



Subject: East Bank – Stratford Waterfront UAL Frame and Roof Procurement update
Meeting date: 30 July 2019
Report to: Investment Committee
Report of: Colin Naish, Executive Director of Construction

This report will be considered in private

Subject to the decision of the Committee under Item 13 on the agenda for this meeting, this report is exempt and is therefore not for publication to the public or press by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial or business affairs of any particular person (including the MDC holding that information).

1. SUMMARY

- 1.1. This paper presents a further update on the procurement of the University of the Arts London (UAL) Frame and Roof package following the completion of the tender process.
- 1.2. As reported to the Committee in June, three tenders have been received for the package, all significantly in excess of the budget of **£s.43** **£s.43** plus TPI of **£s.43** and Pre-Tender Estimate (PTE) of **£s.43**. The lowest tender price was **£s.43** (representing a **£s.43** variance to budget).
- 1.3. Potential cost saving opportunities, agreed with UAL, were incorporated into an updated set of drawings and specifications, alongside a number of contract amendments and issued to tenderers as a tender addendum for return on 4 July 2019. The tender addendum responses have now been received and reviewed following clarification meetings held with the all the bidders.
- 1.4. In addition, the roofing works initially included in the package have been omitted and added in the BBC/V&A Roof package. This has resulted in an adjustment to the package budget and PTE, such that the package budget is now **£s.43** (including TPI) and the PTE **£s.43**.
- 1.5. The lowest tendered price, reflecting the addendum is **£s.43**, resulting in a variance to budget of **£s.43**. However, further opportunities for value engineering of **£s.43** have been identified in the bid, of which **£s.43** are thought to be achievable, potentially reducing the budget deficit to **£s.43**. The value engineering opportunities are currently being tested with the design team and with UAL and if the revised works information documentation can be prepared in time, could be contracted concurrently with contract execution in a pre-agreed compensation event.
- 1.6. In addition, the design team have identified further value engineering opportunities that could potentially be realised post-contract. The design team will be instructed to update the design in preparation for this.
- 1.7. Further market information will be available at the meeting for tender returns for V&A Frame, BBC/Sadler's Wells Frame and UAL Glazing/Metal Cladding due in by end July.

2. RECOMMENDATIONS

2.1 The Committee is asked to:

- 2.1.1 note and agree the outcome of the UAL Frame tender process in terms of the ranking of the bidders; and
- 2.1.2 consider the tender award of the UAL Frame in the light of the tender addendum results set out in this paper and further tender returns to be tabled at the meeting.

3. BACKGROUND

- 3.1. Three responses to the UAL Frame and Roof package were received on 7 May 2019. Contract award for this package was planned for 19 July 2019 and in order to achieve programme, the Board delegated approval of award to Investment Committee with the intention that Investment Committee approval would be sought at a meeting on 18 June 2019.
- 3.2. At the 18 June meeting, it was reported that all three tenders were significantly in excess of the budget and PTE, with the lowest bid price of s.43 exceeding the available budget by s.43. One bidder (with the highest price) failed to meet the 65% threshold for technical score.
- 3.3. The principal areas of difference with the PTE were identified as design/specification, construction rates and contractor's allowances (inflation, risk and fees) as follows:
 - 3.3.1. Design/specification - back of house staircase s.43, additional reinforcement s.43, climbing screens, protection of finishes work, staff, plant and equipment s.43;
 - 3.3.2. Construction rates concrete, steel, blockwork, roof construction s.43; and
 - 3.3.3. Contractors allowances inflation and risk s.43, o/head and profit s.43.
- 3.4. Potential cost savings identified as a result of interrogation of the tender returns included modifications to the specification of the back of house staircase s.43; and reductions in the requirements for precast and concrete finishes s.43.
- 3.5. It was agreed that these adjustments would be worked into a tender addendum; also proposed to target a reduction in risk/fees allowances of s.43 and remove the roof works from the package (to be included in the BBC/V&A roof package) in order to reduce the programme and associated prelims s.43.
- 3.6. In addition, a contract review highlighted a number of amendments to the contract issued at ITT stage.
- 3.7. In total, it was anticipated that the tender addendum, including a revised specification and drawings and contract would target reductions of s.43 on tendered prices. However, the addendum process yielded savings of just under s.43 on the leading bid with a further potential s.43 of value engineering opportunities also identified.
- 3.8. A further Investment Committee on 30 July was scheduled to consider the returns from bidders on the tender addendum and also the returns from the following packages:
 - 3.8.1. V&A Frame (steel) 19 July;
 - 3.8.2. UAL/V&A/BBC Precast (concrete cladding) tender addendum forecast now 9 August;
 - 3.8.3. BBC/Sadlers Wells Frame (concrete) 29 July; and

- 3.8.4. UAL Glazing/Metal Cladding 29 July.
- 3.9. This would allow the Committee to get a view of whether the variances against G&Ts PTE are replicated across the programme, and most particularly in the UAL/V&A/BBC Precast package and BBC/Sadler's Wells Frame packages which have concrete elements.
- 3.10. In addition to the above, following the 18 June Investment Committee, the LLDC Chair wrote to the leadership of both Mace and Allies & Morrison. As a result of this exchange, additional tendered engagement meetings have been introduced into the process to ensure the market fully understands the contract, construction programme, site logistics provision and pricing schedule requirements.
- 3.11. A workshop with Mace, the design team, G&T and LLDC is also set up for 23 July to consider
- 3.11.1. Alignment of the cost plan with the MPS procurement approach;
 - 3.11.2. Package budgets vs PTEs;
 - 3.11.3. Fall back procurement options for packages with limited tender lists;
 - 3.11.4. Progressive pricing of awards against adequacy of remaining contingency;
 - 3.11.5. Pricing of risk; and
 - 3.11.6. Benchmarking.
- 3.12. Earlier this year (February 2019), a competitive procedure with negotiation was agreed to be introduced for Envelope, MEP and Fit out packages to allow tenderers to make cost reduction suggestions on the works information.
- 3.13. LLDC's request for a full analysis by G&T of the impact of the potential cost plan deficiencies revealed by the UAL Frame/Roof tender returns on all the other packages, has not been provided.

4. FINANCIAL IMPLICATIONS

- 4.1. The addendum revised pricing delivered a lowest priced bid of **s.43** reflecting a variation of **s.43** against the revised G&T PTE of £28.1m and gap against budget of **s.43**. The recommended tenderer has the lowest price and highest technical score, and the Final Project Approval for the UAL Frame (attached at Appendix 1) recommends contract award to Expanded Limited, a subsidiary of Laing O'Rourke.
- 4.2. The lowest priced tender has also identified further value engineering of **s.43**, of which **s.43** is thought to be deliverable with some certainty and a further **s.43** is likely to be deliverable.
- 4.3. It is proposed that this additional value engineering, subject to the agreement of UAL, is contracted in a day 1 compensation event (variation) to bring the contracted sum down to **s.43**, and the variance against budget down to **s.43**.
- 4.4. The budget, PTE and lowest tender price received are set out in the table below, along with the Day 1 compensation event:

	Budget £	PTE £	Lowest tender price £
package budget			
adjusted for inflation			
ITT			
omit roof works			
adjusted for inflation			
Tender addendum			
<i>variance</i>			
additional VE			
Day 1 contract value			
<i>variance</i>			

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- 4.5. Further value engineering has been highlighted by the design team, which is currently thought to amount to a further potential reduction in contract price of £0.5m. It should be stressed that these proposals are currently outline with no detailed specification amendments, drawings or costings. The design team will be instructed to update the design accordingly. Consideration is currently being given as to how best to negotiate these further price reductions without delaying the procurement process further. Clearly there are budget considerations which could delay the contract award date further.

Contingency draw

- 4.6. Across the SW Construction baseline, the end of June pre mitigated P80 QRA value is s.43, with trends of s.43 (total s.43 QRA and trends) against a contingency budget of s.43.
- 4.7. The pre mitigated QRA value for UAL is s.43 with trends of s.43 (total s.43) against a contingency budget of s.43.
- 4.8. The risk allowance for cost estimating uncertainty on the UAL Frame in the current Quantified Risk Analysis (QRA) is s.43. This allowance was based on a QRA modelled output of a low cost impact of £1.1m (+4% of the package budget), medium cost impact of s.43 (+6% of the package budget), and a high cost impact of s.43 (+8% of the package budget) coupled with a likelihood of occurrence of 15%.
- 4.9. In addition, a s.43 trend has been reflected against the UAL Frame price uncertainty. A draw against contingency of s.43 on contract award would therefore increase the overall project AFC by s.43, after taking into account QRA and trends. The June period end AFC for the East Bank project as a whole reflected an adverse variance on budget of s.43 (including BBC SDLT risk). A contract award for the UAL Frame reflecting additional value engineering would therefore take the East Bank AFC from s.43 to s.43 adverse.
- 4.10. A contingency draw of s.43 against UALs remaining contingency would leave a contingency balance of s.43. UAL have an additional s.43 available to them in Sitewide Contingency (arising out of the Stage 3 budget adjustment). Thereafter, Shell & Core costs in excess of budget for the UAL building are funded s.43 s.43

- 4.11. The outcome of further tender returns are not available at the time of issue of this paper and will be considered at the meeting alongside the impact on the Anticipated Final Cost of the project and the construction phase contingency requirements.
- 4.12. It should be noted that the ITT documentation for all procurements is not released to the market without the relevant partners sign off and the partners are kept up to date with any material adjustments made during the procurement process (and any adjustments that would affect LLDC's obligations under the Agreements for Lease).
- 4.13. Partners were fully engaged in the design team procurement and award.

5. OPTIONS GOING FORWARD

- 5.1. Subject to the outcome of further tender returns and assessed impact on the Anticipated Final Cost, the option of redesigning the scheme to bring it within budget and retendering has been considered, pros and cons of which are set out below.

The pros of redesign and retendering are as follows:

- Potentially increases competition - some contractors who did not submit for pre-qualification last time, or put in a poor response, may be shortlisted giving greater competition;
- Enables use of a OJEU compliant Competitive Procedure with Negotiation (CPN) - a re-tender could use the CPN procedure which allows a structured approach to tender negotiations; and
- Potential to combine into a larger frame package - the combined Sadler's Wells and BBC Frame package could be re-run again with the UAL Frame included as one concrete frame package. This could lead to some scale benefits and reduced prelims. However, this puts more buildings on the critical path, potentially reduces the number of capable companies and introduces other design and construction risks to the package.

The cons of redesign and retendering are as follows:

- Impact on programme - delaying the appointment of a critical path package will lead to a programme extension and would result in the loss of the 2022 UAL opening date (albeit not a contractual requirement for LLDC);
- Need for additional resource - a redesign and re-tender would have resource implications on the design team (currently preparing to substantially demobilise post Stage 4 completion in August), Mace and the procurement team. This not only has a cost implication but is likely to have an impact on the delivery of the rest of the programme;
- There is no guarantee that a re-design would deliver sufficient savings for a positive cost benefit analysis of the resultant extension to programme and additional resourcing cost;
- Increased reputational risk - if packages get re-tendered the market will consider the remaining package tendering opportunities less credible and as a result of this (and the amount of re-work they are asked to do) they could lose interest in the scheme;
- No guarantee of keener commercial submissions - the market for pre-cast concrete is limited and, on the assumption that the tendering contractors will want to participate in the re-tender (which is not guaranteed), having one or two additional competitors will not necessarily change the outcome of the procurement; and
- Accuracy of the PTE - if the PTE is wrong and does not accurately reflect the market, running the competition again will not change this.

- 5.2. The option of retendering will be considered further once further market pricing information due from the combined BBC/Sadler's Wells Frame tender return and combined UAL/V&A/BBC Precast tender return is available.

6. LEGAL IMPLICATIONS

- 6.1. The draft contract included at ITT stage was in line with the standard LLDC and East Bank project arrangement (fixed price with some exceptions eg tariff risk sits with LLDC), with the exception that the risk of high winds affecting crane operations was transferred to the contractor.
- 6.2. Following a contract review, a number of amendments were made to the standard contract, with the agreement of UAL. LLDC and UAL have agreed that the Frame package contract will include provisions which will release the Frame contractor from defects rectification liability 12 months from completion of the Frame package rather than from completion of the whole building as per the conditions in the Agreement for Lease and UAL and LLDC are in the process of agreeing a formal variation letter to the Agreement for Lease.

7. APPENDICES

- Appendix 1 Draft UAL Frame Final Project Approval
- Appendix 2 Bi-monthly Programme Assurance Report May-June 2019

List of Background Papers:

Cultural and Education District Procurement Strategy Update Paper to 12 June 2018
Investment Committee (exempt information)

East Bank Stratford Waterfront construction contracts delegation Paper to 21 May 2019
Board (exempt information)

East Bank Stratford Waterfront UAL Frame and Roof Procurement update Paper to 18
June 2019 Investment Committee (exempt information)

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LLDC East Bank Final Project Approval

This document secures approval to award contracts relating to the East Bank project, presented alongside the Contract Award Recommendation Report.

