

# **EAST DEVON DISTRICT COUNCIL OFFICE RELOCATION PROJECT**

Project Report No 51, Rev -  
For the period between 1 – 31 July 2018

**VOLUME 1**

ISSUED UNDER PART B



## Document Issue Sheet

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SSPP, JW, SC, Ita

## **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 July 2018

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

- Interserve has continued with the construction of Blackdown House, the New HQ at Heathpark.
- On 27 July 2018, ICL issued their Programme Rev 9A. This advised of a revised completion date of 23 November 2018 – a period of some six weeks beyond the Contract Completion date of 15 October 2018.
- Within the six-week period, there is a period of three days for excessively inclement weather incurred during March, with the balance of time, in essence, attributable to Interserve.
- At the Site Progress Meeting on 1 August 2018, the Contractor reporting against Programme Rev 9A, advised that there were no delays
- Interserve are now preparing a further revision to their programme which will incorporate the very recently instructed works to the New Access Road. It is understood that the key milestone dates advised within their Programme Nr 9A will continue to prevail.
- In the past month, the gable ends, and roofing works have been completed. The associated flashings, fascias, soffits and rainwater goods are currently being progressed. M&E Plant has been installed on the flat roof and the PV installation to the southern pitched roof has been completed.
- Windows and curtain walling have been installed to all areas, with one window on each floor being left out for temporary works access.
- The first fix M&E installation is now almost complete on the ground and first floors. The partitions and plaster boarding have also progress on both floors with some walls now having received the first coats of paint
- On the second floor the soffit mounted M&E is progressing satisfactorily. The birdcage and other scaffolding have been removed from the Chamber, allowing the perimeter stud walls to progress.
- Following Planning Approval, a satisfactory price has been received from the Contractor for the New Access Road through the EDBC. The Contractor has been instructed and the works commenced. These works are due to be completed by 5 September 2018.

- Interserve have confirmed that no reportable accidents have occurred on site since the Project commenced on 24 July 2017
  - Discussions regarding the incorporation of a Time Capsule within the external works are ongoing with Interserve. It is anticipated Local Primary Schools will be involved, and potentially a ceremony could be incorporated into a formal handover of the building
  - The review of FF&E has continued, with meetings being held with both suppliers. A confirmation from one of the suppliers is awaited, otherwise the reviews have been now concluded and the Orders frozen.
  - Interserve has completed their defects correction works at Exmouth Town Hall. Any subsequent maintenance matters are referred to Interserve's Aftercare service, which to date have reacted satisfactorily. The twelve months defects liability period expires at the end of September 2018.
  - The superstructure works for the new facilities at Manstone Depot, which will enable the Knowle Depot to be relocated, has been completed. The associated internal works are now underway with electrical and plumbing due to commence during August. The target date for the decanting of staff to the completed new facilities is October 2018.
  - Liaison with PegasusLife has continued. Regular monthly meetings have been arranged through to the anticipated target Vacant Possession date next year. A copy of their updated Development Programme has also been received.
  - PegasusLife will carry out additional non-invasive investigations and surveys at Knowle during the coming months including a bat dusk to dawn survey and inspection of several trees.
  - It is anticipated that Members and Senior Officers will visit Blackdown House on 26 September 2018, following the Joint Cabinet and SMT+ meeting at the EDBC earlier that day.
- 1.3 Strata have provided a Project Highlight Report for the period July 2018. This report confirms that the Strata completion date for Blackdown House is 5 December 2018, whilst this date remains in advance of the anticipated occupation date it is anticipated that this date is based upon the contract completion date of 15 October 2018. Following the issue and acceptance of Programme Rev 9A, that date is now 23 November 2018. It is anticipated that Strata will provide an updated programme to reflect the revised completion date within their next report. Strata's Project Highlight Report is further discussed in Chapter 4 and annexed within Volume 2 of this Report.

