

EAST DEVON DISTRICT COUNCIL OFFICE ACCOMMODATION PROJECT

Project Report No 37, Rev -
Period between 1 – 31 May 2017

VOLUME 1

ISSUED UNDER PART B



Document Issue Sheet

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SJP, JW, Strata

VOLUME 1

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1.0 Executive Summary

1.1 This formal Project Progress Report identifies Project issues and progress generally during the period 1 – 31 May 2017.

1.2 During this period, the following key issues have occurred;

- Following Members decision to proceed with the New HQ at Heathpark on 26 April 2017, negotiations have been ongoing with Interserve Construction Ltd to finalise the revised Contract Sum.
- Discussions have commenced with Aecom to enable the Consultant to finalise his fee for the design and associated tasks for the new access road through the Business Centre to the HQ.
- Action is being taken in respect of the Travellers who have parked in Border Road / Gloucester Crescent, Heathpark
- Final finishes proposals for Exmouth have been considered and accepted.
- Meetings and site visits have occurred with Exmouth Town Council whilst they consider whether to return to the Town Hall. Draft Heads of Terms have been provided for the Town Council to consider and comments exchanged.
- Internal Meetings with EDDC Property Services have commenced to enable an understanding of what maintenance works will need to be carried to the externals of Exmouth Town Hall once ICL have completed their works and before full occupancy.
- A joint visit to the Refurbishment Works at Exmouth Town Hall by both the Executive Board and Officer Working Group took place on 24 May
- Interserve have continued their contract works for the Refurbishment of Exmouth Town Hall. These works remain on Programme. The Contractor has advised that no accidents on site have occurred.
- EDDC Rev & Bens and Housing continue to provide services to Members of the Public from their temporary new accommodation within the former CAB Offices
- We are advised by PegasusLife Ltd that they are preparing their appeal against the Planning Application Refusal of 6 December 2016. The deadline for their submission of an appeal is 9 June 2017.

- 1.3 The Project and Facilities Manager has confirmed the following for the period between 1 – 31 May 2017
- FF&E Mini Competition launched via ProContract.
 - FF&E layouts co-ordinated with M&E plans

 - ETC looking to agree HoT's to secure move back to ETH in February 2018.
- 1.4 Strata have provided separate Executive Programme Summary Reports for both Exmouth and Heathpark. Key dates for completion are for Exmouth Town Hall – 31 August 2017 and for Heathpark – 30 November 2018. These documents are discussed in Chapter 4 and included within Volume 2 of this Report.
- 1.5 These latest reports continue to confirm the deliverable dates for Exmouth and Heathpark will be achieved in advance of the occupation dates.
- 1.6 The overall Project Budget, as defined at the Council meeting on 26 April 2017, is £ 10,586,000. All relevant expenditure, including accruals, to 31 May 2017 totals £ 2,292,641. Consequently, there remains a budget balance of £8,293,359. A copy of the Interim Cost Report is included in Volume 2 of this Report.
- 1.7 Risk Reviews have continued to be regularly carried out. A Risk Workshop was held on 18 May 2017. The Risk Register Analysis has been updated accordingly and Rev AM (Rev 0) dated 21 May, confirms 72 Open Risks (previously 79), comprising of;
- 11 Red Risks (previously 14),
 - 39 Orange Risks (42)
 - 22 Blue Risks (23).
- 1.8 Four new risks have been identified during the period since the last revision. Thirteen existing risks were closed in the period.
- 1.9 The Project Programme has not been updated this month pending programme advice from Interserve for Heathpark. An extract from the draft programme identifying exclusively the accelerated delivery of Exmouth Town Hall is included within Volume 2 of this Report.
- 1.10 A summary of the key dates can be found within Chapter 6.
- 1.11 Pre-arranged and ad hoc meetings between Officers, Members and External Consultants have continued during the period.