Package name: UAL Frame Works

18 July 2019

Reference number EBC 004

Delegations:

Contracts up to £10m: review by EMT and approvals in line with officer delegations

Contracts between £10m and £20m: within 1% of the budget, review by EMT and approval by the Chief Executive; outside of the 1% tolerance, review by EMT and approval by the Investment Committee

Contracts above £20m: review by EMT, approval by the Board.

1. Executive Summary

a. Contract Scope

The frame works for the University of the Arts London (UAL) London College of Fashion building at the East Bank, Stratford Waterfront Culture and Education Development.

b. Recommendation

The recommendation is to award the contract to Expanded Limited who submitted the best technical bid and the lowest priced tender at all stages of the procurement.

c. Budget Reconciliation

The initial tendered prices were over budget by between **s.43** and **s.43**. A review of the scope and contractual risk apportionment was undertaken to identify and realise value engineering (VE) opportunities which the Partner can approve. The agreed VE items were included in a post-tender addendum and tenderers asked to re-submit prices and programmes. The details of the VE opportunities identified are set-out in section 4 d. below. This exercise reduced the recommended tenderer's price by **s.43**. After the tender addendum submissions were received the design team have identified an estimated additional **s.43** but this has not been tested on the market. As part of the tender addendum submission, the recommended tenderer has highlighted a potential further **s.43** saving if the design is altered to allow it to use proprietary construction processes. Mace has analysed this and believe this represents a **s.43** saving for the project if it can be realised.

The recommended and lowest tender (excluding the proprietary savings) is above the budget by **s.43**, as explained in detail below.

BUDGET / PRICE COMPARISON SUMMARY		
Original Scope (Frame and Roof)	£	Comments
Budget	s.43	Conject Report CBB ending June 2019
TPI		4.274% TPI applied to the budget (as at June 2019) from the date of the cost plan until the mid-point of the package construction programme.
Budget for original tendered scope (Frame and Roof)		
Lowest priced tender on original tendered scope		
Variance to Budget		Variance to budget as % = s.43 (Variance to PTE is s.43)
Post Tender Addendum (Roof omitted)		
Budget		Conject Report CBB ending June 2019
TPI		4.274% TPI applied to the budget (net of roof sum as at June 2019) from the date of the cost plan until the mid-point of the package construction programme.
Omit roofing works		CRF107
Budget for Tender Addendum scope		
Recommended Tender Price	(Next lowest price is s.43)	
Variance to Budget	Variance to budget as % = s.43 (Variance to PTE is s.43)	

2. Procurement

a. Summary of the outcome of the procurement, with reference to the Contract Award Recommendation Report (Appendix A).

	Byrne Bros	Expanded	P. J. Carey
Technical Score	47.8	88.6	71.65
Ranking (Technical Only)	3	1	2

Description	PTE	Budget	Byrne Bros	Expanded	P. J. Carey
Tendered Total of the Prices (TTOP)					
Delta to Budget					
Delta to Budget as Percentage					
Delta to PTE					
Delta to PTE as Percentage					
Post Tender Addendum TTOP					
Delta to Budget					
Delta as Percentage					
Delta to PTE					
Delta to PTE as Percentage					

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3. Financial Commentary

a. Current Baseline Budget and Original Baseline Budget Reconciliation

Change Request Reference	Comments	Value
Original Baseline Budget		
CRF 002	TPI from 2017 to Q1 2018	
CRF 085 Stage 3 Realignment effect on budget		
Subtotal		
CRF 043	Transfer of blockwork from the Envelope package to Frame package	
CRF 043	TPI	
CRF 043	Transfer of precast concrete soffits to colonnades from Envelope to Frame/Roof package	
CRF 043	TPI	
CRF 043	Transfer of PPRR terrace frame (RC walls, beams and slabs) to LCF Frame Package	
CRF 043	TPI	

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CRF 043	Design Developments + PTE Alignment
CRF 043	TPI
CRF 043	TPI
CRF 043	Transfer of zinc standing seam from the Frame package to Envelope package
CRF 043	Transfer of pedestals and ceramic tiles to Hub terraces
CRF 043	Transfer of planters from the Frame package to Fit Out package
CRF 043	Transfer of zinc standing seam from the Frame package to Envelope package
CRF 043	Transfer of walls previously designed as blockwork walls to stud partitions
CRF 043	Transfer of Podium slab (external) insulation from LCF Frame Package to PPRR
CRF 043a	Following Stage 3 Re-baselining, return to UAL Contingency to realign UAL Frame CBB with G&T PTE
CRF 043a	Increase of Frame budget following Stage 3 Realignment caused required TPI drawdown to change
CRF 066	BREEAM Uplift to Outstanding (External Funding from UAL)
Current Baseline Budget	

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b. Financial Standing Assessment

All tenderers' financial standing has been assessed by the LLDC Finance Team, in accordance with the criteria set-out in the Selection Questionnaire. Expanded Limited passed the financial standing assessment. Expanded Limited will provide a Parent Company Guarantee.

c. Financial Standing Test Outcome

Expanded:

Turnover > £52m-?	Pass
1) positive net assets-?	Green
2) net operating profit over the last two years- ?	Green
3) net pre tax profit over the last two years- ?	Green
4) does the applicant have a net gearing ratio of over 100%?	Green
5) does the applicant have an interest cover ratio of at least x2 in each of the last two years?	Green
6) does the applicant have a net current asset ratio of greater than x1-?	Green
7) has the applicant incurred a material impairment of assets or contracts greater than 10% annual turnover in the last 12 months?	Green
8) has the applicant confirmed that they expect to have sufficient financial resources available over the duration of the contract to remain solvent and deliver on their anticipated contractual commitments. This response should take in to account any material adverse change to the business that has occurred since the last set of published audited accounts.	Green
9) are the latest audited accounts more than one month overdue?	Green

10) is the Dun and Bradstreet risk rating 4 or 5?

Green

P J Carey also passed the financial standing test. Byrne Bros were unable to provide accounts which had been published within the past 12 months so the test was incomplete.

i. **D&B Assessment**

Expanded Ltd

D&B Rating		Very stable condition, strong likelihood of continued operations
Financial Strength	5A	Very strong
Risk Indicator	1	Minimum risk of business failure
Failure Score	98	100 is the best score, 0 the worst

Laing O'Rourke Holdings Ltd (Immediate Parent Company)

D&B Rating		Very stable condition, strong likelihood of continued operations
Financial Strength	3A	Very strong
Risk Indicator	1	Minimum risk of business failure
Failure Score	91	100 is the best score, 0 the worst

Laing O'Rourke Corporation Ltd (Offered Ultimate Parent Company*)

D&B Rating		Very significant stability concerns, strong likelihood of business failure
Financial Strength	5A	Very strong
Risk Indicator	4	High risk of business failure
Failure Score		Not calculated for non-UK companies (incorporated in Cyprus)

*Ultimate Parent is Suffolk Partners incorporated in the British Virgin Islands.

4. Tender Normalisation

a. Adjustments to the Baseline Contract

The Stratford Waterfront baseline package contract terms and conditions template was adjusted to suit the requirements of this tender as set-out below.

Initial tender:

- Wind measurements are removed from the list of relevant weather measurements to pass the risk of high-winds preventing crane lifts to the contractor.

Post-tender addendum:

- The concept of Project Completion and the extended duration of defects liability was removed, and a letter amending the LLDC obligations to UAL in the Agreement for Lease in this regard has been prepared;
- The removal of Project Completion also removed the extended care and protection obligations from package completion to Project Completion;
- The change in law risk held by the LLDC is extended to specifically cover increases in import tariffs resulting from Brexit;
- Key Dates were adjusted to give allow more time and assuage any risk pricing;

All tenders are offered on the same basis. i.e. against the contract works information and terms and conditions.

Expanded Limited and Byrne Bros submitted contractual qualifications. Due to Byrne Bros failing to achieve the minimum technical score required to proceed into commercial evaluation, only Expanded’s contractual qualifications were analysed (as set-out below).

Expanded submitted 96 qualifications 26 of which related to the contract. These were all resolved without any amendment to the contract apart from the following:

- The duty of care for design is clarified to over-ride any implied fitness for purpose obligations included within the works information;
- Clause 3.2 of the parent company guarantee drafting was clarified slightly;
- The contractor’s obligation to pay liquidated and ascertained damages (LADs) for delays arising from a specified peril event caused by the contractor, has been removed. The LLDC has agreed this with UAL and obtained a quotation for delay in start-up insurance (DSU insurance). DSU will recompense the LLDC for its costs for project prolongation and puts the LLDC in a better position than it would have been if it had to rely solely on the proceeds of LADs.

The commercial impact of including these amendments has no impact on tenderer rankings.

b. Works

The works information was changed in the post tender addendum to realise VE opportunities.

c. Programme

Byrne Bros submitted a non-compliant tender programme.

The recommended tender programme is compliant but the starting date now needs to be changed from the 29th July to the 12th August (subject to confirmation following LLDC governance approval).

d. Post Tender Addendum and Value Engineering

A post tender addendum was administered as part of the procurement process to obtain competitive prices for value engineering initiatives brought to light during the tendering process. The impacts of this are built-into the analysis above.

The table below sets-out the adjustments made to the recommended tender to correct the initial submission and to realise value engineering, compared with the estimates stated within the PTE.

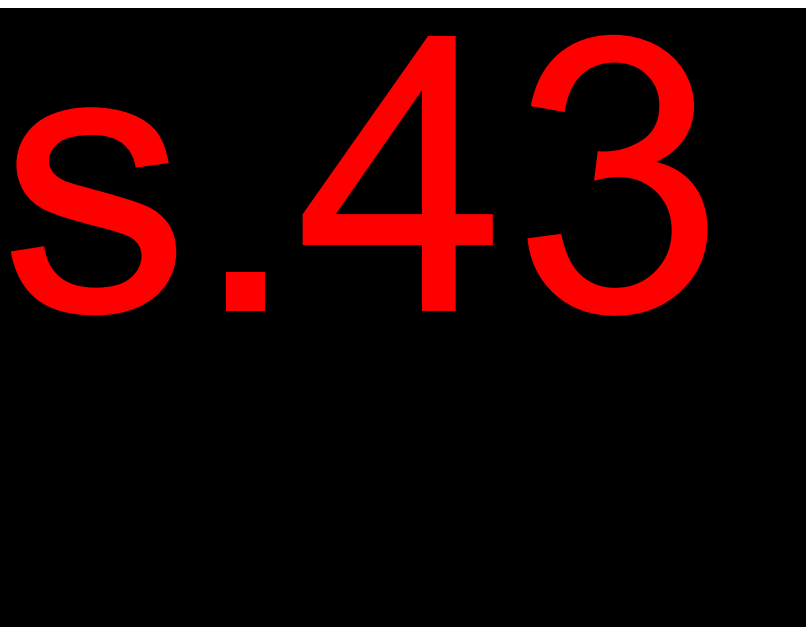
Commercial Analysis of Value Engineering				
Item	Description	PTE	Expanded Prices	G&T Comments
<u>Tenders As Tender Opening</u>				
1	Design Costs	s.43		
2	Preliminaries			
3	Construction Works			

4	Design and Construction Risk	S.43
5	E.O. Weather Risk	
6	Fee	
7	Total (Rounded)	
Costs to Be Added/Omitted for Compliant Bids		
8	E.O. Weather Risk	S.43
9	Performance Bond	
10	Cast in conduits, etc.	
11	Mock ups	
12	AMT-087 Handrail to Decking	
13	RFS-008	
14	Cat ladders to BMU	
15	Total (Rounded)	
16	Anticipated Adjusted Compliant Tender Sum (Original Submission)	
Potential Cost Saving Opportunities		
17	Correction of design fees and risk	
18	Alternative core staircase design	
19	Relaxing specification of formwork to core walls - rationalise board setting out	
20	Relaxing specification of formwork to soffits - omit double boarding	

21	Omission of concrete sealant
22	Omission of light sanding of hollowcore planks
23	Colour matching of precast and insitu concrete
24	Relaxing specification of colonnade columns - allow multiple pours and omit special finish
25	Relaxing specification of precast columns - allow horizontal pouring
26	Rationalise lift lobby wall special finish - 1 pattern in lieu of 3
27	Omit climbing screen requirement
28	Remove Tough Coat temporary weather protection from scope
29	Relax Key Dates 1 (Stage 5 and CDP Design)
30	Relax Key 2 (Level 4 completion)
31	Remove roof works and transfer to the V&A and BBC roof package
32	Programme/prelim saving associated with the above
33	Rationalise care and protection requirements
34	Omit requirement for Performance Bond
35	Commercial discount/view on risk profile
36	Fee reduction
37	Remove pattern from Double Height Columns