- 1.4 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 July 2018 totals £7,157,795 This leaves a balance from the overall Project Budget of £3,428,205 This balance includes for both the respective Project Construction Costs and, as a separately specific element, Client Costs. Project Costs are further discussed in Chapter 7 of this Report. A copy of the Interim Cost Report is included in Volume 2 of this Report.
- 1.5 Risk Reviews have continued to be regularly carried out. The current Risk Register is Rev AW (Rev 0) dated 20 August 2018, which confirms 49 Open Risks (previously 53), comprising of;
  - 5 Red Risks (previously 6),
  - 29 Orange Risks (31)
  - 14 Blue Risks (16).
- 1.6 Four existing risks were closed, and no additional risks have been added during the period. A total of 156 risks have been closed to date.
- 1.7 Interserve's share price continues to be monitored. At the end of July 2018, the price was 69.75 (end of June was 63.50). At the time of the Joint Executive and Officer Meeting 22 August 2018 the price was 59.30 (Last month was 65.40).). This is a reduction from that at the end of March when it was 81.75 and is considerably lower than that at the end of January of 106.8. As previously, there does not appear to be any detrimental effects on site such as loss of subcontractors or the lack of plant and materials. The RM will continue to monitor the situation.
- 1.8 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 Blackdown House, Honiton**
- 2.2 Interserve has continued with the construction of Blackdown House, the New HQ at Heathpark.
- 2.3 On 27 July 2018, ICL issued their Programme Rev 9A. This advised of a revised completion date of 23 November 2018. This date is six weeks beyond the original Contract Completion date of 15 October 2018.
- 2.4 Within this six-week period, there is a period of three days for which EDDC are liable for costs due to excessive inclement weather incurred during March. The balance of the six weeks is attributable to Interserve and the associate costs are their liability.
- 2.5 At the Site Progress Meeting on 1 August 2018, the Contractor provided some confidence by reporting that progress complied with Programme Rev 9A, with no delays.
- 2.6 Interserve are now preparing a further revision to their programme, Rev 10. It is understood this revision will incorporate the works to the recently instructed New Access Road. The Contractor has reaffirmed that the key milestone dates advised within their Programme Nr 9A will continue to prevail.
- 2.7 During the past month, the gable ends, and roofing works have been completed. The associated flashings, fascias, soffits and rainwater goods are currently being progressed. M&E Plant has been installed on the flat roof and the PV installation to the southern pitched roof has been completed.
- 2.8 Windows and curtain walling have been installed to all areas, with one window on each floor being left out for temporary works access for the forklift via the loading platforms.
- 2.9 The first fix M&E installation is now almost complete on the ground and first floors. The partitions and plaster boarding have also progress on both floors with several walls have now received the first coats of paint
- 2.10 On the second floor, the soffit mounted M&E is progressing satisfactorily following the completion of the two layers of plasterboard to the ceilings. The birdcage and other scaffolding have been removed from the Chamber, allowing the perimeter stud walls and associated works to progress.

- 2.11 The Contractor has also identified the following matter that may affect progress;
- The incorrectly located gas main has prevented the retaining wall from being built before the scaffold. It will now have to be built after the scaffold and with restricted access.
- 2.12 The Contractor has identified the following planned activities for next month;
- Complete rainwater goods and lightning protection
  - Continue roof mounted plant installation
  - Begin progressive scaffolding strip
  - Dry lining to second floor and chamber
  - Skim and mist coats to ground and first floors
  - Commence second fix works
  - Groundworker to return to continue external works.
- 2.13 Following Planning Approval, a satisfactory price has been received from the Contractor for the New Access Road through the EDBC. The Contractor has been instructed and the works commenced. These works are due to be completed by 5 September 2018.
- 2.14 A key aspect of this work is the need to ensure there is adequate parking provided during the period of the works available of persons attending EDBC. This matter has been negotiated and together with liaison with EDBC Management satisfactorily resolved
- 2.15 The Contractor has continued to advise that there have not been any reportable accidents on site since contract commencement on 24 July 2017
- 2.16 ICL's internal H&S advisor, who regularly attends the site, has not identified any significant issues, only moderate trivial risks, within his latest report. It is also advised that appropriate risk controls are in place or have been agreed and implemented.
- 2.17 EDDC's Consultant CoW is regularly attending site and is providing interim/summary reports. While he has not identified any significant issues, he has provided commentaries on issues associated with water ingress and consequential issues including efflorescence.