2.0 Particulars of Progress and Key Project Issues

- 2.1 Subsequent to the Members decision to proceed with the New HQ at Heathpark on 26 April 2017, negotiations have been ongoing with Interserve Construction Ltd to finalise the revised Contract Sum. There have been a number of meetings involving the RM, Aecom and Interserve with information passing between the parties.
- 2.2 There are three key areas of discussion
- increased costs – the original tender had allowed for a commencement on site during March 2017
 - matters associated with the Contractors temporary works.
 - programme
- 2.3 These discussions are ongoing and are anticipated to be resolved in early June
- 2.4 Discussions have also commenced with Aecom in respect of their design and administration fee of the proposed new access road through the East Devon Business Centre site to the new HQ
- 2.5 Travellers have parked at Heathpark on part of Border Road and Gloucester Crescent. Should the Travellers remain, there is a risk that the commencement of the works could be frustrated. Actions are currently being taken by both EDDC and DCC for their initial wellbeing and subsequent moving on.
- 2.6 At Exmouth Town Hall presentations have been provided for the final finishes, which follow the principals established at RIBA Stage 4. These proposals have been considered and accepted and approved by SMT in the period.
- 2.7 Meetings and site visits have taken place with Exmouth Town Council whilst they consider whether to return to the Town Hall. Draft Heads of Terms have been provided for the Town Council to consider and comments exchanged. It is understood that a final design whether they will return to the Town Hall be formally considered by the Town Council shortly.
- 2.8 Pending completion of the refurbishment works internal Meetings with EDDC Property Services have commenced so that an understanding of what maintenance works will need to be carried to the externals of Exmouth Town Hall once ICL have completed their works and before full occupancy. Time is restricted during this period so programme will need to be carefully considered.
- 2.9 In addition to the visit by Exmouth Town Council there was also a joint visit by both the Executive Board and Officer Working Group took place on 24 May.

- 2.10 From next month, on 27 June, there will be a joint meeting of the Member Executive Group and Officer Work Group, rather than individual meetings.
- 2.11 Interserve have continued their contract works for the Refurbishment of Exmouth Town Hall. The Contractor's sequence is to work from the top floor down to the ground floor. Consequently, the second floor is most advanced with decoration in progress. On the first floor, the M&E First Fix is nearing completion, whilst on the ground floors new walls have been erected pending commencement of the M&E installation.
- 2.12 The Contractor has advised that works remains on programme. The RM concurs with this opinion
- 2.13 The Contractor has advised that no accidents on site have occurred since the commencement of the works.
- 2.14 ICL's internal H&S advisor has not identified any significant issues.
- 2.15 EDDC's Consultant CoW has been regularly attending site, as well as providing interim / summary reports. He has not identified any significant issues
- 2.16 EDDC Rev & Bens and Housing continue to provide services to Members of the Public from their temporary new accommodation within the former CAB Offices
- 2.17 Town CCTV are also understood to be continuing to function normally, without any significant issue.
- 2.18 It, is also confirmed that a Contract Administration Tracker for works at ETH is being maintained by the RM. The following is a short summary of the Contract Administration carried out to date.;

Contractors Compensation Event Notification	8 Nr.
Contractors Early Warning Notices	9 Nr.
Employers Early Warning Notice	1 Nr.
Employers Formal Quotation Requests	12 Nr.
Employers Notification of Compensation Event	14 Nr.
Employers Project Managers Communication	20 Nr.
Employers Acceptance / comment re submitted drawings and associated information	120 Nr.

- 2.19 The fourth valuation for the works was received on 26 April, assessed on 1 June and subsequently certified for payment on 6 June 2017.
- 2.20 PegasusLife Ltd continue to advise that they are preparing their appeal against the Planning Application Refusal of 6 December 2016. The deadline for their submission of an appeal is 9 June
- 2.21 Liaison with the TA Team has continued with members visiting and reporting on site and associated matters.
- 2.22 Copies of the TA Teams Individual Reports are included within Volume 2 of this Progress Report.

3.0 Facilities Management – Project Activities and Key Issues.

3.1 The Project and Facilities Manager has confirmed that the following project activities were completed:

- Documentation checked and verified by EDDC Legal Team and Mini Competition documentation and process reviewed by DCC Procurement Team ahead of issue.
- Permission to Tender signed-off issued for the Mini Competition of FF&E for Exmouth & Heathpark.
- Launched FF&E Mini Competition – via ProContract – 17th May 2017
- Respond to queries and clarification questions ahead of suppliers submissions.
- On-going work with HR & Managers to identify known Exmouth Movers (subject to outcome of consultation process)
- Review of individual staff special needs (Chairs/IT equipment) as supplied by HR & Line managers.
- Preparation of mini competition/quick quote for removal companies
- Prepare draft move timetable plan to be issued to Relocation team & SMT
- Attendance at Exmouth Town Hall Working Party meetings and site visits for staff & Members.
- Negotiations with previous tenants to discuss HoT's for proposed return to ETH.