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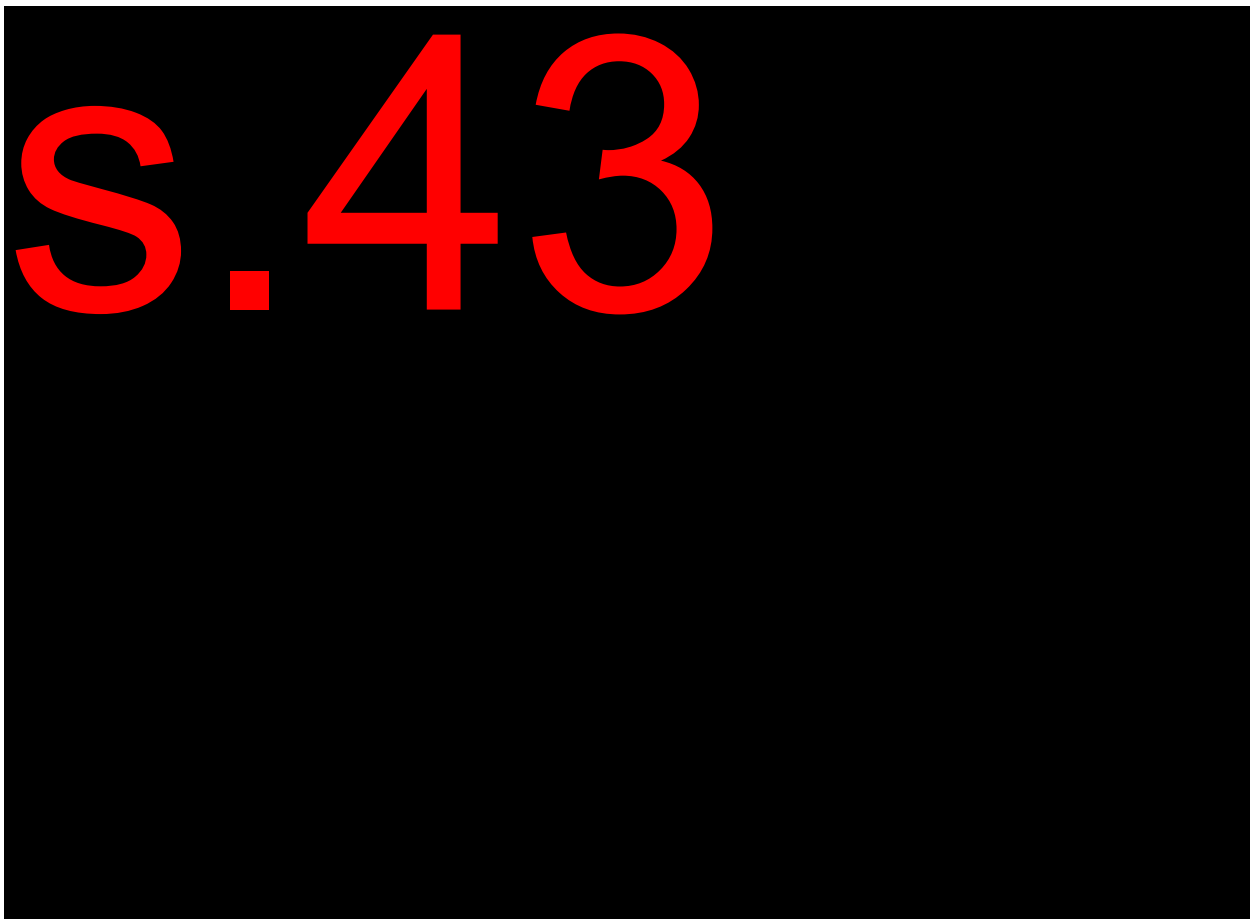
38	Mock Ups and Samples
39	Updated Roof Blockwork design
40	BMU Stairs - now 1No 4.5m rather than 2No 9m high ladders
41	10mm arris chamfers on columns
42	Extension of double height edge protection hire durations
43	Additional reinforcement for laps, chairs, etc. (excluded from BH kg/m3 allowances in ITT)
44	Total (Rounded)
45	Anticipated Adjusted Tender Sum



Expanded and P.J. Carey offered additional value engineering proposals with their post-tender addendum submissions for development after contract award. These are analysed below but are not considered as part of the tender evaluation process because the Works Information would need to be changed under a further tender addendum to allow this.

Please refer to the Contract Award Recommendation Report for full details of the evaluation and normalisation process.

e. Post-procurement actions



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f. Outstanding issues as a result of the procurement

The outstanding issues which need to be resolved prior to contract award are:

1. Verify whether Expanded can meet the programmed key dates and accommodate the three-week delay to contract award caused by the post tender addendum.
2. Check Expanded will give a PCG from their Ultimate Parent Company, Laing O'Rourke Corporation Ltd
3. Close-out the 'Specified Perils' issue and amending the contract accordingly.

5. Attachments:

(Reference any attachments to this document and explain their relevance to the project.)

6. Approvals

Prior to EMT review

Approval for legal, procurement, finance and PMO			
Role	Name	Signature	Date
Legal (via email)	Please attach email if applicable		
Procurement			
Head of Finance, Development			
Programme Management Office			

Note to approvers: please ensure any conditions are listed in the table in section 9 prior to submission

Project approvals			
Role	Name	Signature	Date
Senior Responsible Officer	Rosanna Lawes		

Project budget holder	Colin Naish		
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7. Conditions

This section should include all conditions of approval from Finance and Procurement as well as standard conditions of approval. Any additional conditions from EMT should also be added following the meeting). If none, please state 'none' in the box below.

Source	Condition (with deadline for implementation if required)
Procurement	
Finance	
PMO	
EMT/ Investment Committee/ Board	

Following EMT review on final sign off in line with delegations:

Role	Name	Signature	Date

Once the document has all required approvals please return the hard copy to the Contracts Coordinator in the Procurement Team s.40

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NOT FOR PUBLICATION

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

EAST BANK

BI-MONTHLY PROGRAMME ASSURANCE REPORT May-June 2019

V0.5

Issued for review

Purpose of document

This is a bi-monthly report by the LLDC second line assurance function on the performance of the East Bank Programme. It is intended to update the Risk and Assurance Board as to the current status of the Programme and its delivery within scope, cost and programme in accordance with the commitments set out in the Full Business Case.

It aims to provide transparency to support decision making by LLDC and the GLA including the management of contingency and risk allocation, schedule performance of critical path activities and completion milestones, health and safety performance on the programme and delivery of the benefits and strategic objectives.

Contents

Executive Summary

Part A: Stratford Waterfront

Part B: UCL East

Part C: Programme Wide

- Programme Risk
- Strategic Objectives
- Marketing and Communications

Information on UCLE is based on dashboards provided for UCL's Infrastructure and Project Board attended by the East Bank SRO, however it should be noted that this information has not been assured by LLDC.

Executive Summary

Building	Baseline Sch.	Forecast Sch.	CBB (£m)	AFC (£m)	Variance AFC-CBB (£m)	AFC Δ in Period (£m)	Contingency (£m)	QRA + Trends (£m)	Spend to Date (£m)	AFR
Stratford Waterfront (SWFT)										
UAL										
V&A										
BBC										
SW										
PPRR										
RET										
CLB										
Contingency										
SWFT										
PSW										
MG										
UCLE										
NB: Arrows i										

S.43

No health and safety incidents reported to date.

Stratford Waterfront (SWFT)

SWFT Construction AFC has increased in the period by s.43 to s.43 against a CBB of s.43, resulting in an adverse variance to budget of s.43. The s.43 trend of s.43 increases the total programme adverse variance to s.43.

S.43

While the project is reporting no risk to the s.43 opening date, the cumulative impact of procurement delays should be reviewed in the next period.

The procurement programme is in an intense phase so managing the tender addenda and the additional touch points is a resource challenge for the procurement team, building project managers and design team. s.43

Stage 4 design for all packages is due to complete with a fully coordinated design due on 31 July. s.43

The Substructure package mobilised as planned on 13 June and piling commenced in July. s.43

s.43

s.43

Key achievements in period:

- GLA Stage Two planning approval received
- Procurement: Temporary Services package and Commercial Assurance contract awarded; Tender return for UAL Frame/Roof; six ITTs and five SQs launched
- Design: Four RIBA Stage 4 designs completed (UAL MEP, V&A MEP, V&A Roof, Vertical Circulation) taking the total to 19 of 27 designs completed
- Construction: Asset Protection Agreement signed by National Grid freeing up that section of the site for piling works; Enabling Works handed over the required areas to the Substructure and Common Site Services contractors; piling commenced by the Substructure contractor; third storey added to site accommodation.

Forward Look:

- Planning Decisions Notice (execution of S106 Agreement) and discharge of planning conditions
- Procurement: contract awards for UAL Frame and Site Accommodation. Deep dive review of procurement packaging, pricing and risk
- Design: Six RIBA Stage 4 designs to complete (UAL fit-out, V&A landlord fit-out, SW fit-out, SW auditorium seating, SW stage engineering, PPR) taking the total to 25 of 27 Stage 4 designs completed with the remaining two BBC packages due in December
- Construction: Enabling Works completion; Asset Protection Agreement to be signed by UKPN freeing up the remainder of the site for piling works
- Manco incorporation

UCL East (UCLE)

Marshgate is reporting a £21m adverse variance against a CBB of £207m with an AFC of £228m. Ongoing discussions with Mace on value engineering in train to mitigate. The project schedule is being maintained through mitigations: Environment Agency objection to pre-start planning conditions has delayed piling by a week, to be mitigated through starting part of works; risk to achievement of contract award date, to be mitigated through early orders; RIBA Stage 4a fitout design completion is delayed by 1 month due to end-user changes with no impact on critical path.

Pool St West Construction is reporting a £10m adverse variance against a CBB of £90m. A value engineering redesign completed by Vinci this period is currently being costed to address this. A five-month delay is forecast against the baseline construction start date although this is being mitigated in the construction and commissioning periods leaving a three day delay to operational readiness date.

Key achievements in period

- Marshgate: Enabling Works commenced
- Pool St West: site surveys commenced; value engineering redesign completed by the main contractor (Vinci), to be costed.

Forward Look

- Marshgate: completion of Enabling Works; contract award for Shell & Core works; finalise UKPN Asset Protection Agreement.
- Pool St West: contract award of main contractor

Programme Wide

Strategic objectives framework and logic model approved by Strategic Objectives Board. This model enables the programme to report performance against the strategic objectives including the demonstration of vision, goals, range of outcomes, programme input, associated outputs and measures. Supporting this will be a data collection strategy to be scoped towards the end of the year. A number of projects are ongoing with partners to deliver the strategic objectives.

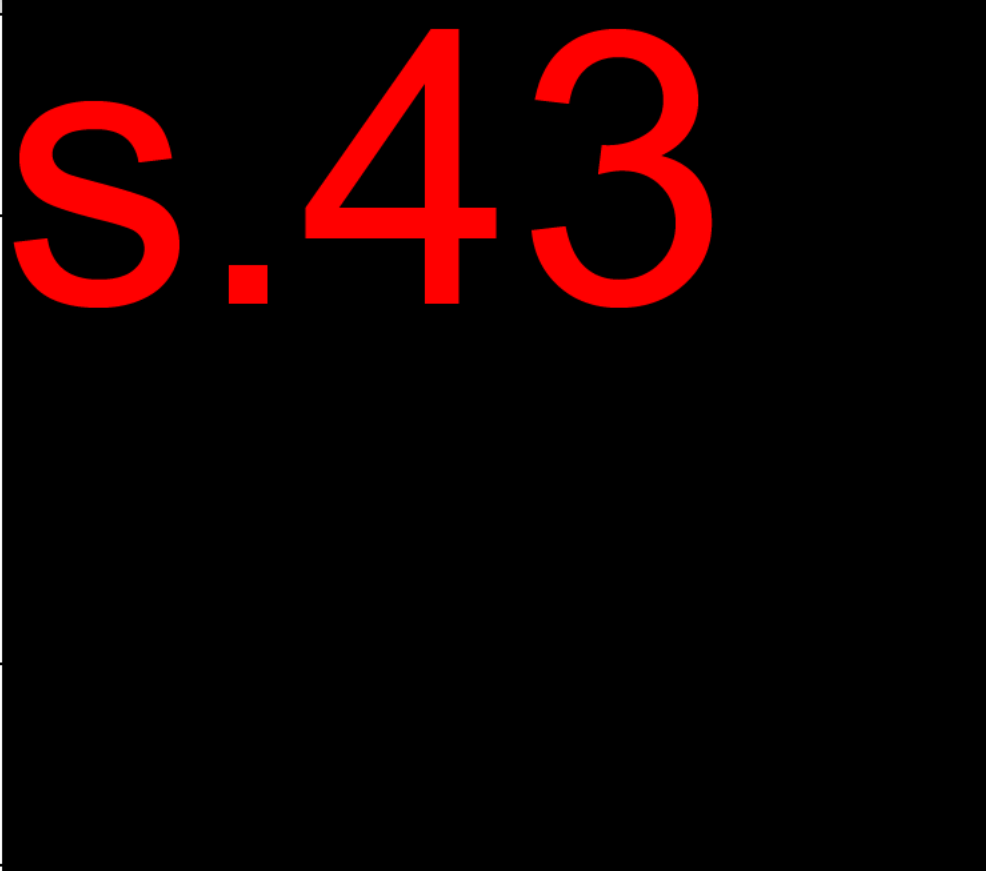
Key achievements in period

- Great Get Together event attended by over 10,000 people, the majority from the local boroughs. East Bank partners contributed content to the day in collaboration with STEP interns and a variety of local cultural organisations and artists.

