900,000

social value created

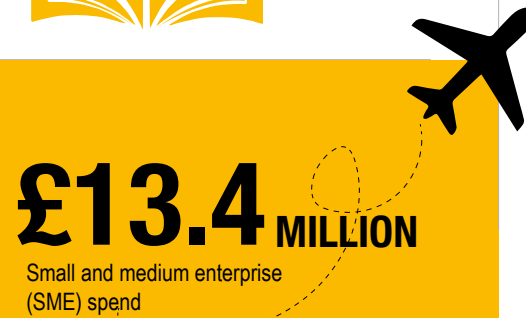
through new jobs and apprenticeships, training and upskilling, community volunteering and educational volunteering (calculated through Mace Optimise Social Value Tool).



The chart shows the Social Value benefits created per individual, for the sector and to the Government and Society.









HEADLINE PERFORMANCE SUMMARY



SOCIAL VALUE TARGETS COMMITMENT

Performance against CITB Employment & Skills Plan (ESP)

The table below shows MWJV and Delivery Partners performance against the CITB ESP Key Performance Indicators from February 2021 to February 2022 agreed with Cornwall Council as part of the BEPS Framework.

CITB		Targets based on CITB Band 4 £6-8m	Performance to date (February 2021 to February 2022)
Client Based Approach (CBA) ESP - KPI			
1	 Work Placements – People in Education and Not in Education	11	16
2	 Jobs Created, (New Entrants) includes Apprenticeships and Graduates	9	95 of which 15 apprenticeships
3	 Construction Careers Information Advice & Guidance (CCIAG) Events	4 events	45 events
4	 Training Weeks for Apprenticeships or any worked based training qualifications	63 weeks	199 weeks
5	 Qualifying the workforce with NVQ level 2 + or equivalent and Industry related qualifications	24 people	70 people
6	 Training Plans in place for main contractors and supply chain partners	5 plans	5 plans

WORK PLACEMENTS

16 Work Experience Placements were supported in 2021/22. 14 of the placements were provided to Year 10 and Year 12 (college) students. These were 5-day (1 week) placements for a minimum of 30 hours equating to 420 hours.

2 University/MSc students in Global Sustainability Studies were also provided with work experience for a 3-month period equating to 120 days/720 hours in total for both students. The project-based work experience that both students were part of focused on developing a carbon neutral plan with the Ward Williams Associates and MWJV teams. They received mentoring through dedicated line management and engagement with staff across both teams. Each student was provided with a reference for use in future employment opportunities.

The teams adapted to delivering virtual work experience during the pandemic to ensure that young people could still access business interactions and support to experience the world of work.



MWJV delivering a careers talk at Mounts Bay Academy

JOBS AND APPRENTICESHIPS CREATED

110 new jobs have been created through MWJV and their delivery partners. This translates to 95 jobs and 15 Apprenticeships created in 2021/22, the ESP target of 9 has been significantly exceeded. Jobs Created (net) across the JV / Delivery Partners is based on those offices working in the partnership with MWJV which support Cornwall Council delivery, i.e., not including any non-regional offices like Mace or WWA in Manchester, but would include all Cornish offices and those supporting.

The number and range of Professional Services opportunities for experienced and qualified professionals and new entrants starting their careers in the sector are immense. The jobs created include:

Engineering Services

Senior, Assistant and Graduate Project Managers

Senior, Assistant and Graduate Quantity Surveyors

Architects, Architect Technicians and Assistants

Assistant Interior Designer

Building Services Engineers & Building Physics Engineers

BIM Technicians

Chartered Building Surveyors and Assistant Building Surveyors

Sustainability Consultants

MWJV and their Delivery Partners have engaged local partners and stakeholders to:

Use local South West Training Providers, Job Centre Plus, Recruitment Agencies, Universities, FE Colleges etc. to reach local talent across all communities.

Attend local recruitment events in the community and at educational locations to recruit from the widest talent pools to create diverse teams and an inclusive culture across our projects

Use Apprenticeship Levy to provide Apprenticeship opportunities for new and existing employees

Deliver Graduate Programmes for the MWJV and Delivery Partners recruiting across the range of engineering, design, project management and surveying positions.

Promote employment and placement opportunities with Southwest Universities.