3.2 FF&E - OFFICE FURNITURE PROCUREMENT

3.3 Signed-off floor plans have been issued to suppliers via the ProContract portal showing latest layouts making allowances for radiators and trunking. Revised storage layout has subsequently been planned, which is slightly different from the layout that the suppliers are quoting on – but there are likely to be some nominal changes to the storage arrangements but these will not impact on programme, or desk layout and will be agreed with suppliers and confirmed for correctness ahead of any orders be placed.

3.4 Actual issue date of Mini Competition was 2 days later than programme due to issues with loading suppliers onto the system (as reported last month), but the deadline for returns remains as 9th June so any slippages will be made up during the supplier submission phase so not to delay the overall FF&E Programme.

3.5 Early notifications indicate 21 suppliers of a potential 27 have indicated an intention to respond which is higher than expected and is likely to provide a varied range of price and product choice.

3.6 Clarification on the evaluation process was issued to contractors during the mini competition submission period together with responses to the 5 other questions raised by suppliers ahead of the clarification question deadline. These were general clarification questions and the answers were all available from either the Mini Competition, Products specification or floor plan documents already issued via ProContract.

- 3.7 All questions and responses have been logged and tracked for future reference.
- 3.8 **Exmouth – EDDC Staff**
On-going regular contact with EDDC staff working out of former CAB offices continues. They report good regular contact by the contractor who are also keeping EDDC staff up to date on forthcoming interruptions of power or noisy work.
- 3.9 **Town CCTV**
No significant issues with Town CCTV tenants this month. They are kept up to date of any planned outages particularly if the works in planned out of hours as CCTV staff work some evening and weekend hours.
- 3.10 **Manstone & Knowle Depot**
Heathpark decision has been confirmed, but nothing further to report on.
- 3.11 **P& FM Programme**
No changes to the programme since last revisions as all activities are within project tolerances.
- 3.12 **Exmouth Town Council**
Site meetings and Working groups are on-going and ETC have requested support to review potential storage capacity within proposed office space.
- 3.13 **Regular Monthly meetings & updates:**
- Site meetings with Site manager and liaison with EDDC staff and Tenants.
 - Assist with maintaining Risk Register
 - Attendance at Monthly update meetings with Officer Working Group and Executive Board.
 - Weekly reviews with Relocation Team (SP/RC).
 - Presentation to SMT as required.
- 3.14 **Anticipated actions in the following months:**
- 3.15 **Generally**
- Deadline for submissions for mini-competition is Friday 9th June.
 - Verification and recording of Lot by Lot Total Project Price as submitted.
 - Shortlisting and evaluation to identify suppliers required to supply samples
 - Sample furniture to be delivered on site and be available for Staff & Members to view from 12.00 Monday 3rd – 12.00 Friday 7th July.
 - Final evaluations and submission of Project Report for final sign-off including feedback from furniture sample testing.
 - References of shortlisted suppliers to be checked as part of evaluation process
 - Confirmation of known Exmouth Movers (subject to outcome of consultation process)
 - Share data with Strata to commence IT allocation ahead of move
 - Commence mini competition/quick quote for removal companies
 - On-going liaison with Tenants to conclude HoTs negotiations.

These and other tasks will be incorporated into the revised P&FM Programme.

4.0 Strata Report

- 4.1 Strata have provided two reports in the period, dated 5 and 9 June 2017; respectively for;
 - EDDC Relocation (Exmouth) Executive Programme Summary
 - EDDC Relocation (Honiton) Executive Programme Summary
- 4.2 The Exmouth Report continues to advise that the current completion date for the telephone system will be 31 July 2017. This date is sufficiently in advance of the likely Practical Completion Dates of between 25 August and 25 September 2017 – depending whether any or all of the shared programme float is used.
- 4.3 For Heathpark, the completion date is advised as being 30 November 2018. It is understood that there is some flexibility with this date and is likely to be realigned once the appointed Contractor has provided an agreed programme for the works. It is noted that the key elements being completed by this date are Core Infrastructure, Meeting Room AV equipment, Telephone system.
- 4.4 Further programme deliverable details are identified within Chapter 6
- 4.5 Copies of both documents are included within Volume 2 of this Report.