Forward Look

- Ground breaking event for Stratford Waterfront 2 July.

Key Programme Risks

Risk Description	Status	Mitigation Plan
Philanthropic funding		
Outturn cost and time for construction exceeds plan – UCLE and SW		
Residential viability		

EAST BANK PROGRAMME: JUN-19

Key:

- Design
- Procurement
- Fitout
- Strategic objectives
- Town Planning
- Construction
- Manco

v8.3:

Key changes:
SWFT updated to rev 7 baseline plan;
residential and manco activities added.

2017/18			2018/19				2019/20				2020/21				2021/22				2022/23			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
JUL - SEPT	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEPT	OCT - DEC	JAN - MAR

S.43

PART A: STRATFORD WATERFRONT PROJECT

Construction Dashboard – June 2019

<p>Building Baseline Sch. Forecast Sch. CBB AFC AFC vs CBB Var. Monthly AFC Mvmt. Contingency QRA+Trends AFR</p> <p>UAL VA BBC SW PPRR RET CLB SWFT</p> <p>s.43</p>		<p>Project Summary</p> <p>H&S: During the month, 24,000 workforce hours were undertaken (all site staff, including Mace) with no incidents. In the month of Jun-19, Carey's mobilised site cabins in preparation for the start of substructure works while Mace moved into the newly erected 3rd floor within the Western site accommodation.</p> <p>s.43</p> <p>s.43</p> <p>Procurement: During the Jun-19 reporting period, 2 x SQ launched, 0 x SQ returned, 2 x ITT launched, 1 x ITT returned, 0 x Awards. Procurement activities continue to be a key focus during Jul-19 reporting period with 1 x SQ launch, 5 x SQ returns, 4 x ITT launches, 1 x ITT return, 0 x Awards</p>																									
<p>Key Decisions</p> <table border="1"> <thead> <tr> <th>No</th> <th>Summary</th> <th>Target Date</th> <th>Owner</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Revised LLDC Procurement Strategy s.43</td> <td>12-Jul-19</td> <td>Mike Smith (LLDC)</td> </tr> <tr> <td>2</td> <td>Agreement of APA with UKPN</td> <td>12-Jul-19</td> <td>Liam Caulfield (LLDC)</td> </tr> <tr> <td>3</td> <td>UAL Frame procurement - proceeding with current strategy. Discussion required.</td> <td>30-Jul-19</td> <td>LLDC (Colin Naish), John Hilton (Mace)</td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		No	Summary	Target Date	Owner	1	Revised LLDC Procurement Strategy s.43	12-Jul-19	Mike Smith (LLDC)	2	Agreement of APA with UKPN	12-Jul-19	Liam Caulfield (LLDC)	3	UAL Frame procurement - proceeding with current strategy. Discussion required.	30-Jul-19	LLDC (Colin Naish), John Hilton (Mace)	4				5				<p>Health and Safety Performance</p> <p>H&S Tours, Talks and Audits</p> <p>H&S Tours, Talks and Audits 3 Month Lookahead</p>	
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<p>Quality Status</p> <p>No Defects Reported</p> <p>No Defects Reported</p>		<p>Socio Economic Status</p> <p>% of the overall workforce that are</p>																									
		<p>Procurement Status</p> <p>Packages Status this Month</p> <p>Packages Status Last Month</p>																									

Progress in period (May/June)

Planning:

- GLA Stage Two approval of planning permission received on 12 June.

Statutory and other Third Party Approvals:

- Mayoral approval received for PLUG tunnel Asset Protection Agreements (APAs)
- APA agreed and signed by National Grid which allows piling in their zone of influence to begin next period.

Design:

- RIBA Stage 3+ design approved for BBC Envelope and Frame
- RIBA Stage 4 design completed: UAL MEP; Vertical Circulation (all buildings); V&A MEP; and V&A Roof
- RIBA Stage 4 design approved: SW Roof, SW Envelope

MPS Procurement:

- Five SQ's issued; one SQ return; six ITT's issued; two tender returns (UAL Frame/Roof, Site Accommodation); one tender addendum issued (UAL Frame); and two contract awards (Commercial Assurance, not in the MPS baseline, and Temporary Services)
- Four tenders extended.

Commercial:

- Commercial Assurance mobilised, in due diligence phase.

Construction:

- Enabling Works: interim package completion achieved and required areas handed over to Substructure and Common Site Services; third floor added to site accommodation
- Substructure: piling commenced s.43

Change approved by East Bank Change Board:

- s.43 drawn from contingencies in the period, largely s.43 contingency drawdown to align with end of Stage 3 budgets s.43 a budget adjustment on Common Site Services award s.43 and an increase in s.43 construction costs for ventilation s.43
- Procurement Strategy updated to incorporate split out of two BBC packages
- Rev 7 rebaseline programme implemented.

Manco

- Agreements for Lease, Articles of Association and Lease updated ready for incorporation next period
- Appointment of LLDC director to the Manco Board approved.

Forward look for next period (July/Aug)

Planning:

- Decision Notice (containing planning conditions) and S106 agreement end July

East Bank Programme Assurance Report: May-June 2019

- s.43

Statutory and other Third Party Approvals:

- APA to be agreed with and signed by UKPN releasing the rest of the site for piling
- APAs to be progressed with Network Rail, IQL and DLR for CLB installation pre-Christmas
- Enabling Works planning permission for gas main on bridge.

Design:

- RIBA stage 4 designs for: SW MEP, UAL fit-out, V&A fit-out (landlord), SW fit-out, SW auditorium seating, SW stage engineering, PPR
- RIBA stage 4 approvals for: V&A MEP, UAL MEP, vertical circulation, V&A roof, UAL fit-out, V&A fit-out (landlord)
- Fully coordinated RIBA Stage 4 design.

Procurement:

- Three SQ issues; five SQ returns, seven ITT issues; six tender returns (frames and envelopes); two contract awards (UAL Frame, Site Accommodation)
- Procurement workshop arranged for 23 July with LLDC, the design team, costing team, Mace and the chair of the Risk and Assurance Board, to consider the overall procurement programme, package budgets and contingencies
- LLDC Investment Committee meeting on 30 July where the outcome UAL Frame package will be considered.

Commercial:

- Commercial assurance Stage 1 Report

Construction:

- Enabling Works to commence gas installation; associated works for Thames Water works to water main obstruction and potable water mains.

Forecast Change:

- s.43 contingency drawdown for Stage 4 budget alignments
- s.43 contingency drawdown for SW design development.
- s.43
- s.43 of various changes funded by BBC

Manco

- To be incorporated prior to the UAL and BBC execution of leases

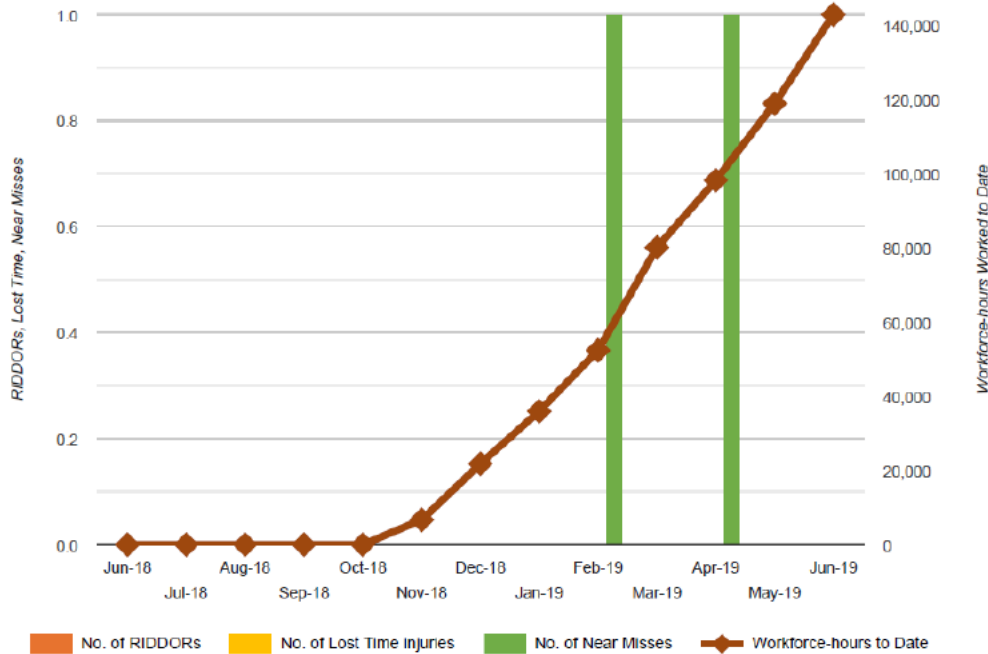
Key Issues

No	Description
1	S.43
2	
3	
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5	

Key Risks

Title	Risk Description Summary	Mitigation Action Summary	RAG
Tender Price Inflation	S.43		
Cost Estimating Uncertainty			
Design Development			
Procurement & Market Appetite			
Site Wide Third Party Approvals PLUG			

Health, Safety and Wellbeing (HS&W)



	In Period	Total
Riddors	0	0
Lost Time Injuries	0	0
Near misses	0	2
Observations (satisfactory/unsafe)	76 / 90	169 / 315
Manhours	44,700	143,030

There were zero H&S incidents during the period. Mace undertook a full investigation of the cable strike reported last period and actions identified were implemented with the Enabling Works contractor and Mace management.

Following the first Considerate Contractor Scheme audit last period, the project received a mark of 43 out of 50. The project received 9 out of 9 in sectors on 'Secure everyone's Safety' & 'Value their Workforce', and 8 out of 9 in sectors on 'Care about Appearance', 'Respect the Community' and 'Protect the Environment'. It also received a point for demonstrating innovation and original thinking on the project.

Pre-start meetings have been held with the Temporary Services and Substructure packages.

H&S assurance meetings are continuing with tendering contractors to demonstrate the leadership and management of health, safety and wellbeing and review specific methodologies.

Two H&S assurance reports received on East Bank as part of the planned series of reviews. These were on the subjects of design and substructure and there were no non-conformances. An additional report was commissioned into the corrective actions taken following a cable strike incident on Stratford Waterfront. This found one issue of non-conformance which is being addressed, being the development of specific procedure for the implementation of LLDC Common Standard 14 Protection of Buried Services.

The project took part in Mental Health Awareness Week in May and Men's Health Week in June.

Schedule Performance

Key completions dates achieved in period	Planned	Actual ¹	Var (days)
Commercial Assurance contract execution	18-Jan-19	3 May 19	105
Temporary Services contract execution	22-Mar-19	3 May 19	42
RIBA Stage 4 Approval SW Envelope	25-Apr-19	10-May-19	15
Planning approval second stage	14-May-19	12-Jun-19	29
Substructure start on site	13-Jun-19	13-Jun-19	0
RIBA Stage 4 Design UAL MEP	10-May-19	23-May-19	13
RIBA Stage 4 Design Vertical Circulation (all buildings)	24-Jun-19	24-Jun-19	0
RIBA Stage 4 Design V&A MEP	10-May-19	20-May-19	10
RIBA Stage 4 Design V&A Roof	24-Jun-19	24-May-19	-31
RIBA Stage 4 Design SW Roof	10-Jun-19	10-Jun-19	0
RIBA Stage 4 Approval SW Roof	24-Jun-19	24-Jun-19	0
Key completion dates in next period	Planned	Forecast ¹	
RIBA Stage 4 Design SW MEP	10-May-19	08-Aug-19	90*
RIBA Stage 4 Approval V&A MEP	24-May-19	09-Jul-19	46
RIBA Stage 4 Approval UAL MEP	10-Jun-19	12-Jul-19	32
RIBA Stage 4 Approval SW MEP	10-Jun-19	06-Sep-19	88
Pre-Commencement planning conditions discharge	12-Jun-19	15-Jul-19	33
Substructure application	12-Jun-19	15-Jul-19	33
Construction completion - Enabling Works	14-Jun-19	29-Aug-19	76
RIBA Stage 4 Design UAL Fit-out package	01-Jul-19	01-Jul-19	0
RIBA Stage 4 Design V&A Fit-out (landlord)	08-Jul-19	31-Jul-19	23
RIBA Stage 4 Design SW Fit-out	08-Jul-19	06-Aug-19	29*
RIBA Stage 4 Design SW Auditorium Seating	15-Jul-19	13-Aug-19	29*
RIBA Stage 4 Design SW Stage Engineering	15-Jul-19	13-Aug-19	29*
RIBA Stage 4 Design SW Stage Lighting / AV	15-Jul-19	11-Sep-19	58*
Contract Execution - UAL Frame / Roof	19-Jul-19	30-Jul-19	11
RIBA Stage 4 Approval Vertical Circulation (all buildings)	22-Jul-19	26-Jul-19	4
RIBA Stage 4 Approval V&A Roof	22-Jul-19	26-Jul-19	4
RIBA Stage 4 Approval UAL Fit-out package	29-Jul-19	29-Jul-19	0
RIBA Stage 4 Design PPRR	27-Jul-19	28-Aug-19	32
RIBA Stage 4 Approval V&A Fit-out (landlord)	05-Aug-19	29-Aug-19	24
RIBA Stage 4 Approval SW Fit-out	05-Aug-19	04-Sep-19	30
Site Accommodation Contract Execution	12-Aug-19	21-Aug-19	9
RIBA Stage 4 Approval PPRR	27-Aug-19	25-Sep-19	29
Key milestones in next period	Planned	Forecast ¹	
Completion of a fully coordinated all stage 4 design	31-Jul-19	31-Jul-19	0*
UKPN APA – to free up rest of site for piling		19-Jul-19	
UAL Frame Contract award decision	30-Jul-19	30-Jul-19	

¹ Green: Forecast equal to or earlier than baseline; delay is within float. Amber: delay against baseline but no impact on critical path; major negative trend; Red: Unrecoverable delay on critical path activity; negative forecast trend threatening critical path activity.