- 2.18 A Contract Administration Tracker for works at Blackdown House is being maintained by the RM. The following is a summary of the Contract Administration carried out to date;

Contractors Compensation Event Notification	6 Nr.
Contractors Early Warning Notices	10 Nr.
Employers Early Warning Notice	5 Nr.
Employers Formal Quotation Requests	6 Nr.
Employers Notification of Compensation Event	24 Nr.
Employers Project Managers Communication	61 Nr.

- 2.19 The thirteenth valuation for the works was received on 31 July, assessed and subsequently certified for payment on 6 August 2018.
- 2.20 The installed time-lapse camera continues to record regular photographs of the site progress at approximately ten-minute intervals during the working day. An initial short film has now been provided, and this will be updated as progress proceeds.
- 2.21 Discussions regarding the incorporation of a Time Capsule within the external works are ongoing with Interserve. It is anticipated Local Primary Schools will be involved, and potentially a ceremony could be incorporated into a formal handover of the building
- 2.22 The S171 Stopping Up Order for Border Road has now been granted, while the Sections 38 / 278 Applications have been submitted and liaison continues to take place between EDDC and DCC Highways
- 2.23 The review of FF&E has continued, with meetings being held with both Kinnarps and Portsdown. A confirmation from Kinnarps is awaited, otherwise the reviews have been now concluded and the Orders frozen.
- 2.24 Interserve has completed their defects correction works at Exmouth Town Hall. Any subsequent maintenance matters are referred to Interserve's Aftercare service which to date have reacted satisfactory.
- 2.25 The twelve months defects liability period for Exmouth Town Hall expires at the end of September 2018. The TA Consultants will be reminded at the beginning of September of the need for their review and the provision of defects list prior to the expiry of the twelve month period.

- 2.26 The superstructure works for the new facilities at Manstone Depot, which will enable the Knowle Depot to be relocated, has been completed. The associated internal works are now underway with electrical and plumbing due to commence during August. The target date for the decanting of staff to the completed new facilities is October 2018
- 2.27 Liaison with PegasusLife has continued. Regular monthly meetings have been arranged through to the anticipated target Vacant Possession date next year. A copy of their updated Development Programme has also been received.
- 2.28 PegasusLife will carry out additional non-invasive investigations and surveys at Knowle during the coming months including a bat dusk to dawn survey and inspection of several trees in August.
- 2.29 It is anticipated that Members and Senior Officers will visit Blackdown House on 26 September 2018, following the Joint Cabinet and SMT+ meeting at the EDBC that day.
- 2.30 Liaison with the TA Team has continued with members visiting and reporting on both sites and associated matters.
- 2.31 Copies of the Contractor's Report Nr. 13 for Blackdown House together with the TA Teams individual respective Reports are included within Volume 2 of this Progress Report

### **3.0 Facilities Management – Updates.**

#### **3.1 Blackdown House**

- The final staff awareness workshops took place successfully on the 9<sup>th</sup> and 23<sup>rd</sup> July, and also the Member's workshop on the 25<sup>th</sup> July. Site visits to Blackdown House will commence in September.
- Expressions of interest have been received from local auction houses for the disposal of the Knowle items of interest (older furniture & antiques) that are not being transferred to Blackdown House, and also the redundant furniture from the Knowle. The full inventory now stands at over 2,500 items. Options for disposal are now being considered.
- Orders have been placed for the Blackdown House reception area FF&E joinery package that EDDC will be arranging during the fit-out period, and also the lectern and stage for the Chamber.