5.0 Risk Management

- 5.1 Since the commencement of the Project, the RM has provided and been responsible for a live Project Risk Register document.
- 5.2 Project Risks are regularly reviewed and updated as necessary following weekly discussions between Deputy CEO, RM, and P&FM. During the regular meetings of the Members Executive Project Board, Relocation Officer Working Group (with SWAP in attendance) and Design Team / Site Progress Meetings (with Aecom and Interserve) there are specific agenda items for the review of risk.
- 5.3 There are also Risk Workshops at regular intervals with representatives from the Executive Group and Officer Working Party in attendance. The latest of these Workshops was held on 18 May 2017.
- 5.4 In addition, the RM and P&FM also update the Risk Register on an ad hoc basis when a new risk becomes apparent, or an identified risk is no longer applicable.
- 5.5 Risks are identified under three categories;
- Red Risks - Medium to long-term effect and expensive to recover
 - Orange Risks – Medium term effect, which may be expensive to recover.
 - Blue Risks – Short to medium term effect
- 5.6 Following the the Risk Workshop on 18 May, the Officer Working Party and Members Executive Board meetings of 25 and 26 April respectively, as well as liaison with SMT, Aecom, Strata, and Interserve; the RM and P&FM, have carried out a detailed review of the Risk Register taking into consideration advised comments and current progress and issues. The resultant Project Risk Register Analysis Rev AM (V 0) dated 21 May 2017 has been prepared and will be issued to the meetings above for ongoing consideration and comment.
- 5.7 Currently, there are 72 Open Risks (previously 80) based on Rev AM (V 0), comprising of;
- 11 Red Risks (previously 14),
 - 39 Orange Risks (previously 42)
 - 22 Blue Risks (previously 23).
- 5.8 Four new risks have been identified within the latest revision.
- 5.9 Thirteen existing risks was closed in the period. A total of 119 risks has been closed to date.

- 5.10 Further Risk Workshops will continue to be held on a bi monthly basis with Members and Officers of the Project Executive Board, SMT and Officer Working Group in attendance. The next Risk Workshop is due to be held on 24 July 2017.
- 5.11 While copies of the Risk Register will be issued during the Members Project Executive Board and the Office Accommodation Officers Working Party Meetings, it has been agreed for confidentiality reasons that copies of the Risk Register will not be included in the Project Progress Reports.

6.0 Project Programme and Key Milestones

- 6.1 Following Members decision to proceed with Heathpark, Interserve have been contacted and asked to update, inter alai, their programme for the works at Heathpark. Pending receipt and agreement of this information the current update of the Project Programme has been restricted to the accelerated delivery of the post contract element of the Refurbishment Works at Exmouth Town Hall.
- 6.2 Within their proposal, Interserve have identified a 32-week overall period for Exmouth, four weeks of which is a shared project float. Whilst the Project Programme identifies the full 32-week period prior to EDDC Fit Out and Decant, it is possible that a shorter period will, in the event, be required should the float not be used in its entirety.
- 6.3 In addition, a total of 6 weeks has been allowed Post PC for EDDC fit out and decanting works.
- 6.4 Dependant of the amount of float that is eventually required by the Contractor, it could be that the advised occupation date may in the event be somewhat earlier than the programme advised date of 6 November 2017.
- 6.5 Progress on site will be carefully monitored to ensure any programme improvement of the advised overall periods is coordinated with Clients Fit Out Works thereby ensuring the occupation is achieved in a timely manner.
- 6.6 Project Programme PreC M (V 1) – Draft, dated 27 January 2017 is included within Voloume 2 of this Report.
- 6.7 The following table confirms the key Project Programme dates based upon this programme

Event	Date
Gateway Decision Nr 2 – Appointment of Multi – Disciplinary Design Team	28 August 2015
Approval of Aecom RIBA Work Stage 1 proposal	27 November 2015
Gateway Decision Nr 3 – Approval of Aecom RIBA Work Stage 2 - Brief and Concept Designs	
Exmouth Town Hall	15 February 2016
Heathpark, Honiton	8 March 2016
Gateway Decision Nr 4 - Initial Appointment of identified Contractor – Interserve - on a Pre-Construction Agreement basis.	23 November 2015