* Mace report that all designs are on track to complete by 31 July. Reported dates are anomalies in the programme.

Due to an issue with the Mace scheduling software the forecast dates cannot be confirmed.

As previously reported, the delay in handover of Carpenters Road to the contractor, due to UKPN works on the road, resulted in a forecast delay of c.42 calendar days to the Enabling Works programme. In addition to this, a clash between utilities services (water main and fire hydrant) together with a delay in finalisation of the gas route has further impacted on programme completion and this delay now totals c.66 calendar days to the Enabling Works programme. An interim package completion has been achieved for all works in the area of control of the project and all required areas have been handed over to Substructure and Common Site Services. Residual works related to the gas and water are dependent on Statutory Authorities and are expected in August. These delays do not currently have an impact on the completion dates of any subsequent packages.

The Carpenters Land Bridge Contractor is still reporting that the bridge installation will utilise the Christmas possession and there are now no delays to this schedule. Discussions are taking place with a view to bringing the bridge installation forward to before the Christmas period as a cost reduction exercise.

The Substructure Stage 4 design approval is currently in delay. An early warning has been raised and a response is awaited from the Substructure contractor, including with mitigation measures. Notwithstanding this, the contractor has commenced their Stage 5 design and at month end are still holding their completion dates. This has been achieved through means of a change in construction strategy and phasing for piling operations.

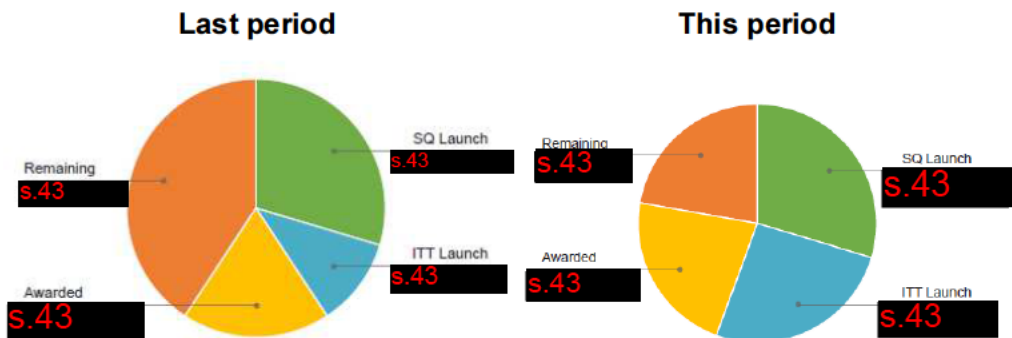
Stage 4 design for all packages is due to complete on 31 July. However, incompleteness of MEP designs has led to delays to the procurement programme for these packages.

The package procurement strategy for both the BBC MEP and Fitout packages has been revised to allow the packages to be procured on Stage 4 design information, rather than the previously agreed Stage 3+ design information. This will result in a delay to the appointment of both package contractors that can currently be accommodated within the project schedule without affecting the completion date for the building.

The Substructure package mobilised as planned on 13 June. Works are underway in anticipation of planning conditions, such as sinking boreholes in preparation for ground water monitoring requirements from the Environment Agency (based on a condition imposed on the UCLE project).

Commercial and Procurement

MPS package status



The MPS baseline excludes the following five packages: Design Services; Project and Programme Management; Building Control; Commercial Assurance; and Supervisor Services.

Commercial

Contracted

	Budget and Cost (£m)				Forecast (£m)						
	CBB	AFC	VAR	Spend to Date	Contract Sum	Agreed Var.	Est Var	Sub Total	Unlet Scope	Trends	AFC
AECOM	S.43										
Atkins NEC											
Atkins Surveys											
CLB											
CSS											
Design A&M											
Enabling Works											
Mace											
Substructure											
Temps											
Tower Crane											
Utilities											
Other Fees											
Total											

Design (A&M)

- Deed of Variation documentation agreed in principle, addendum information being prepared

Delivery Partner (MACE)

- Task order 96B agreed and contract sum updated
- **s.43**

Tower Cranes (Select Plant Hire)

East Bank Programme Assurance Report: May-June 2019

- Change agreed for a reduction from six to five tower cranes and operators. However, there is a risk of additional craneage required identified through the pre-cast concrete cladding tenders.

Enabling Works (Blu-3)

- Interim completion achieved in June as expected. Draft close out report virtually complete including draft interim final account.
- Successful hand overs of all required areas, assets and services to Substructure and Common Site Services.
- Successful delivery of third floor accommodation.
- The Fulcrum approved gas design programmed to commence on site 8 July. Permit to work received from Canal River Trust (CRT). Comment from CRT on planning application regarding potential flashing to be closed out. Gas in road completed.
- Water main obstruction; action with Thames Water to allocate works team. Associated works to follow.
- Potable water mains; action with Thames Water to allocate works team. Associated works to follow.
- Quality control working well, short snag list remaining agreed with Atkins on completed works.

Substructure (PJ Carey)

- PLUG tunnel APA signed releasing piling up to the UKPN PLUG tunnel exclusion zone (30m offset Centreline).
- UKPN APA expected to be complete by end of July latest, releasing the rest of the site piling (approx half the site currently sterilised from piling).
- Substructure Stage 4 drawings submitted and commented upon by the design team. Careys to update and reissue for acceptance.
- Updated superstructure loads and geometry are still to be received to issue to Careys for redesign and starting to cause delays on site.
- Pile design and installation on hold pending this information.
- Piling to the corner of SW and PRR adjacent the stairs of F10 bridge on hold pending approval to reduce F10 to 13m width for crowd usage.

Carpenters Land Bridge (Graham Construction)

- Network Rail F001, F002 and F003 approved by Network Rail. DLR approval outstanding.
- Careys foundation design F003 has been submitted to Network Rail.
- Graham developing their SPMT lifting methodology and programme for presentation to NR and DLR.
- The Contractor has 3 no. RFI that require closure from the Client Design Team and Mace.

LLDC are finalising the License Agreement with Lendlease to complete the Site Investigation work. *Building Control (AIS)*

- Sufficiency of services to remain under review.

Common Site Services (Clipfine)

- Cost reimbursable elements to be closely monitored.
- GDPR management plan for biometric data being implemented.
- Change management practice to be closely monitored.

Temporary Services (Woodlands Site Services)

- Cost reimbursable elements to be closely monitored.

Commercial Assurance (Arcadis)

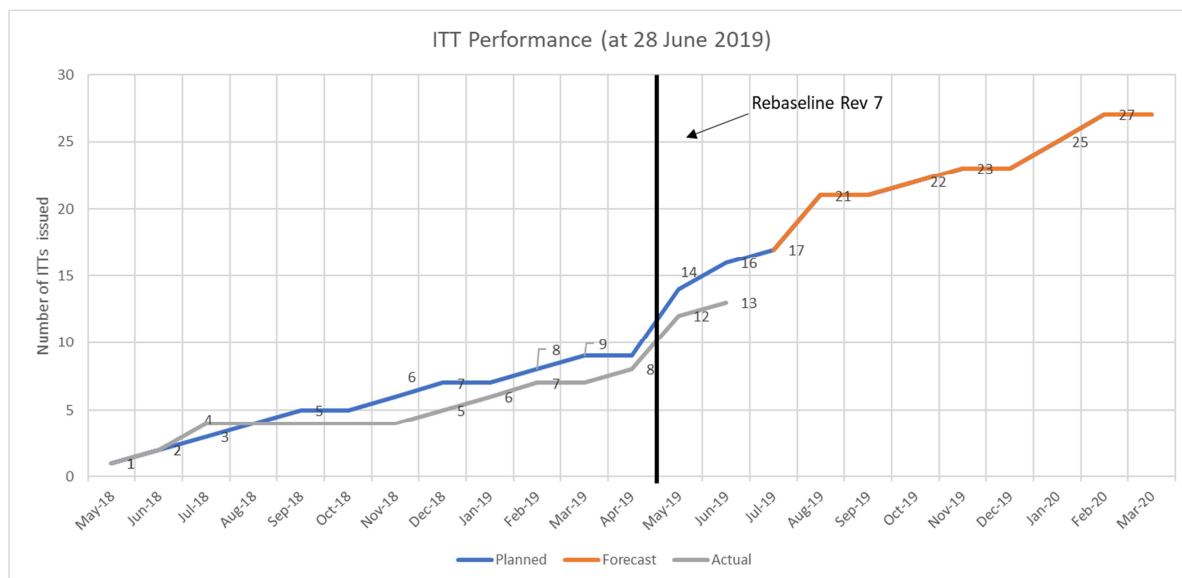
- Due diligence phase in train, reporting in July and on-going services to be subsequently agreed.

Procurement

As reported in the last period, this stage of the procurement programme is a critical phase for confirming budgets. s.43

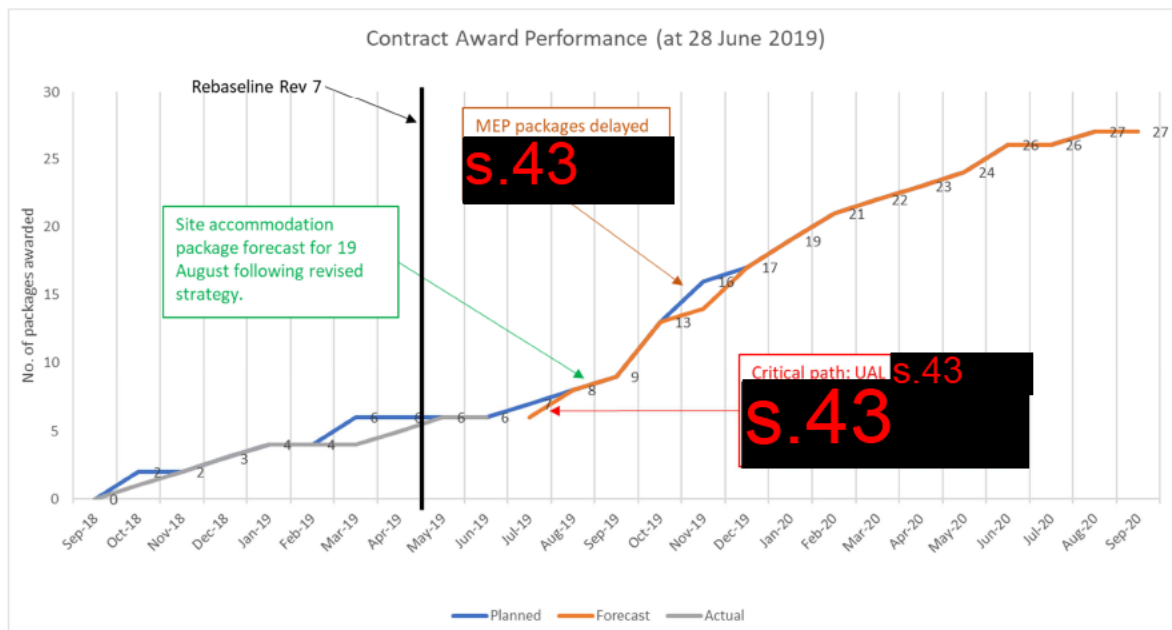
The diagram below shows the planned versus actual and forecast dates for ITT issues. ITT performance is generally running around three weeks behind schedule. Six of eight planned ITTs were issued in the period. UAL MEP ITT is delayed by six weeks to 26 July due to the s.43

and V&A MEP was delayed by four weeks for this reason. SW Brickwork/Roof was delayed by one week to 5 July due to the production of the works information being slightly late and to smooth workload. Forecast to be back on track at the end of next period with a further four planned ITTs on target and UAL Fitout delayed by three weeks to end August.