#### **3.2 Exmouth Town Hall**

- The additional adjustable desk has been installed on the top floor for Occupational Health reasons

#### **3.3 Manstone Depot (move from Knowle Depot)**

The roof, windows and external doors have been completed. The internal first fix carpentry, plaster boarding, and insulation are also complete. The electrical and plumbing works are due to commence in August. The Streetscene Area Manager has chosen colours for wall paint and for carpets. Project completion on target for the Autumn.

## 4.0 Strata Report

- 4.1 Strata have provided their Project Highlight Report for the period between 27 June and 30 July 2018
- 4.2 This report confirms that the Strata completion date for Blackdown House has been revised to 5 December 2018, considering delays incurred by ICL. This date is in advance of the anticipated occupation date. It is not known at this stage which contract completion date Strata have considered, although it is suspected it may be 15 October 2018. If so, then this will need to be corrected to reflect the revised contract completion date of 23 November 2018
- 4.3 The report's Executive Summary identifies issues during the period, including;
- Final alterations to AV, power and network have been drawn up and submitted. This added extra network and power in the corner of the chamber which houses all the AV and conferencing kit. It also increased the containment into the gallery area to accommodate screens. Strata have now agreed a design freeze on the AV design. Currently waiting on height and width dimensions from Public-I for the side and front screens in the chamber for the acoustic panelling.
  - Need to formalise the appointment of Public-I to complete the works asap.
  - Resourcing the move is being investigated and how tackle this as efficiently as possible.
  - Programme has been updated to reflect the ICL delays.
- 4.4 Task/programme details have also been provided, which indicate general compliance with the Project Programme.
- 4.5 A high-level Budget update is also provided, advising that the actual/anticipated spend remains within budget.
- 4.6 A copy of Strata's Project Highlight Report for the period 27 June – 30 July 2018 is annexed 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 FM. During the regular meetings of the Joint Members Executive Project Board & Relocation Officer Working Group 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 21 March 2018. The formal Workshop proposed to be held on 23 May 2018 was cancelled, although detailed discussions did occur during the Joint Executive Officer Meeting the same day. The next formal Risk Workshop is due to be held on 3 October 2018
- 5.4 The RM also updates 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 Risk Discussion during the Joint Executive Officer Meeting on 25 July the RM, has carried out a detailed review of the Risk Register taking into consideration advised comments, current progress and issues. The resultant Project Risk Register Analysis is Rev AW (V 0) dated 20 August 2018 which has been prepared and will be issued for ongoing consideration and comment.
- 5.7 Currently, there are 49 Open Risks (previously 53) based on Rev AW (V 0), comprising of;
  - 5 Red Risks (previously 6),
  - 29 Orange Risks (previously 31)
  - 15 Blue Risks (previously 16).
- 5.8 Four existing risks were closed during the period. A total of 156 risks have been closed to date.

- 5.9 Interserve's share price continues to be monitored. At the end of July 2018, the price was 69.75 (end of June was 63.50). At the time of the Joint Executive and Officer Meeting 22 August 2018 the price was 59.30 (Last month was 65.40). This is a reduction to that at the end of March when it was 81.75 and is considerably lower than that at the end of January of 106.8. As previously, there does not appear to be any detrimental effects on site such as loss of subcontractors or the lack of plant and materials. The RM continues to monitor the situation
- 5.10 Further Risk Workshops will continue to be generally held on a bi-monthly basis with Members and Officers of the Project Executive Board, SMT and Officer Working Group in attendance.
- 5.11 While copies of the Risk Register will be issued during the Joint Members Executive Board and Officer 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 The agreed Contract Programme for Blackdown House has an overall period of 64 weeks, with a commencement date of 24 July 2017 and a Contract Completion date of 15 October 2018. As part of the contract negotiation, it has been agreed that a further six weeks beyond 15 October 2018 will be LAD free should the Contractor overrun.
- 6.2 The Contractor issued his latest iteration of the construction programme, Rev 9A, on 27 July 2018 for acceptance. The programme advises of a completion date of 23 November 2018 – a delay of 6 weeks beyond the Contract Completion date of 15 October 2018. This programme has been formally accepted along with advisor comments.
- 6.3 Within this six-week period, there is a period of three days for which EDDC are liable for costs due to excessive inclement weather incurred during March. The balance of the six weeks is attributable to Interserve and associate costs are their liability.
- 6.4 At the Site Progress Meeting on 1 August 2018, the Contractor provided some reassurance by reporting that progress complied with Programme Rev 9A, with no delays.
- 6.5 Interserve are now preparing a further revision to their programme, Rev 10. It is understood this revision will incorporate the works to the New Access Road. The Contractor has reaffirmed that the key milestone dates advised within their Programme Nr 9A will continue to prevail.
- 6.6 The original Heathpark Project Programme identified a six-week period for Client Fitting Out works. Whilst this period continues to be reviewed in consideration of the delays by the Contractor – and in particular the fact that the fitting out period now bridges the Christmas holidays – it is considered this period continues to be realistic.
- 6.7 Based upon the revised completion date of 23 November the three tranches of moves from Knowle would occur on;
  - Tranche 1 Friday 11 January – Monday 14 January 2019
  - Tranche 2, Friday 18 January – Monday 21 January 2019
  - Tranche 3, Friday 25 January – Monday 28 January 2019
  - Blackdown Ho9use Open for Business – Monday January 2019.
- 6.8 The current Project Programme PreC P (V 0), dated 23 August 2018 is included within Volume 2 of this Report.