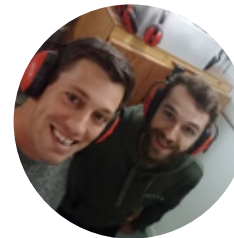
Emma Jarvis is an Electrical Apprentice with SDS. Emma completed a week's work experience as part of her school studies and took a keen interest in building service and was offered an apprenticeship as a route into becoming an Engineer.

Emma is passionate about inspiring the next generation and has presented at careers events in schools across Cornwall.



Sam Bunclark has been an Apprentice at Grainge, working with us alongside his studies at college, for the past 3.5 years. In that time he has worked on a broad range of projects at all RIBA stages.

“Having the opportunity to put what I’m taught into practice on a daily basis has had a big impact on speeding up my understanding of the industry. In the coming years I want to keep expanding my knowledge of the ever-changing regulations and industry techniques to help build a more sustainable future.”



Our Delivery Partner WSP has recruited Technician Apprentices. Niall from St Austell, Chris from Truro and Ashley from Helston. The Apprentices have been sponsored to complete Building Studies Level 2 Diploma, Civil Engineering Level 2 Diploma and Foundation Degree and Bsc – Plymouth University City College.

WSP has also recruited a Graduate Apprentice, Dylan currently an undergraduate at Plymouth University BEng IEng in 2021 and have another Graduate Apprentice starting in September 2022.

CONSTRUCTION CAREERS AND INFORMATION, ADVICE AND GUIDANCE EVENTS

This is another KPI area that has been significantly exceeded, where the target was set at 4 events and to date we have delivered 45 events through MWJV and Delivery Partners.

Over 30% of the activities were delivered virtually during the Pandemic to maintain business interactions with students.

323 hours of employee volunteering time have been provided to deliver the 45 events.

Mott Macdonald has developed a STEM careers programme called Inspiring Engineers (pictured top right). This is delivered from September to April, providing a series of activities and mentoring support for up to 50 students per session.

Events have ranged from:

10 Undergraduate networking, mentoring and design project events at South West Universities,

20 careers presentations, STEM talks and careers fairs delivered at schools across the South West

15 employability events such as practice interviews, CV preparation workshops.



TRAINING AND UPSKILLING THE WORKFORCE



Training Weeks

199 Training weeks have been achieved equating to 995 of training days. This includes vocational learning, professional learning and Apprenticeship training that has taken place across the BEPS Framework projects



Qualifying the Workforce

70 people have achieved Industry led qualifications or NVQ Level 2 and above qualifications. The qualifications have included Assistant Project Management Qualification.



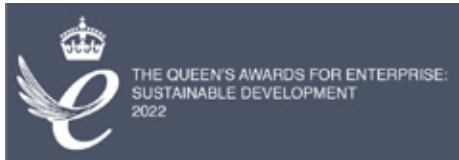
Training Plans

Training Plans have been developed across five organisations to demonstrate commitment to developing the workforce. All our delivery partners have supported training across the BEPS Framework projects including training for Health and Safety compliance, Equality, Diversity and Inclusion, Mental Health First Aid, Industry Processes and any refresher and upskilling required. Personal development and career progression plans are encouraged to help our teams reach potential and progress in their careers.



LOCAL ECONOMIC IMPACT

The MWJV and our Delivery Partners are actively working to support local businesses and support the local economy. We have highlighted our achievements for local and Micro, Small and Medium Enterprise (MSME) spend to the right:



WWA and SDS have been awarded The Queens Award for Enterprise: Sustainable Development – a significant accolade for SMEs in the UK

£17.5m

SPEND TO DATE WITH LOCAL BUSINESSES

Our spend to date with local businesses that are based within an hour's travel of Cornwall is £17.5m, this equates to 95% of overall spend.

£7.6m



DESIGN

£3.4m



BUILDING SURVEYING

£6.5m



PROJECT & COST MANAGEMENT SERVICES

£13.4m

SPEND TO DATE WITH MSME BUSINESSES

Our spend to date with businesses that are classified as Micro, Small or Medium Enterprises (MSME) is £13.4m, this equates to 73% of overall spend.

£6.54m



DESIGN

£2.90m



BUILDING SURVEYING

£3.96m



PROJECT & COST MANAGEMENT SERVICES

COMMUNITY INVESTMENT

1,673 hours

of employee volunteering time provided by partners.

