

PROJECT INITIATION DOCUMENT

(September 2017)

Wood Wharf Primary School

Plot H2 Wood Wharf E14

Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Janice Beck – Head of Building Development	First draft to IDSG 4/10/17	31/8/17
0.2	Janice Beck – Head of Building Development	Minor adjustment to contributions and Equalities Impact Assessment	7/9/17
0.3	Janice Beck – Head of Building Development	Adjustment following IDSG Finance sub-group 18/9/17	20/9/17
0.4	Janice Beck – Head of Building Development	Addition of further information on timeframes and cashflow following IDSG on 4/10/17	9/10/17

Project Initiation Document (PID)

Project Name:	New Primary School, Wood Wharf, E14		
Project Start Date:	August 2017	Project End Date:	September 2022
Relevant Heads of Terms:	Education		
Responsible Directorate:	Children's Services		
Project Manager:	Janice Beck		
Tel:	4328	Mobile:	
Ward:	Blackwall and Cubitt Town		
Delivery Organisation:	LBTH Children's Services Capital Programme		
Funds to be passported to an External Organisation? ('Yes', 'No')	No		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Shell and core by Canary Wharf Group, fit-out by LBTH Capital Delivery Team		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes		
Is the relevant Corporate Director aware that this project is seeking approval for funding?	Yes		
Does this PID seek the approval for capital expenditure of up to £250,000	No		

using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	Report to approval to proceed with the projects to be considered by Cabinet on 31 October 2017 in parallel with submission to IDB.
<u>S106</u>	
Amount of S106 required for this project:	£3m
S106 Planning Agreement Number(s):	See section 2.4 below
<u>CIL</u>	
Amount of CIL required for this project:	None
Total CIL/S106 funding sought through this project	£3m
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Corporate Director, Place (<i>Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer

Organisation	Name	Title
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Acting Divisional Director, Property & Major Programmes
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager, Energy & Sustainability
LBTH – Place	Christopher Horton	Infrastructure Planning Team Leader
LBTH – Place	Hannah Murphy	Principal Growth & Infrastructure Planner

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

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1.0 Purpose of the Project Initiation Document

- 1.1 This project comprises the fit-out of a new 2FE primary school, the shell and core of which is provided by the Canary Wharf Group (CWG), under a s106 agreement signed in December 2014 (PA/2014/958840). The school is included within a mixed use development for which planning consent has been obtained. The Council will take a lease of the completed shell and core and then undertake the fit-out. Under the terms of the s. 106 agreement, the Council has to confirm its acceptance of the proposal after receiving the details of the proposed scheme from the developer. The shell and core construction is programmed for completion in June 2020, with fit-out completed to enable the school to open in September 2022. If, for any reason, the Council decides not to proceed with the school, the developer will pay a S106 contribution instead.
- 1.2 This Project Initiation Document (PID) will define the new primary school project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
 - Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings at the following developments. Details of the s106 contributions funding the project are listed in the table below, expressing the amount received and the reception & expiry dates of each contribution:

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Agreed	PA Amount Received	To allocate to WW PS
PA/06/02068	EDUC	Crossharbour	13/06/2022	10 years from date of payment	Improvement and increasing facilities required by the impact of the development on the existing educational facilities	524,877.00	521,514.54	131,219.25
PA/13/01532	EDUC	St Clements Hospital	12/12/2024	10 years from date of receipt	Additional education facilities in the borough to mitigate against the demand of	£675,887.00	£675,887.00	675,887.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Agreed	PA Amount Received	To allocate to WW PS
					the additional population on education facilities			
PA/06/02101	EDUC	Building C, Providence Tower	01/04/2020	5 years after payment made	Towards the improvement and increasing of education facilities required by the impact of the development on existing educational facilities in the London Borough of Tower Hamlets	£654,125	£685,649.09	685,649.09
PA/11/01120	EDUC	Land bounded by Limehouse Cut and St Anne's Row	03/06/2025	10 years from date of payment	Mitigate the demand of the additional population on education facilities	£376,761	£200,636.33	125,887.05
PA/12/00637	EDUC	land adjacent Langdon park station	TBC	Expended or committed within 7 years from date of practical completion of the whole development	Additional educational facilities (primary and secondary school places) in the borough	£555,753	£315,081.72	£315,081.72
PA/13/01656	EDUC	Former Job Centre Plus 307 Burdett Road	19/02/2026	Utilise within 10 years of payment or repay to developer	Primary education facilities in the borough	£326,260	£357,282.00	£357,282.00
PA/14/00944	EDUC	South Quay Plaza	07/04/2021	5 years from date of receipt	Primary School contribution	£1,254,529.00	£1,254,529.00	£283,121
PA/12/02577	EDUC	Central Foundation Girls School	27/05/2021	Expended in full or committed within 5 years from date of payment	Additional educational facilities in the borough	£118,844	£118,844.00	£118,844.00
PA/12/03315	EDUC	Arrowhead Quay	TBC	Expended in full or committed within 7 years from date of practical completion	Additional educational facilities (primary and secondary school places) in the borough	1,366,418.00	1,432,453.07	£277,010.89
PA/13/02644	EDUC	Former London Arena, 26 Limeharbour	13/06/2022	5 years after payment has been made	Improvement and increasing facilities required by the impact of the	161,237.25	30,018.00	£30,018.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Agreed	PA Amount Received	To allocate to WW PS
					development on the existing educational facilities			
TOTAL								£3,000,000.00

2.6 Of this proposed allocation, approximately £1.36m has been directed towards this project from the allocation previously made to the proposed 2FE school at Bromley Hall, due to be deferred at Cabinet on 31 October 2017.

CIL

2.7 This PID does not seek approval for the expenditure of CIL funding.

3.0 Equalities Analysis

3.1 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

3.2 An Equality Analysis review has been undertaken and the checklist is attached (Appendix C). In planning new school provision, data is collected on overall population growth as well as increases in demand associated with housing development. Whilst the overall number of additional pupils/students is projected based on the number and type of housing units (housing development 'pupil yield'), it is not possible to project the profile of the community which will occupy new housing and consequentially take up the new school places. The proposed residents' survey in new housing would assist in this regard in relation to future school proposals

3.3 All new school buildings must comply with DfE requirements for accessibility in relation to a range of disabilities, particularly where the school makes specialist provision for pupils with SEND.

3.4 New school provision in general terms, unlike school expansions, will normally serve the communities housed in the new residential properties which

surround them. This school will serve residences constructed as part of the wider mixed use development on Wood Wharf. This is particularly the case for primary provision. Aspects of the checklist attached are not applicable as the community profile cannot be known until the project is complete. Monitoring of the take up of places as part of the ongoing review of demand for provision does give an opportunity for equality issues to be reviewed.

4.0 Legal Comments

- 4.1 Legal Services considers that the development of Wood Wharf Primary School satisfies the terms of all S106 agreements set out in the table at paragraph 2.4 above.
- 4.2 The majority of the S106 agreements are clear that the contributions are to be used by the Council towards “additional educational facilities” in the borough. Some of the agreements are more specific and require that the funding is to be used only towards the provision of “primary school places”. Paragraph 5.1 confirms that the contributions shall only be used for providing a primary school.
- 4.3 PA/12/03315 requires the contribution to be spent on providing primary and secondary school places in the borough. It is noted that the full contribution is not being used towards this project and the s106 agreement does not specify the extent to which the money should be allocated between primary and secondary school places so officers should ensure a proportion of the remainder of this contribution is allocated towards a project which shall provide secondary school places.
- 4.4 PA/14/00944 requires the contribution to be used towards providing or improving facilities for publicly funded primary schools in the vicinity of the site. There is no legal definition of vicinity and a number of factors should be borne in mind such as proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can be reasonably be expected to be served by the project. Appendix B is helpful in showing that the proposed site for Wood Wharf Primary School is only a short walk from the development subject to PA/14/00944 and so it would not be unreasonable to expect children to attend this school. Also, when the school is built it will be one of the closest primary schools in the borough to this development. This supports the proposition that it is in the vicinity.
- 4.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106

agreements.