Gateway Decision Nr 5 – Exmouth Town Hall Approval of Aecom RIBA Work Stage 3; Agreement to proceed to RIBA Plan of Work 4	5 April 2016
Gateway Decision Nr 5 – Heathpark Approval of Aecom RIBA Work Stage 3 – Agreement to submit Planning Application – Agreement to proceed to RIBA Plan of Work 4	6 May 2016
Gateway Decision Nr 6 – Approval of Aecom RIBA Work Stage 4 – Technical Design for Exmouth Town Hall & Heathpark, Honiton	26 July 2016
Detailed Planning Application considered for EDDC Offices at Heathpark, Honiton	1 November 2016
Detailed Planning Application considered for EDDC Offices at Exmouth Town Hall, by Delegated Authority.	7 December 2016
DM to consider PegasusLife Ltd Planning Application for the Knowle	6 December 2016
Extraordinary Cabinet Meeting and Council Meeting to consider accelerated delivery of the Refurbishment Works to Exmouth Town Hall.	Cabinet Meeting 14 December Council Meeting 21 December 2016
Refurbishment of Exmouth Town Hall (Mobilisation commences). Formal Contract commencement date 13 February 2017	30 January 2017
Members Decision regarding the Heathpark Opportunities	Cabinet Meeting 5 April 2017 Joint Scrutiny, O&A, Governance Meeting 18 April 2017 Council Meeting 26 April 2017
Construction of New Office at Heathpark (Mobilisation commences)	To be confirmed
EDDC relocates to refurbished Exmouth Town Hall	6 November 2017

EDDC relocates to New Office at Heathpark. Vacant Possession is achieved at Knowle and Pegasus complete sale including payment of the balance of monies.	To be confirmed
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- 6.8 Strata have provided two further monthly update reports in the period, namely;
- 6.8.1 EDDC Relocation (Exmouth) Executive Programme Summary
 - 6.8.2 EDDC Relocation (Honiton) Executive Programme Summary
- 6.9 The Exmouth Report continues to advise that the current end date for the telephone system will be 31 July 2017. Further it also confirms that the Core infrastructure at Exmouth will be completed by 23 August 2017 and 30 November 2018 for Honiton
- 6.10 Dates for other key identified elements are confirmed as follows, including comparison to previously advised dates where relevant;
- 6.10.1 Door Access (Exmouth) – 30 June 2017
 - 6.10.2 EDMS (Exmouth) – 31 July 2017
 - 6.10.3 New internet (Exmouth)- 31 August 2017
 - 6.10.4 Hybrid Mail (Exmouth) - 31 August 2017
 - 6.10.5 Meeting Room AV Equipment (Exmouth) – 23 August 2017
 - 6.10.6 Telephone System (Exmouth) – 31 July 2017
 - 6.10.7 Room Booking (Exmouth) – 23 August 2017
 - 6.10.8 Time & attendance (Exmouth) – 31 August 2017
 - 6.10.9 Meeting Room AV Equipment (Honiton) – 30 November 2018
 - 6.10.10 Telephone system (Honiton) – 30 November 2018

7.0 Project Cost Report

7.1 In the period, the RM has continued to review and manage the costs for the Project

7.2 The Council Decision on 26 April 2016 confirmed the overall Project Budget in the sum of £ 10,586,000. Formal Approvals that total this sum are as follows;

• Original budget before Aecom’s appointment	£	200,000
• Uplift approved by Cabinet 5 September 2012	£	114,354
• Uplift approved by Cabinet 17 July 2013	£	95,333
• Uplift approved by Cabinet 5 February 2014	£	92,000
• Uplift approved by Cabinet 4 June 2014	£	203,881
• Formal Approval by Council 25 March 2015 to Proceed with the Project, subject to Gateway Decisions	£	9,020,887
• Uplift to accelerate the refurbishment works at Exmouth Town Hall approved by Council on 21 December 2016	£	408,000
• Uplift for enable Heathpark to proceed approved by Council 26 April 2017	£	226,545
• Allowance for new access road to Heathpark, within EDBC as approved at Council Meeting 26 April 2017	£	225,000

7.3 All relevant expenditure, including accruals, to 31 May 2017 totals £2,527,949 This leaves a balance from the overall Project Budget of £8,036,051. This balance includes for both the respective Project Construction Costs and, as a separate specific element, Client Costs.