The diagram below shows the performance of contract awards to date and forecast variance against planned award dates.

East Bank Programme Assurance Report: May-June 2019



Green: Forecast equal to or earlier than baseline; delay is within float. Amber: delay against baseline but no impact on critical path; Red: Delay impacts a critical path activity;

s.43

- s.43
- s.43
- s.43

Procurement team resourcing is stretched due to the additional steps and engagement measures implemented in the procurement processes.

Progress in the period:

- MEP Category Plan updated to show separate BBC MEP package
- Tender touch-point presentations (Contract, Site Programme, Pricing Schedule) implemented
- s.43
- SQs launched:
 - UAL Fitout
 - Vertical Circulation (all buildings)
 - BBC / V&A / UAL Roof

- SW Fit-out
- SW MEP
- SQs returned:
 - SW Brickwork/Roof
- ITTs launched:
 - Site Accommodation
 - BBC/SW Frame
 - UAL Glazing Metal Cladding
 - UAL / V&A / BBC Precast Concrete Cladding
 - V&A / BBC /SW Glazing/Metal Cladding
 - V&A MEP
- ITTs returned:
 - UAL Frame/Roof
 - Site Accommodation
- Contracts executed:
 - Temporary Services
 - Commercial Assurance (outside the MPS baseline)

In addition, an ITT was launched and returned for three artists commissions, outside of the MPA baseline, that is expected to be executed next period. **Forward look for next period:**

- Procurement Strategy to be updated to reflect the UAL Roof transfer
- To continue to work through the procurement programme
 - Three SQ launches (all SW specialist fit-out);
 - Five SQ returns (UAL Fit Out, Vertical Circulation, BBC/SW/UAL Roof, SW MEP, SW/V&A Fit Out);
 - Seven ITT launches (SW Brickwork/Roof, UAL MEP, UAL Fit Out, Vertical Circulation, BBC/V&A/SW Roof, SW/V&A Fit Out, SW MEP);
 - Six ITT returns (V&A Frame, BBC/SW Frame, UAL/V&A/BBC Precast, UAL Glazing/Metal Cladding, V&A MEP, SW Brickwork/Roof) and
 - Two contract awards/executions (UAL Frame/Site Accommodation)
- The next construction contract award is UAL Frame is 30 July (subject to Investment Committee, UAL and GLA approval) and execution on 12 August 2019
- Site Accommodation to be awarded on 19 August
- Value engineering opportunities to continue to be realised, including tender addenda as required.

Key Challenges

- s.43
- s.43
- s.43
- s.43
- s.43

s.43

○ s.43

○ s.43

○ s.43

- The procurement programme is in an intense phase so managing the tender addenda and the additional touch-points (as well as the normal joint tender briefings and confidential tender briefings) is a resource challenge for the procurement team, building project managers and design team and requires diligence from all participants for it to be delivered optimally (balancing the potential cost advantages with programme impacts).

Financials: Cost

	CBB	AFC	Variance	Spend to date	Spend to date
	£m	£m	£m	£m	% of AFC
UAL					
V&A					
Sadlers Wells					
BBC					
Retail					
Public Realm					
Carpenters Land Bridge					
Estate Road					
SW Contingency					
SWF TOTAL					
LLDC Project Costs					
CIL/infrastructure					
Pre-revision costs					
BBC SDLT					
TOTAL					

S.43

Budget

The Current Baseline Budget (CBB) has marginally increased by **s.43** to **s.43** reflecting additional Partner funded change **s.43**. The CBB now reflects the re-baseline at the end of RIBA Stage 3 assured cost and all approved changes to June 2019 June 2019 (with the exception of **s.43** saving for tower crane optimisation which will be processed next period).

Spend to date

Total spend to date on SWFT Construction is **s.43**, **s.43** of the Construction CBB.

Total project spend (including pre-revision costs but excluding residential) is **s.43**, **s.43** of the total CBB.

Anticipated Final Cost (AFC)

Total AFC has increased by **s.43** in the period reflecting the **s.43**

SWFT Construction AFC has increased by **s.43** during May and June 2019 (in part, for partner funded change) to **s.43**, resulting in an adverse variance of **s.43** between the CBB and AFC (**s.43** in April).

Risk and Contingency

Summary

	Building contingency £	Site-wide contingency* £	Total contingency £	Total contingency
Original Baseline Budget	s.43			
Total draws (cumulative Apr 19)				
Draws in the period (May 19/Jun 19)				
Current Baseline Budget				
QRA				
Trends				
Total QRA & Trends				
Variance to contingency				
*Includes contingency within Construction, Professional fees and TPI				

Total budgeted contingency remaining across all buildings and site-wide is s.43 against a forecast contingency requirement of s.43 (a pre-mitigated P80 QRA of s.43 and trends of s.43) resulting in a positive variance of s.43. Post-mitigated P80 QRA reduces to s.43.

The table below shows the available contingency against the QRA plus trends contingency requirement s.43

Description	UAL £'000	V&A £'000	Sadlers £'000	BBC £'000	Retail £'000	CLB £'000	Public Realm £'000	Site Wide £'000	Total £'000
QRA	s.43								
Trends, other adjustments									
Total Forecast Contingency Requirement									
CBB Contingency									
Site Wide Contingency									
Total Contingency Available									

Contingency Drawdown

The Original Baseline Budget (OBB) for total contingency was s.43.

The cumulative draw on contingency from all change is s.43, resulting in a CBB for contingency of s.43. Together this represents a s.43 draw on contingency to the end of June 2019. A broad analysis shows design development (s.43 fees s.43) and cost estimating uncertainty (s.43) as the leading drivers of change.

Current trends of s.43 which will progress to contingency would bring the contingency draw up to s.43, leading trends being for further design development (s.43), cost estimating uncertainty (s.43) and TPI (s.43).

The graph below shows cumulative and month by month draw on contingency.



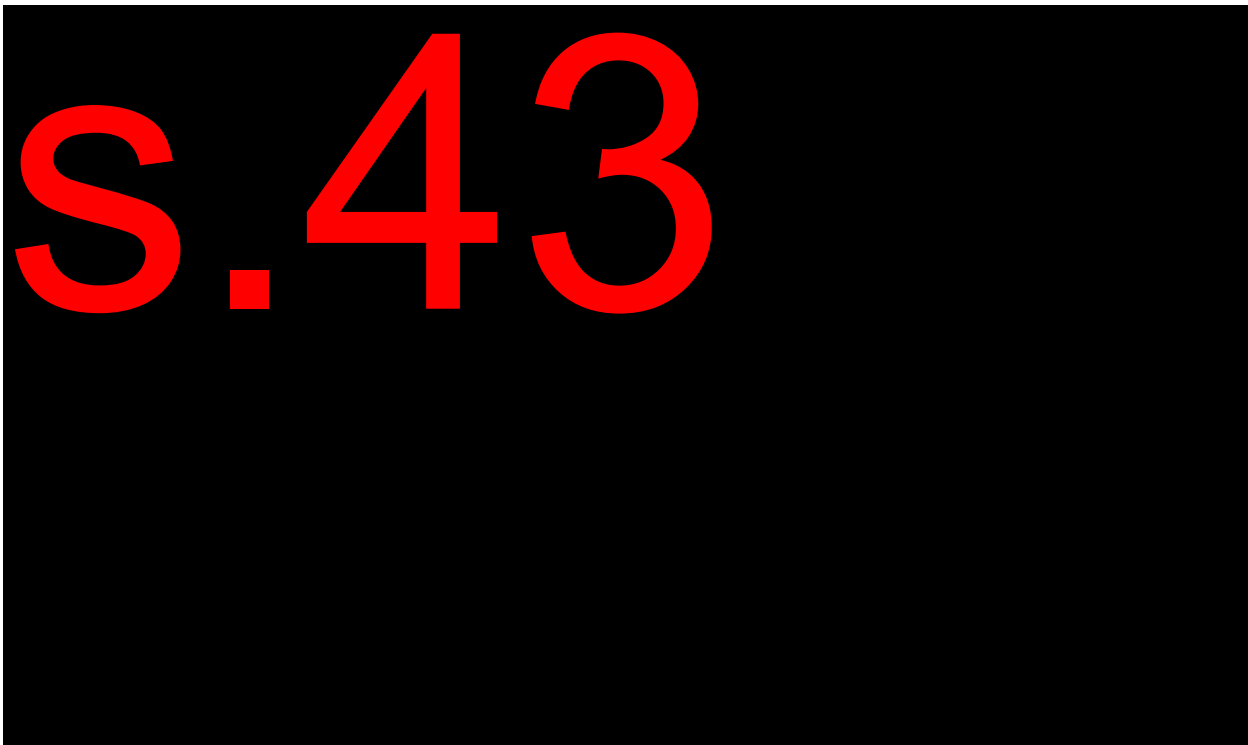
Changes in the period approved by East Bank Change Board:

- **s.43** drawn from contingencies in the period, largely £5.5m contingency drawdown to align with end of Stage 3 budgets (increasing the **s.43** a budget adjustment on Common Site Services award **s.43** and an increase in **s.43** construction costs for ventilations**s.43**)
- Procurement Strategy updated approved to incorporate split out of two BBC packages
- A rev 7 baseline programme was approved including changes to the MPS packaging strategy, the BBC revised programme and the Stage 4 design deliverable programme.

Changes forecast for next period:

- **s.43** contingency drawdown for Stage 4 budget alignment on the UAL Glazing/Metal Work package and UAL/BBC/V&A Precast package
- **s.43** contingency drawdown for SW design development.
- **s.43** of various changes funded by BBC
- A change is anticipated related to the **s.43** contract award including a drawdown on contingency **s.43**. The change to formalise a revision to the Procurement Strategy to transfer the UAL Roof from the UAL Frame/Roof package to the SW/BBC Roof package.

Quantified Risk Assessment



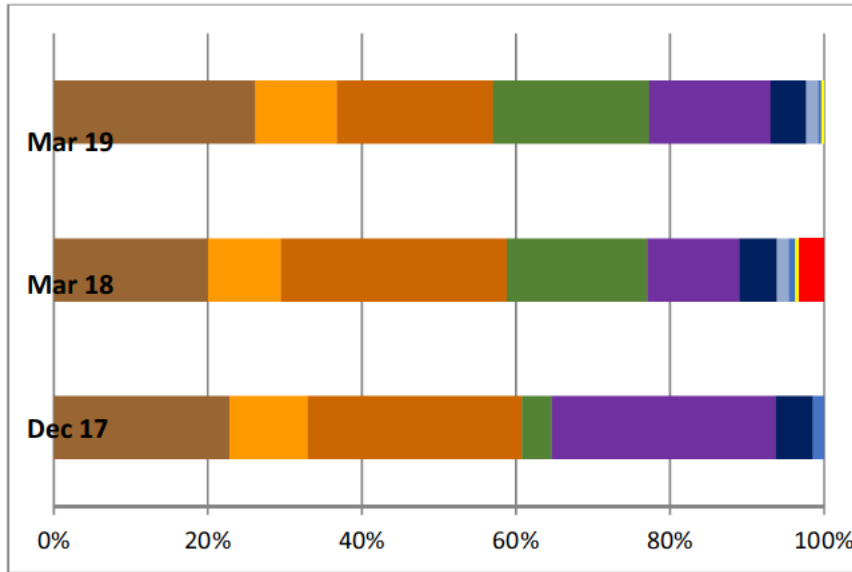
The chart above shows contingency drawdown, trends and QRA forecasts overlaid on the planned risk closure dates (from the construction schedule) as a baseline. The baseline has been reset from March 2018 to the current (May 2019) risk closure dates. All QRA values and the planned risk closure values have a P80 confidence level. The diagram shows the current pre-mitigated QRA value (contingency required to complete) at **s.43**. With the CRF drawdowns to date **s.43** including the Stage 3 re-baseline and current trends **s.43**, this gives a forecast contingency value of **s.43** against a contingency OBB of **s.43** with a potential contingency surplus of **s.43** if mitigation is ineffective.

However, the post-mitigated (funds required to complete) value at **s.43** indicates a potential surplus of **s.43** (if mitigation is effective) against the contingency OBB after accounting for CRF drawdowns and trends.

As expected, the re-baseline exercise in May, to reflect the integration of Stage 3 design, has brought improved alignment between the performance data and the revised baseline.