- 4.6 When approving this PID, the Council must have due regard to the need to PID eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 4.7 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

5.0 Overview of the Project

- 5.1 The project is to provide a 2 FE (forms of entry) primary school, accommodating 420 pupils. It is proposed that the school will open in September 2022 and admit up to 60 pupils each year at Reception year until all the year groups fill. No nursery provision is made within the scheme as the site available cannot support the required accommodation or external playspace.
- 5.2 The new school a site to the east of the wider Wood Wharf mixed use development and will share servicing access with adjacent site users. The scheme provides free access for the school to community leisure facilities immediately accessible from the school site, during the school day. This allows the scheme to meet requirements for play space.
- 5.3 The developer and Council officers have worked very closely on the design details of the school to ensure it is a good design and that the Council is able to assess the details and costs of the fit-out requirements. A schedule of fit-out items and other costs e.g. furniture and equipment, have now been agreed. These have been independently costed and amount to £5m.
- 5.4 At its meeting on 31 October Cabinet will be asked to agree to lease the proposed shell, core and site and approve the capital cost estimate of £5m for the fit-out. Although the school will not be operational until September 2022, the Council is required to make a decision on taking up the option significantly earlier than would normally be the case for delivery of a new school. This is because the developer requires the certainty in order to proceed with the

scheme, enabling work for which is programmed to start on site in January 2018. The fit-out of the shell comprises all the mechanical and electrical installations, internal partitioning and sanitary fittings, provision of built in furniture, decoration and all floor finishes.

6.0 Business Case

Overview/General

- 6.1 Projections of demand for reception year places in the borough indicate that current surpluses within the primary school sector will reduce from the current 8 forms of entry to a deficit by 2024 without the additional places proposed. Moreover, a level of surplus capacity to facilitate parental preference of between 6 and 8% is normally considered to be prudent.
- 6.2 Within this borough-wide picture, however, it is recognised that in the Isle of Dogs new residential development is continuing and families in this part of the borough are the least able to get a primary school place near their home.
- 6.3 The table below shows that this area has the highest projected population growth within the borough to 2031

	2016	2021	2026	2031	2016 -21	2016 -26	2016 -31
Bethnal Green North	15,300	15,800	16,100	16,400	3%	6%	7%
Bethnal Green South	15,300	16,500	18,000	18,500	8%	18%	21%
Blackwall and Cubitt Town	23,900	38,600	49,700	54,200	62%	108%	127%
Bow East	17,700	20,700	22,800	23,800	17%	29%	35%
Bow West	14,300	14,200	13,900	13,600	0%	-3%	-5%
Bromley -by-Bow	21,200	24,000	26,200	27,300	13%	24%	29%
East India and Lansbury	18,300	22,100	26,300	30,800	21%	44%	69%
Limehouse	20,500	21,800	21,700	23,600	6%	6%	15%
Mile End and Globe Town	16,200	17,000	16,600	16,300	5%	2%	1%
Mile End East	16,400	18,700	19,600	19,600	14%	19%	19%
Millwall	26,600	35,300	47,200	52,700	33%	78%	

- 6.4 In order to give the developer comfort that the Council will proceed with the completion of scheme following shell and core construction, the Council and Canary Wharf Group will enter into an Agreement for Lease (AFL) for the school. The draft terms of the AFL *are currently being finalised* and Cabinet on 31 October will be requested to approve entering into the agreement. In due course the school will be established as an academy through the free school presumption process.

Project Drivers

- 6.5 The project contributes to the Council meeting its statutory obligations to provide an adequate supply of school places to meet demand. Whilst the Council retains this statutory responsibility, the DfE requires the Council to work with other school academy and free school providers to seek to manage the supply of places and match them to projected demand.