6.9 The following table confirms the key Project Programme dates based upon this programme

<b>Event</b>	<b>Date</b>
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 (Contract commencement)	24 July 2017
Refurbishment of Exmouth Town Hall (Certified Contract Completion Date)	25 September 2017
EDDC relocates to refurbished Exmouth Town Hall	13 November 2017
Construction of New Office at Heathpark (Contract Completion Date)	15 October 2018
Revised Completion date as advised by the Contractor	23 November 2018
EDDC relocates to New Office at Heathpark.  Blackdown House Open for Business  Vacant Possession is achieved at Knowle and Pegasus complete sale including payment of the balance of monies.	11 – 28 January 2019  28 January 2019  Antic by end of March / April 2019

## 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 to enable Heathpark to proceed approved by Council 26 April 2017	£ 226,545
• Allowance for a 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 July 2018 totals £7,157,795 This leaves a balance from the overall Project Budget of £3,428,205 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 - * <b>Note</b>	£ 624,761	£ 624,761	£ 0
Pre-Contract – RIBA Plan of Work Stages 1 – 4 + <b>Note</b>	£ 1,120,000	£ 1,111,655	£ 8,345
Post Contract – Plan of Work Stages 5 – 7	£ 8,616,239	£ 5,421,379	£ 3,194,860

Access Road to New Office through EDBC	£ 225,000	£ 0	£ 225,000
<b>TOTAL</b>	<b>£ 10,586,000</b>	<b>£ 7,157,795</b>	<b>£ 3,428,205</b>

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. The 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	£	1,039,799
7.5.3	Sundry Client Costs	£	224,917
7.5.4	Multi-Disciplinary Design Team	£	756,267
7.5.5	Sundry Survey costs and associated works	£	40,953
7.5.6	Construction and associated costs	£	4,805,914
7.5.7	Commercial and Valuation Costs	£	63,090
7.5.8	Audit and associated Costs	£	37,766
7.5.9	Legal assistance and advice. VAT advice	£	<u>76,761</u>
	Total	£	<u>7,157,795</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, agreed contract sum for Blackdown House Heathpark, Strata's current budget estimate and relevant other matters, it is confirmed that the forecast final overall cost is on budget.
- 7.7 A full review/reconciliation of the costs compared to the original budget allowances is included in Cost Report Nr 39, a copy of which is annexed within Volume 2 of this Report.
- 7.8 The Cost Report is based on the capital receipt for Knowle offered by PegasusLife Ltd. It does not reflect potential further receipts that the Contract may provide.

Submitted by:

Steve Pratten - EDDC Relocation Manager

Simon Allchurch – EDDC Project and Facilities Manager

Steve Roach – Strata Infrastructure Officer