This equates to:

323 hours

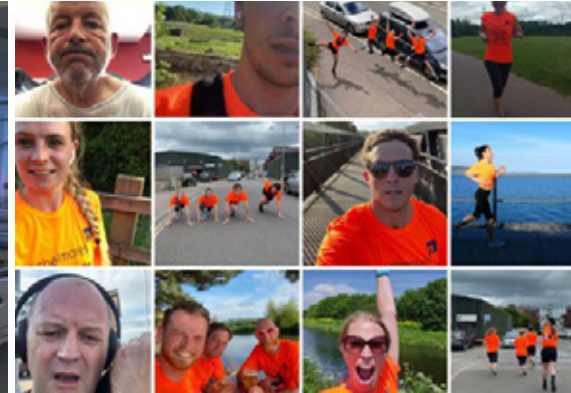
for construction careers, information and guidance, and curriculum related support.

1,350 hours

of community volunteering including beach cleans, supporting homelessness initiatives, refreshing community premises and planning fund raising events.

£36,704

donated by MWJV and delivery partners through donations and pro bono support to local charities and community organisations in Cornwall.



Our delivery teams in action across Cornwall.

FORWARD AMBITIONS

The MWJV and delivery partners are incredibly proud of our collaborative social value achievements to date. We are looking forward to working with Cornwall Council and raising the bar further in terms of Social Value creation. Our plans and actions for 2022 and beyond are highlighted here.



THEME

ACTIONS



SOCIAL

Continue with development of careers, information and advice and guidance activities.

All MWJV delivery partners to sign up to Living Wage Foundation – Real Living Wage.

MWJV delivery partners to sign up to the Care Leavers Covenant work with Carefree Cornwall charity to access local care leavers.



ECONOMIC

Continue focus on local, micro, small and medium enterprise and social enterprise spend.

Planned and have drafted a Built Environment Strategy for the Chamber of Commerce as part of their core pillars for future business.

Use of Mace membership of Social Partnership Portal.

Use of Social Enterprise UK.

Business to Business – masterclasses for procurement, equality, diversity and inclusion, environmental sustainability. Modern slavery use of Supply Chain Sustainability School.



ENVIRONMENTAL




Delivering a Carbon Neutral Cornwall.

Construction Industry is responsible for circa 40% of UK carbon emissions – use the collective experience and expertise of the MWJV partners to work with Cornwall Council to embed the UK Green Building Council Net Zero Roadmap into the delivery of development projects from inception.

Help position Cornwall Council as a leader in delivering Net Zero Whole Life carbon projects in line with Cornwall Council's vision by actively utilising the emerging Built Environment Carbon Database as a basis for carbon measurement. Together with MWJV delivery expertise we can deliver Net Zero Whole Life Carbon projects and programmes.



FORWARD AMBITIONS

THEME	ACTIONS
 <p>COMMUNITY</p>	<p>Create a Social Value Framework for BEPS Framework.</p> <p>Use of Mace Optimise Social Value Tool and data capture system to enable consistent social value reporting.</p> <p>Introduce quarterly KPI reporting for wider Social Value created in addition to CITB ESP reporting – MWJV has approved ESP targets as Band 4 for Year 4.</p>
 <p>REPORTING & MEASURING PERFORMANCE</p>	<p>Work collaboratively with Cornwall Council to develop a shared platform for showcasing and engaging with young people to enable ease of access and interest in a career in the built environment and construction sector.</p> <p>Review the use of the “Building Cornwall” umbrella brand and jointly coordinate resourcing across the county. This will help to form enhanced strategic relationships building on existing relationships with Truro and Penwith College and local HE Institutions.</p> <p>Align Social Value Strategy and plan to Cornwall Council 2050 Vision.</p>
 <p>COMMUNICATION</p>	<p>Increase Internship opportunities with Higher Education partners.</p> <p>Work with Truro & Penwith College to see Construction T-Level placements start.</p> <p>Programme of in-person School Work Placements across all businesses following relaxation of Covid protocols for businesses.</p> <p>MWJV partner businesses are in discussion with the Cornwall Chamber of Commerce for a focused presentation and awareness on careers in the Built Environment.</p> <p>Develop MWJV specific education materials.</p>





Working for Cornwall

**ANNUAL REPORT
YEAR 3: 2021 - 2022**