Deliverables, Project Outcomes and Benefits

- 6.6 The scheme will deliver 420 primary school places and contribute to the meeting the Council's strategic and statutory objective to deliver a pattern of school places which meets the projected demand for places and makes local provision for communities through the letting of facilities outside of school hours and during holiday periods.

Other Funding Sources

- 6.7 Construction of the shell and core of the building is being met by the developer under the 2014 s.106 agreement and £2m of the overall cost to the Council is being met by DfE Basic Need grant.

Related Projects

- 6.8 Whilst the project comprises an element of the wider primary places planning investment strategy, there are no other projects directly related to this proposal. The demand for both primary and secondary school places is reviewed annually on a rolling basis to ensure that supply matches demand as closely of possible, providing a modest surplus to support margins for error in projection and parental preference. Specific reviews are also undertaken where the annual review process highlights anomalies or trends which require further investigation. A review into the balance of demand for primary places in the west and east of the borough will shortly begin.

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 The shell and core of the school will be delivered by Canary Wharf Group based on an agreed specification and programme. There is provision in the AFT for changes to be made to both specification and programme by agreement between the parties, but the intention is to minimise such changes

and therefore maintain strict cost and programme control. The shell and core specification and fit-out proposals have been technically aligned to ensure that the latter can be implemented by LBTH, following completion of the shell and core build. It is hoped that if any increases in the cost of fit-out arise from changes to the shell and core design made by the developer, these will be met by the developer.

7.2 Procurement of the fit-out works will be programmed through the Council's Capital Delivery team, in line with the preferred routes to market at that time. The timing of the works contract will ensure that the school is available for September 2022, and will follow signature of the lease between the Council and Canary Wharf Group, on completion and handover of the shell and core build. It is anticipated that the Council will benefit from collateral warranties in relation to the design and construction of the shell and core.

7.3 In advance of the completion of the fit-out of the shell and core, Expressions of Interest in providing the education services for the school will be sought through the free school presumption process. As an academy the ongoing operational costs of the school will be met by central government grant, both in revenue and capital terms.

8.0 Infrastructure Planning Evidence Base Context

8.1 The development of Wood Wharf Primary School is identified in the Council's Infrastructure Planning Evidence Base as follows:

Project Ref	Ward	Description	Estimated Cost	CIL/S106 Funding Required?	Planned Year of Delivery	Officer Prioritisation	Prioritisation Comments	Notes
Wood Wharf	Blackwall and Cubitt Town	Provision of a 2FE Primary School being provided as part of an on-site development	Land/ shell and core being delivered under S106. Cost of fit-out TBC, est: £6m	Yes – allocation of £3m to cover fit-out costs.	2020/21	1	More certainty around application. Shell and core facility already secured.	Outline planning consent granted, detailed application for school to be submitted late summer 2016; Land and shell and core of school to be delivered under S106; School planned to be delivered by 2020;

8.2 As outlined in paragraph 5.4 above, the cost estimate for the scheme has increased since the need was included within the Evidence Base and S.106 is now requested to supplement the existing £11,000,000 Basic Need funding.

8.3 The Evidence Base goes on to outline the borough wide position in relation to growing demand for primary places:

“The need for and provision of primary education capacity is planned in terms of ‘Forms of Entry’ (FE), with 210 pupils equating to one FE (i.e. 7 classes of 30 students).

In terms of additional planned provision, 7 further FE are in the process of being delivered. 2FE will be delivered by September 2016 with the expansion of Olga Primary School, and a further 5 FE is proposed by September 2018 at the Former Bromley Hall Special School (2 FE) and the Former Bow Boys’ School site (3FE).