The pre-mitigated QRA forecast has reduced by **s.43** in May and June period. The key drivers for this are:

- Reduction **s.43** in the remaining probability of prolongation following granting of planning approval and programme re-baselining reflecting integration of Stage 3 design.
- All other QRA adjustments had values < £0.5m. They included:
 - Re-baselining the construction schedule to Rev 7.0
 - Reductions in design development and scope gaps as design completion progresses
 - Increases in estimating uncertainty for MEP and fit-out packages based on early market feedback
- The chart below shows how the allocation of risk within the QRA at three date points has changed since December 2017.



s.43

Forward Look

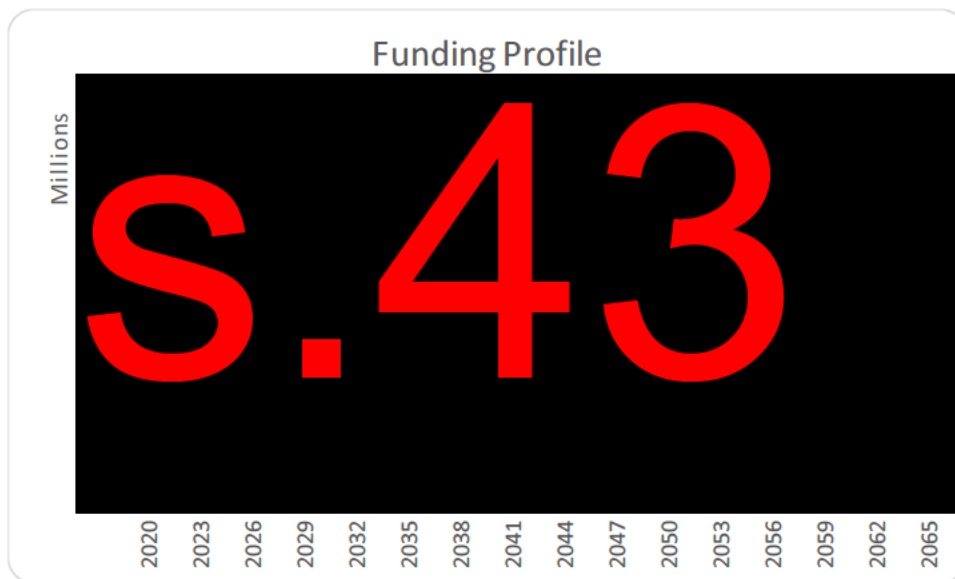
There are several significant tender returns to be received in July 2019. At this point, a review will be carried out if there is any deviation against budget and understand if there is any shortfall. This will give a better understanding what will be the draw on contingency.

Key risk areas are cost uncertainty and design development and their status to be reviewed and scheduled to be completed in August 2019. Design development specification is scheduled to complete following completion of Stage 4.

Financials: Funding

	CBB	AFC	Variance	Actual	Funding to Date
	£m	£m	£m	£m	% of AFC
UAL lease premium					
UAL construction					
BBC construction					
Philanthropic					
SWF Residential					
SWF Retail					
Carpenters Land Bridge					
Government					
GLA/LLDC					
SWF TOTAL					
UCL lease premium					
TOTAL					

s.43



UAL lease premium due on lease execution plus 50% payment of fees incurred to date; UAL construction funding commences post execution of the lease (UAL loan funding from LLDC funds their fit out). £0.7m increase in the period reflects partner funded change.

BBC contribution is capped at s.43 and covered through shell & core development by an LLDC loan; repayments begin post PC of shell & core. Movement from s.43 CBB in the period reflects change to bring the CBB in line with the AfL and an additional s.43 partner funded change.

Philanthropic - following appointment of new FFL Chairs in 2018 and new Executive Director in the period, FFL have engaged resource to deliver a fundraising strategy. s.43

Residential

s.43

Retail receipts are in line with costs.

Carpenters Land Bridge

s.43

Government - first tranche of Government funding (of £15m) to be drawn down by GLA Qtr. 1 2019, then onwards funded by GLA grant to LLDC. Subject to annual report showing project and benefits realisation on track, status.

GLA/LLDC direct grant funding for East Bank from GLA agreed with GLA.

Planning

Progress in the Period

At its meeting on 30 April 2019, the Planning Decisions Committee resolved to grant planning permission subject to the GLA's Stage Two approval. GLA's Stage Two approval was received on 12 June 2019. The Decision Notice (containing planning conditions) and draft S106 agreement are largely agreed between parties but is subject to the following:

- agreement with GLA on minor amendments to affordable housing obligations;
- agreement with TfL on minor amendments to transport obligations: and
- agreement of employment obligations with the Planning policy and Decisions team (PPDT).

Forward Look

Subject to the above, the Decision Notice is expected by the end of July.

On behalf of LLDC, Mace is responsible for discharging conditions and obligations relating to the construction phase. The immediate focus for Mace are the pre-commencement conditions which need to be discharged prior to any construction works and will be submitted as soon as the Decision Notice has been issued.

Legal

Progress in the Period

- Viability reports issued and signed.
- Associated budget variation letters issued to the Partners and signed. Draft FBC confirmation letters being drafted to enable close out Viability Condition.
- Drafts of the CLB Overbridge Agreement and Lease in circulation with the parties. Draft Development Agreement developed with Lend Lease. Aiming to close down all the legal documents as soon as possible in good time for the installation of the bridge (scheduled for December 2019).
- Meeting with legal advisers to progress the close out of the conditions in the Agreement for Lease(s). Conditions tracker shared with each partner and reviewed and updated. Aiming to close out within the eight week JR period following signing of the S106 and planning conditions.
- Tidy up of UAL loan agreement underway in parallel with close out of their AfL conditions.

East Bank Programme Assurance Report: May-June 2019

- Updating the Manco Articles of Association, AfL and Lease so that they are fully aligned with Partner AfLs in preparation for the incorporation of the Manco now complete. This is required for when UAL and BBC take their leases following close out of AfL conditions.
- Preparations underway to file Options to Tax for V&A, Sadlers Wells and BBC.

Forward Look

- Working with partners to close out conditions in respective AfLs
- Progressing Carpenters Land Bridge legal agreements
- Incorporating the Manco and finalising the associated legal documents.
- Briefing to FFL to update them on the structure of commercial rights in the AfLs.
- Completion of Planning Section 106 conditions.

Statutory Authority and Utilities
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Progress in the Period

- Mayoral approval has been received for the PLUG tunnel Asset Protection Agreements (APA). The APA with National Grid has been signed. Closing out the agreement with UKPN has been more complicated; the remaining actions for this are to agree the final legal drafting point (duration of the agreement), undertake a condition survey of that tunnel and have the insurers approve the condition survey. Once they have been done the APA can be signed and the pilling over the UKPN tunnel can commence.
- Asset Protection Agreements are in negotiation with DLR and Network Rail for the CLB installation at Christmas.
- Enabling Works: The design for the new gas pipe has been approved by the statutory authority and approval to commence work has been granted by CRT. Final conditions are being agreed with PPDT and CRT to enable planning permission to be granted.

Forward Look

- The APA with National Grid has been signed and pilling in their zone of influence begins in July.
- Enabling Works: installation of the scaffolding will commence on 8 July.

Operations and Manco

Progress in the Period

- Detailed design of Manco offices ongoing as part of Stage 4 design operational requirements reviewed
- Service charge and lifecycle cost estimate produced, based on Stage 3 design, and approved by partners
- Manco to be incorporated prior to the UAL and BBC execution of leases. Agreement for Lease, Articles of Association and Lease have been updated.
- LLDC Board approved LLDC Director.

Forward Look

- Prepare and submit incorporation documents.
- Commence process to update service charge calculation based on Stage 4 design.

Priority Themes

	Target	May	June	Total to date
Workforce Hours		20,700	24,000	143,030
Socio-economic				
% Bame	50%	80%	84%	
% Women	5%	12%	13%	
% registered Disabled	3%	4%	2.2%	
% Apprentices	5%	8%	4.3%	
% Permanent resident of Growth Borough	30%	40%	43.5%	
Community Engagement				
Involvement in School Programmes and activities (Mace/contractors)	2	0	2	5
Community Activity (Mace/contractors)	1	1	1	6
Social Enterprise Spend (£) (Mace/Contractors)		150	288	1549
Sustainability (Mace targets)				
Carbon Emissions (kg CO2/£100k spend)	337	884	2782	
Construction Waste Generated (tonnes/£100k spend)	1.85	0.22	7.7	
Percentage Construction Waste Diverted from Landfill	98%	98	100	
Percentage Key Construction Materials Responsibly Sourced	100%	100	100	
Percentage certified FSC of all Timber Delivered	100%	100	100	
Water Consumption (m3/£100k spend)	4.8	11	19.3	
Responsible Project (Mace targets)				
Best Practice & Innovation	3	3	3	
Community Engagement/Socio-Economic	6	3	4	
Ethical Sourcing	0	0	0	
Training	3	3	3	
Knowledge Sharing	3	0	1	
Wellbeing	2	0	0	

Socio-economic**Progress to Date**

These stats cover the two contractors on site so far - Enabling Works and Common Site Services. May June has seen a significant increase in BAME and ongoing improvements in other areas from the previous period

Key Challenges

There appears to be a lack of understanding of the urgency of the required information, requested of the Substructure Contractor - a better collaboration and a faster response is being discussed.

Forward Look

Meetings being held in July between Mace and two appointed contractors - Temporary Site Services and Substructure packages to discuss and clarify obligations and S106 commitments required.

Community Engagement

Progress to date

A number of educational activities have been instigated and volunteering at community events has taken place.

Forward Look

Local training provider to be engaged. Courses to be developed on formwork and groundwork aimed to fulfil vacancies for the Common Site Services and Substructure packages. The four growth boroughs have been contacted and referrals being sought.

Sustainability

- Mace's target for CO2 emissions from site energy use was exceeded as electricity to site is not sourced from a renewable provider. While diesel is being used on site in the reported period, a reduction from the previously reported period has been noted.
- Mace's target for water consumption was not met, mainly due to the high amount of water used for damping down taking place on site. This activity is a factor of the stage of works, and a reduction in water use is expected as works progress to subsequent stages.
- Solar powered light towers and hybrid-powered plant equipment is being trialled on site, and progress is being reviewed.

Responsible Project

- Low targets set due to the early stage of the project. These will be stretched as the project progresses.
- A wellbeing calendar of events has been developed and is being implemented and updated as the project progresses.

PART B: UCL EAST PROJECT**Financial**

	CBB (£m)	AFC (£m)	Variance AFC-CBB (£m)	AFC Δ in Period (£m)	Spend to date (£m)
1.0 Fees	47.7	36.0	11.8	0.0	27.4
2.0 Marshgate Construction	207.4	228.3	20.9	0.0	6.1
3.0 Pool Street West Construction	89.9	100.2	10.3	0.0	1.1
4.0 Statutory Fees (incl S106)	6.9	4.9	2.1	0.0	2.5
5.0 Surveys	inc.	inc.	inc.		inc.
6.0 Contingency	37.6	24.6	13.0	0.0	0.0
7.0 TPI	inc.	inc.	inc.		inc.
8.0 ICT ISD	13.3	12.3	1.0	0.0	0.2
9.0 Loose Furniture	7.6	7.6	0.1	0.0	0.0
10.0 Land Purchase	50.0	50.0	0.0	0.0	50.0
11.0 Premium CPI Indexation	1.5	3.6	2.1	0.0	3.6
12.0 VAT	54.1	60.2	6.1	0.0	7.1
13.0 Specialist Equipment	exc.	exc.	exc.	0.0	0.0
14.0 Project Total Cost	516.0	527.7	11.7	0.0	98.1

Pool Street West**Status**

Pool Street West Construction is reporting a £10m variance against a CBB of £90m and an AFC of £100m. A value engineering redesign completed by Vinci this period is currently being costed to address this. A five month delay is forecast against the baseline construction start date although this is being mitigated in the construction and commissioning periods leaving a three day delay to operational readiness date.

Progress in period

- UKPN and PLUG tunnels: continued liaison with UKPN and National Grid
- Planning: continued dialogue with PPDT on evolution of design and discharge of pre-commencement conditions.
- Value engineering redesign by Vinci complete
- Site surveys by Vinci

Forward look for next period

- Contract award of Vinci as main contractor
- FF&E matrix to be tendered
- NEC Supervisors to be appointed

Health and safety

No health and safety information available at this stage.

Key Completion Dates

Key milestones this period	Planned	Forecast ¹
PCSA redesign complete	21-Jun-19	21-Jun-19
Key Milestones in next period		
NEC Supervisor commences duties	09-Jul-19	09-Jul-19
Stage gate 4 presentation	06-Aug-19	06-Aug-19
Contract award	30-Aug-19	30-Aug-19
Key completion dates	Planned	Forecast ¹
PSW: Construction Completion	08-Apr-22	08-Apr-22
PSW: Operational Readiness	16-Aug-22	19-Aug-22

¹Green: Forecast equal to or earlier than baseline; delay is within float. Amber: delay against baseline but no impact on critical path; major negative trend; Red: Unrecoverable delay on critical path activity; negative forecast trend threatening critical path activity;

Marshgate

Marshgate Construction is reporting a £21m variance against a CBB of £207m and AFC of £228m. Ongoing discussions with Mace on value engineering to mitigate. The project is schedule is being maintained through mitigations: RIBA Stage 4a fitout design completion is delayed by 1 month due to end-user changes with no impact on critical path; Environment Agency objection to pre-start planning conditions has delayed piling by a week to be mitigated through starting part of works. Risk to achievement of contract award date to be mitigated through early orders.