7.4 In comparison of the budget to actual expenditure, the following is confirmed;

	Budget	Expended to Date	Balance remaining
Viability / Appraisal Stage - * Note	£ 624,761	£ 624,761	£ 0
Pre-Contract – RIBA Plan of Work Stages 1 – 4 + Note	£ 1,120,000	£ 1,111,655	£ 8,345

Post Contract – Plan of Work Stages 5 – 7	£ 8,616,239	£ 556,225	£ 8,060,014
Access Road to New Office through EDBC	£ 225,000	£ 0	£ 225,000
TOTAL	£ 10,586,000	£ 2,292,641	£ 8,273,359

Notes

- * *The original approved budget for the viability / appraisal stage was £705,568. As this stage, has now been achieved, the Budget figure has been amended to reflect actual expenditure. The balance has been transferred to the subsequent stages of the Project.*
- + *Budget allowance identified for pre-contract stage amended to reflect the anticipated actual costs based upon the appointments of Aecom and Interserve. This figure has been updated from the originally advised allowance to reflect the latest anticipated expenditure based upon the current programme. Overall Budget figure remains unaltered*

7.5 A summary of the costs to date advises the following expenditure.

7.5.1	Knowle Outline Planning Application	£	112,329
7.5.2	PM, Surveying, and Valuation Costs	£	754,061
7.5.3	Sundry Client Costs	£	66,082
7.5.4	Multi-Disciplinary Design Team	£	613,780
7.5.5	Sundry Survey costs and associated works	£	32,568
7.5.6	Construction and associated costs	£	540,190
7.5.7	Commercial and Valuation Costs	£	61,321
7.5.8	Audit and associated Costs	£	37,097
7.5.9	Legal assistance and advice. VAT advice	£	<u>74,713</u>
	Total	£	<u>2,292,141</u>

Other categories will be added when associated costs are incurred.

7.6 Based upon advised anticipated costs to date, including Aecom’s cost advice, Interserve’s submitted Second Stage proposals for Heathpark, Strata’s current budget estimate and relevant other matters, it is confirmed that the forecast final overall cost is on budget.

7.7 Following Members confirmation of their agreement that Heathpark should proceed, a full review / reconciliation of the costs compared to the original budget allowances will be provided when the final agreement of the Contractor’s proposals for Heathpark, including the commencement date has been achieved

- 7.8 Pending receipt of this information, the following are matters which have increased the anticipated estimated costs to date;
- 7.8.1 Originally a total of 250 desks in two locations were to be provided. That number has now been revised to an equivalent of 310 desks.
- 7.8.2 The original budget for Exmouth was for simple reconfiguration of the layout and little work to the services. A change of circumstances and detailed survey provided the opportunity for a full refurbishment of Exmouth enabling better future proofing and improved environment for Members, Officers, and Visitors.
- 7.8.3 Following detailed intrusive surveys, Exmouth now requires substantial removal and replacement of the existing services to ensure the installation is legally compliant and safe.
- 7.8.4 Delay to the Decision for the Project to proceed - causing a delay in the appointment of the Councils Multi-Disciplinary Design Team.
- 7.8.5 Delay in PegasusLife Planning Application submission and subsequent consideration at DMC.
- 7.8.6 Note both 7.8.4 / 5 have cause inflationary costs to be incurred for both the construction cost as well as prolongation of time related direct Council costs.
- 7.8.7 Additional ICT costs which are greater than the original budget allowances.
- 7.8.8 Client scope changes. These scope changes include
- Provision of Breeam Very Good Certification
 - Rescheduled period for signing off Stage 2 and other associated issues.
 - Rescheduling of project programme because of PegasusLife's extended Planning Application validation period.
 - Rerun of Energy Use Prediction Model
 - Sundry elements associated with Stage 4 Proposal
 - Rescheduling because of the delay in DM considering PegasusLife Planning Application.
 - Additional programme period for Heathpark as advised by ICL
 - Works adapting former CAB Office at ETH
- 7.9 The Cost Report is based on the capital receipt for Knowle offered by PegasusLife Ltd. It does not reflect alternative capital receipt scenarios.
- 7.10 Financial compensation for Exmouth Tenants who have left the building, but who have not been offered an alternative Lease within the building during the Refurbishment, has been balanced by a release of the retained dilapidation monies arising from County's tenure.

- 7.11 A copy of the Interim Cost Report Nr 25 (Rev 1) is included to this Report within Volume 2.

Submitted by:

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