There are other sites that are in the planning process which may deliver an additional 9FE, the Fish Island (3FE), Wood Wharf (2FE), 3 Millharbour (2FE) and 50 Marsh Wall (2FE) sites. However, there are no confirmed programmes to deliver the schools on these sites as these will be brought forward by the developers of these sites. “

- 8.4 An annual review of projections of demand for school places is undertaken and reported to Cabinet in September each year. Whilst the report to Cabinet due to be considered on 19 September continues to project a shortfall in primary places within the next 10 years, the growth within the immediate future has slowed and it is therefore proposed to defer investment in the Bromley Hall site. Whilst schemes continue in development, final decisions on the progress of other medium and longer term proposals for increasing places also referenced in the Evidence Base may only be taken following the completion of a borough-wide review of primary provision. This review seeks to assess, in particular, the implications of variations in demand for places between the east and west of the borough. As outlined in paragraph 5.4 above, a commitment is required to the scheme at Wood Wharf now, earlier than would be the case for a Council procured project, because of the involvement of the developer delivering the shell and core.

9.0 Opportunity Cost of Delivering the Project

- 9.1 The S.106 funding sources proposed are all ring-fenced for education use, some are further constrained for provision of additional primary school places. These funds could therefore only be used for other primary school projects. Some of the proposed funds are those which were previously allocated for use on development of the Bromley Hall site, now to be released for alternative use. The AFL will provide for the shell and core to be delivered and the Council is then under an obligation to deliver the fit-out. Availability of capital to deliver this element of the project is therefore essential to maximise the

impact of the investment agreed through the original s106. As outlined in paragraph 5.4 above, confirmation of the funding is being sought now to secure the commitment of the developer to commencing work on the shell and core early in 2018.

- 9.2 Prioritisation of use of S106 resources on school growth projects will continue to be reviewed as demand for places fluctuate, both within the primary and between the primary and secondary sectors.

10.0 Local Employment and Enterprise Opportunities

- 10.1 The shell and core contract is being procured by CWG as part of the S106 agreement. The fit-out scheme will be procured in line with the Council's key performance indicators relating to the provision of employment and training opportunities in construction projects.

11.0 Financial Programming and Timeline

Project Budget

- 11.1 Funds for the delivery of the shell and core are held outside the Council and managed by CWG. The £5m fit-out project budget is proposed for full funding from S106 sources.
- 11.2 Subject to agreement to this PID, the proposed funding arrangements will be reported to Cabinet at its meeting on 31 October, alongside the proposal to enter into the AFL with CWG.

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
S. 106	3,000,000	S. 106	Capital
Basic Need Grant	2,000,000	DfE	Capital
Total	£ 5,000,000		

- 11.3 Any unused contingency funding would be returned to uncommitted funds to maximise flexibility in use of those funds.

Project Management

- 11.4 The fit-out project will be managed by LBTH and associated fees are covered

within the project budget.

- 11.5 Costs of circa £100,000 will be incurred by the end of 2017/18 on technical oversight of the development of the shell and core and fit out specifications. £6,000 has already been incurred in the design of the scheme including necessary surveys and planning application.

Financial Profiling

Table 2															
Financial Profiling															
Description	Prev	17/18	18/19	19/20				20/21				21/22		22/23	Total
	Yrs			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2-4	Q1/2	
Design	£.006m	£.09m	£0	£0	£.075m	£.075m	£.075m	£.075m	£0	£0	£0	£0	£0	£.004m	£.4m
Construction	£0	£0	£0	£0	£0	£0	£0	£0	£1m	£1.2m	£1.2m	£1m	£0	£.2m	£4.6m
Total	£.006m	£.09m	£0	£0	£0.75m	£.075m	£.075m	£.075m	£1m	£1.2m	£1.2m	£1m	£0	£.204m	£5m

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Finalisation of fit out brief and technical specification to support commencement of shell and core construction	£ 66,000	1/1/2018
2	Tendering of fit-out works in preparation for completion of shell and core construction and start of fit-out start on site	£ 330,000	1/7/2020
3	Completion of fit out	£4,400,000	30/6/2021
4	End of DLP	£ 204,000	1/7/2022
Total		£5,000,000	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Janice Beck, LBTH
- Project Manager: Capital Delivery Team ,LBTH
- Project Team Members: Building Development and Capital Delivery Team representatives (TBC), LBTH.