Progress in period

- Enabling Works started
- Continued dialogue with PPDT on evolution of design and discharge of pre-commencement conditions
- Review of final Mace proposals for shell & core prior to contract award

Forward look for next period

- Completion of Enabling Works
- Shell & core contract award
- PLUG tunnel survey and finalisation of UKPN Asset Protection Agreement

Key Issues

- Prestart planning conditions not discharged and delaying piling, key issue is Environment Agency objection. Further site investigations required and liaising with LLDC and Mace to mitigate.
- UKPN Asset Protection Agreement delayed following change in requirements from UKPN. Survey planned next period. Negotiations ongoing.
- Wind mitigation works required for planning have significant cost implications. Mace instructed to progress design.

Health and safety

Zero health and safety incidents reported.

Key Completion Dates

East Bank Programme Assurance Report: May-June 2019

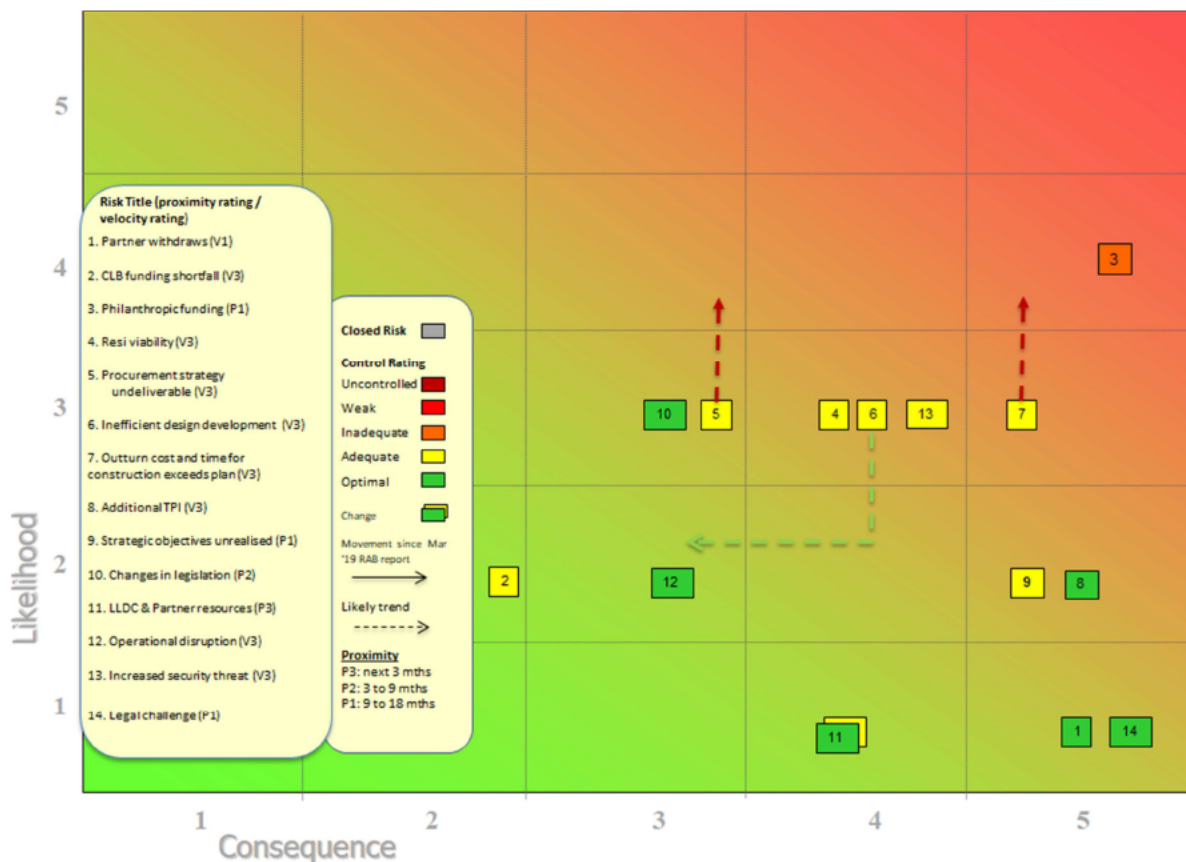
Key milestones this period	Planned	Forecast¹	
Site diversions commenced	01-May-19	01-May-19	
Enabling Works start	21-Jun-19	21-Jun-19	
Key milestones in next period	Planned	Forecast¹	
S&C Contract award	12-Jul-19	12-Jul-19	Unresolved issues
RIBA 4a Fit-out Completion	08-Aug-19	08-Aug-19	End user changes
Key completion dates	Planned	Forecast¹	
RIBA 4b S&C Completion	22-Aug-19	22-Aug-19	
RIBA 4b Fit-out Completion	20-Dec-19	20-Dec-19	
Construction completion	23-Nov-22	26-Sep-22	↑12 days Piling and excavation
Operational Readiness	10-May-23	10-May-23	

¹ Green: Forecast equal to or earlier than baseline; delay is within float. Amber: delay against baseline but no impact on critical path; major negative trend; Red: Unrecoverable delay on critical path activity; negative forecast trend threatening critical path activity;

PART C: PROGRAMME WIDE

Programme Risk

Below is the updated risk heat map for the programme.

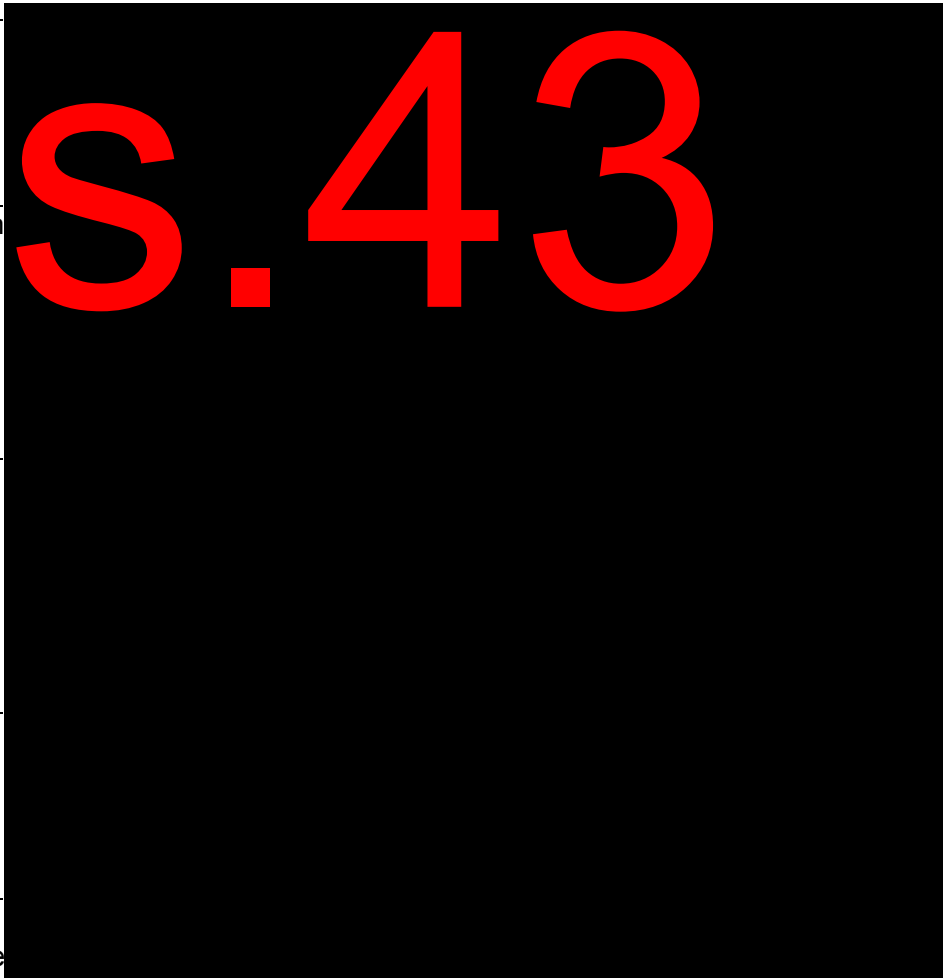


The top risks and associated mitigation plans (progressed this period) are outlined in the table below:

	Risk Description	Status	Mitigation Plan
3	Philanthropic funding		
11*	Outturn cost and time for construction exceeds plan UCLE and SW		

S.43

10	Inefficient design development
6	Residential viability
17	Increased security threat



* In addition, we are
5) trending to a higher

Strategic Objectives

Progress in the Period

SO Board met in June. Key outcomes were:

- Approval of new Strategic Objectives framework and logic model that demonstrates vision, goals, range of outcomes, programme input, associated outputs and measures for the East Bank project.
- Agreement for Impact Working Group to proceed to commission additional scoping work to establish evaluation and data collection strategy for East Bank SO framework. Impact Working Group aims to complete this work by December 2019.

Workstream update

- **Research and Innovation:**
 - Fashion District projects progressing including focus on four key areas: 1. 'Space' including 4 new spaces to open: The Trampery Fish Island Village, Poplar Works, Leyton Green Studios and Fashion Tailoring Academy in Haringey; 'Connections' including sponsored award with LCF at British Bangladeshi Fashion Council Awards, parliamentary roundtable with Stephen Timms, a hosted industry supper at the Boundary Project and HEIF funded partnership plan with LCF & LB Waltham Forest under development and consultation (May July);
- **Arts & Culture:**
 - Great Get Together had over 10,000 people in attendance majority from the local boroughs. East Bank Partners contributed valuable content for the day in collaboration with STEP Interns and variety of local cultural orgs & artists e.g. Mossbourne Riverside Academy, St Angela's, Turning Earth, Blackhorse Lane Studios, Dash Arts, London Centre for Books etc
 - Ongoing discussion re: linking across shared programming opportunities e.g. timelines, programming for "Year of Opening" Themes 2022-23 and CCG initiated scoping of collaborative opportunities for partners to engage in longer term projects/programmes Urban Waterways (SI), Street Style (LCF), Arts & Health & Wellbeing research (SI/UCL), Foundations (FFL)
- **East Education:**
 - Recruitment underway for East Summer School, outreach taking place in local schools and youth clubs, application deadline 12th July. Summer School intern in post supporting with the delivery of the programme. Plans under way for Summer School wrap party on 9th August.
 - London College of Fashion Store of the Future Challenge now complete 15 entries in total all being judged at a final event on the 18th July at Here East
- **East Works:**
 - STEP into the SMITHSONIAN project delivery. Four local young people travelled to Washington DC for a three-week training and development programme at the Smithsonian Institute.
 - Recruitment for the Creative Opportunities Programme underway
 - Plans underway for STEP into Fashion Pilot.
 - Sustainable Fashion Programme with the Trampery launched. Programme to support 7 local high growth fashion businesses.
 - To date local performance for the construction workforce has been in excess of 40% and 3 apprentices have worked on-site so far with Blu-3

East Bank Programme Assurance Report: May-June 2019

- Stratford Waterfront design partners Allies and Morrison along with partners BuroHappold and Gardiner and Theobald have all committed to offering further work placement opportunities for local graduates in built environment related professions with at least 2 placements expected to take place in summer 2019. This will bring the total number of London Living Wage paid work placement provided to date via the development to 15.
- UCL East design partners Lifschutz Davidson Sandiland are again recruiting for 2 undergraduate architect placement scheduled to take place during summer 2019. This will bring the total number of placements delivered by the UCL East design partnership to 13.
- A further 3 work placements will be offered to undergraduate design students across wider park design work on areas such as design of the Stratford Walk or design works on Chobham Manor bringing the total number of placements offered to date across the Park to 45. Work is progressing on how to place participants of the STEP into the Smithsonian programme long term

LLDC has been promoting partners' employment opportunities which has resulted in an increase of East London applicants **Forward Look**

- Strategic Objectives Delivery Plan production for October 2019 East Bank Board
- Impact Evaluation commission September – December 2019
- Practical work programmes to continue:
 - EAST Summer School in July
 - 2019 Creative Opportunities Programme will take place on 8 – 27 July and includes Sadler's Wells, London College of Fashion and UCL

Key Challenges

- Ensuring effective impact reporting and data capture for vast range of projects and programmes delivered by multiple partners
- Effective communication externally of this large body of practical work and its positive impact on local communities.

Marketing and Communications

Progress in the Period

- Delivered marketing and promotion to support partners at Great Get Together community event on 23 June.
- Excellent attendance achieved with more than 10,000 visitors.
- Ran a time capsule competition for local schools linked to East Bank ground breaking
- Developed plans for the East Bank ground breaking event at UCL East and Stratford Waterfront.
- Significant support to the Smithsonian Institution for the Innoskate event on May bank holiday
- Progress being made on brand hierarchy project with partners fully involved

Continued promotion of procurement milestones for Stratford Waterfront **Forward Look**

- Summer ground-breaking event
- Confirm brand hierarchy, develop further guidelines for brand use, develop and finalise brand and logo.

- Review communications strategy with partners
- Continue to promote procurement and construction milestones.

Key Challenges

- Agreement on brand hierarchy

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