13.0 Project Reporting Arrangements

Group	Attendees	Reports/Log	Frequency
CS capital programme monitoring group	CS capital team	Monthly reports	Monthly
Quarterly capital monitoring	Written	Corporate reporting	Quarterly
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly
Cabinet	Members	Report on CS capital programme, schemes, progress, spend	Annually

14.0 Quality Statement

1.41 Design and construction will comply with current applicable regulations, practices and standards. This will include Building Regulations, mechanical and electrical regulations and legislation, daylighting and ventilation requirements and DDA compliance and all DfE Building Bulletin specified standards. The Council will continue to employ technical support to monitor the delivery of the shell and core in line with the specification, to ensure the co-ordination with the follow-on fit-out works.

14.2 The choice of materials will aim to ensure use of sustainable products with

consideration of product life and future maintenance plans.

15.0 Key Risks

15.1 The key risks to this project are set out in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Increased costs	Detailed design work and detailed cost submission	Increase to budget or reductions to the scheme	Monitoring of scheme development by project team	2	2	4
2	Programme slippage	Works delays	Delay in school opening/partial opening	Project team review partial opening options	2	2	4
3	Technical co-ordination	Works delays and cost increases	Delay in school opening/partial opening and requirement to reduce elements of fit-out scheme to compensate for additional costs	Regular liaison between technical teams for shell and core and fit-out	2	2	4
4	Confirm governance	Free School Presumption process	Stakeholder engagement limited	Early decision on specification and request Expressions of Interest	2	2	4

16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 5 below and will be engaged from the earliest stages of the project and through to project closure. The key

stakeholders will be engaged as required, after delivery is completed.

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Headteacher – not yet appointed	Lead client user	Meetings	Monthly or as required
Governing body – not yet appointed	Oversight of school	Updates to meetings	As required
Prospective parents	Users	Consultation, newsletters	As required
Council Members including ward members	Representatives	Update reports	As required

17.0 Stakeholder Communications

- 17.1 Consultation, both pre-application and statutory, associated with the planning application for the site was conducted prior to the receipt of planning consent. Where the need for a new school is identified, LAs are not able to open a new community school as the 2011 Education Act introduced the “free school presumption”. The “free school presumption” process involves the LA proposing and consulting on the specification for a new school. The consultation will seek to engage the local community as widely as possible about the proposed new school and how it should operate as part of the community. This includes the size and type of school and the community it is to serve. Cabinet will be asked to confirm the specification for the school, taking account of any consultation responses, prior to the LA inviting Expressions of Interest from potential school providers.
- 17.2 Following appointment of the school provider, they and the designated Headteacher will need to engage with local prospective parents to promote the school.
- 17.3 LA consultation material will include information that s. 106 contributions have helped fund the new school. There will be communications and publicity about the school opening where the funding information can be included.

18.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.

Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director, Education & Partnerships	Christine McInnes		

19.0 Project Closure

19.1 Please see the Project Closure Document Template. This is to be completed at the project closure stage and submitted to the s106 Programme Manager.

19.2 The relevant documents, as outlined in the Project Closure Report, must be made available on request.

Appendices

Appendix A: Location Plan Wood Wharf;

Appendix B: Site Plan Wood Wharf

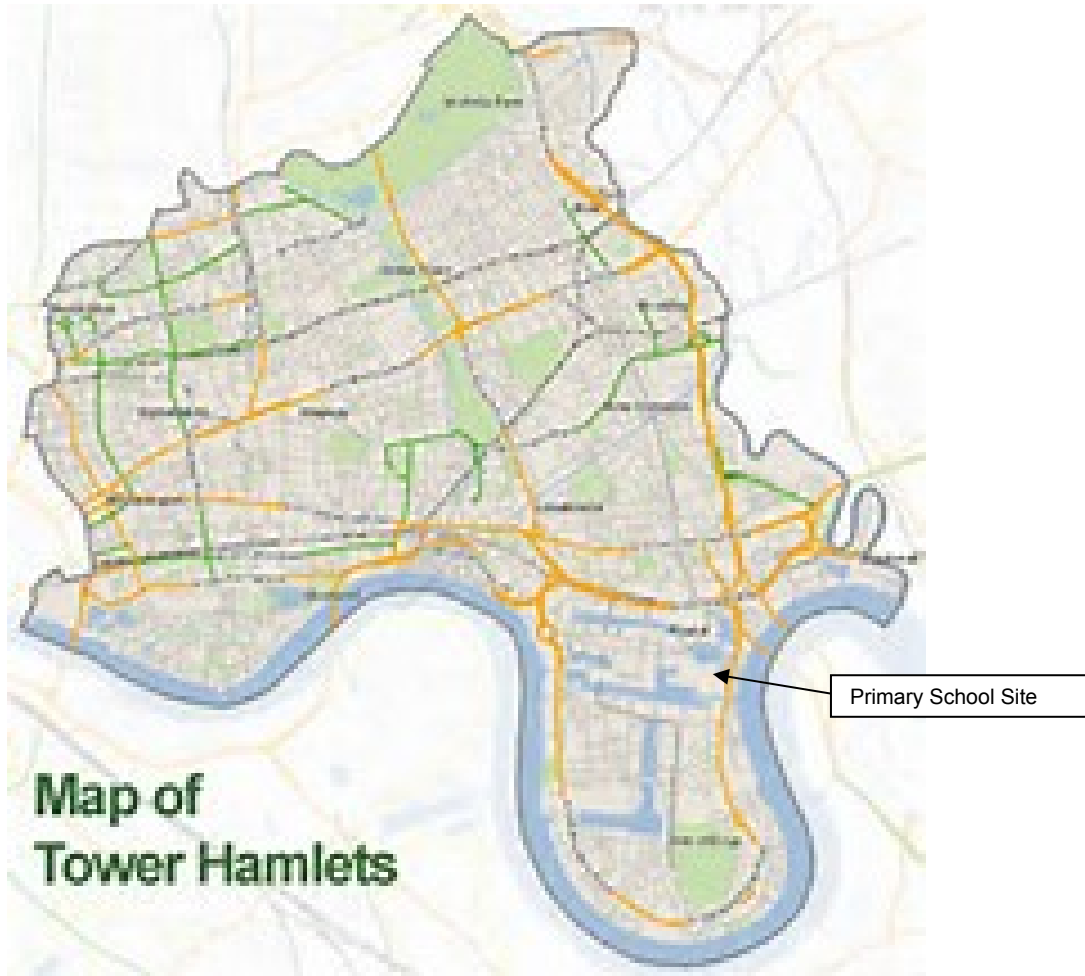
Appendix C: Equality Analysis Quality Assurance Checklist

Appendix D: Risk Register;

Appendix E: Project Closure Document

APPENDIX A

Wood Wharf Location Plan




APPENDIX B

Wood Wharf Site Plan



APPENDIX C

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	New build Primary School as part of wider mixed use development.. Shell and core to be provided by Canary Wharf Group, fit out by LBTH Capital Delivery.
Directorate / Service	Children's Services, Building Development
Lead Officer	Janice Beck
Signed Off By (inc date)	Janice Beck 7/9/2017
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	 Proceed with implementation As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage.

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Y	The provision of 420 additional primary school places to meet demand arising from housing development in the immediate vicinity of the school
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	N	The number of pupils affected by the new provision is known, but the profile cannot be assessed as they will be drawn from the housing development yet to be delivered/occupied

2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	N/A	Quantitative data is available but no quality assessment can be made at this time.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Y	Provision will be made in accordance with national standards for primary schools set out by central government, based on analysis of historic building projects and their relative success in impacting on teaching and learning.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Y	The knowledge and expertise of the people involved in the projections of demand and delivery of the capital project is extensive and tried and tested in relation to meeting the widest possible uses of the premises which the project will deliver.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Y	Further consultation will take place during process for appointing school provider
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	N/A	See paragraph 3 above.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	N/A	See paragraph 3 above.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	N/A	See paragraph 3 above
b	Have alternative options been explored	N/A	See paragraph 3 above
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Y	Take up of places in the new provision will be reviewed as part of the ongoing monitoring of the efficiency and effectiveness of the place planning function. Equalities dimensions will be considered as a part of this review process.
b	Is it clear how the progress will	N/A	See paragraph 3 above

	be monitored to track impact across the protected characteristics??		
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Y	

Appendix D
Risk Register

No.	Type	Description	Impact (potential/actual)	Action	Response	Closed out? Y / N
1.0	Contract	Contract to be agreed	Delay in works starting	Early discussion on contract requirements		N
1.1	Contractor's access / Site compound	Suitable area to be identified	Delay in works starting or additional costs if it has to be moved.	Agree site once construction programme agreed.		N
1.2	Hazardous Materials	Presence of asbestos.	Delay in programme	Asbestos Type 3 survey required		N
1.3	BREEAM	Achieve Very Good as minimum	Planning Approval implications	Early assessment is required to allow all Ecology Credits to be targeted by THS	THS to appoint BREEAM assessor	Y
1.4	Landscape Design	Assess landscaping required	Delay in handover and cost implications	Assess as part of design phase		Y
1.5	Planning Approval	Possible delay in planning process if objections to proposals	Delay in programme	Pre- application Meeting.		Y
1.6	Utilities	Changing or additional supplies	Delay completion of works	Early identification and discussion with suppliers		N
1.7	Sign off durations	Agreeing design	Delay in design process and when works can start	Agree design programme and Change Control		Y
1.8	Boundary agreement	Agree boundary arrangements and register with Land Registry	Delay in Lender Consent	Register revised plan	LBTH Legal to complete registration	N
1.9	Lender Consent	Complete contract documents and due diligence process to be completed.	Contract close	Complete documentation and tender process		N
1.10	Confirm school Governance	Decide on final status of school	Closing out detail design could be delayed.	Decide on type of provision.		N
1.11	Cost Analysis	Revised budget estimate to be submitted, following intrusive surveys.	Jeopardize whole contract closure	Submit new cost estimate		N
1.12	Competitive tender process	Inability to attract suitable contractors	Delay to programme	Carry out pre-tender enquiries	THS to invite	Y

Appendix E
Project Closure Document

Project Closure Document							
1.	Project Name:						
2a.	Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.			Please Tick ✓			
				<table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No
Yes		No					
2b.	<ul style="list-style-type: none"> • Key Outputs <i>[as specified in the PID]</i> • Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> • Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.			Please Tick ✓			
				<table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No
Yes		No					
3b.	<ul style="list-style-type: none"> • Milestones in PID <i>[as specified in the PID]</i> • Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> • Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) 						
4a.	Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID			Please Tick ✓			
				<table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No
Yes		No					

4b.

- Project Code
- Project Budget *[as specified in the PID]*
- Total Project Expenditure *[Please outline reasons for any over/underspend]*
- Was project expenditure in line with PID spend profile *[Please outline reasons for any slippage in spend encountered throughout the project]*

5.	Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> • Staff employment terminated • Contracts /invoices have been terminated/processed 	Please Tick ✓			
		Yes		No	
		Yes		No	
		Yes		No	
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes		No	
		These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>			
8.	Lessons learnt				
	<ul style="list-style-type: none"> • Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> <hr/>				

<p>9.</p>	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <hr/> <hr/>		
<p>10.</p>	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	<p>Sponsor (Name)</p>		<p>Date</p>
	<p>Project Manager (Name)</p>		<p>Date</p>