

5 July 2022		ITEM: 6
Planning, Transport, Regeneration Overview and Scrutiny Committee		
Stanford-le-Hope Interchange Report		
Wards and communities affected: All	Key Decision: N/A	
Report of: Keith Rumsey, Interim Assistant Director, Regeneration and Place Delivery		
Accountable Assistant Director: Keith Rumsey, Interim Assistant Director, Regeneration and Place Delivery		
Accountable Director: Sean Clark, Corporate Director of Resources and Place Delivery		
This report is Public		

Executive Summary

This report is provided at the Chair's request to inform Members of progress on the Stanford-Le-Hope Railway Station and Transport Hub project.

1. Recommendation(s)

1.1 That the Planning, Transport and Regeneration Overview and Scrutiny Committee notes and comments on the information provided relating to the Stanford-le-Hope Interchange project.

2. Introduction and Background

- 2.1 This project consists of the construction of new station buildings with footbridge and lifts, passenger information system, bus turnaround facility, passenger drop-off points and cycle parking.
- 2.2 There are several stakeholders involved in the project including UK Power Networks, SELEP, Train Operating Company -c2c, Network Rail and the Port of London Authority. A Development Agreement with c2c, who are the principal landowner will be in place.
- 2.3 Since the last update to the PTR Overview & Scrutiny Committee in January 2022, further progress has been made with the contract award and on-site delivery planned to start this Summer.

3. Issues, Options and Analysis of Options

Progress:

3.1 This Project comprises:

- **Phase 1** - the construction of new station buildings with footbridge and lifts, widened platform, passenger information system and enhanced facilities,
- **Phase 2** - bus turnaround facility, passenger drop-off points and cycle parking.

Phase 1 is now in the Detail Design & Construction/Implementation Stage
Phase 2 is in the Concept Design Stage

3.2 SLH Phase 1 (New Station) contract award for the station has been made. The appointment letter was sent to the successful contractor - Volker Fitzpatrick Limited in early March. To ensure mobilisation as quickly as possible, a letter of intent has been issued pending formal contract execution.

Plan to sign contract in June – the Contractor will then issue the formal contract programme to the council for approval. Early enabling works and site mobilisation to proceed during Summer/Autumn

3.3 Preliminary Design sign off achieved and issued to Contractor. Detail design will be undertaken by Volker Fitzpatrick LTD and AECOM as their design partner.

3.4 The monthly project steering group continues to meet - to share information and ideas and obtain feedback to ensure the planned infrastructure progresses with the agreement of stakeholders and local residents. So far, all feedback has been very positive.

3.5 An updated Business Case has been developed to take account of increased costs at the request of SELEP to demonstrate Value for Money. Draft passed to SELEP for joint review with conclusion planned to be confirmed at July Accountability Board.

3.6 The Phase 2 (Transport Hub) business case and approach is being reviewed and a new strategy is developing to take into account current and future business and regeneration needs, development and or revised requirements eg Freeports, commercial development, PLA

Opportunity exists to refine and or enhance scope and funding to account for new developments and demand in the area eg Freeports, new bus lines. The design of current scope of Phase 2 is on hold until revised client requirements and a design remit are issued. The current assumption is that the Daybreak windows site will not be released for development until the Phase 1 works are completed - currently assumed October 2023.

An occupation license is currently being sought from TBC for the contractor's access.

Budget

- 3.7 High level Phase 1 cost estimate evaluations were carried out at two "checkpoints" through the design process. The first at the end of concept design and a further check for pre-tender approval. This gave a degree of confidence of the cost in support of the tender evaluation process. A further check, using independent estimators in parallel with the tender provided a benchmark to evaluate the tender submissions.

The successful contractor for Phase 1 has confirmed a contract price which meets the budget requirements. Key Risks have been costed and allowances made in the contract budget to create a suitable risk pot/contingency. Examples of Key Risks are illustrated in 3.11.

Programme

- 3.8 Soon after signing/implementing the contract -the Contractor will submit their formal contract programme which upon acceptance by TBC will become the baseline programme for the project. Phase 1 of the works will be delivered first with the Phase 2 works following with the opportunity to award this work as a Variation Order to the current Contractor/designer.
- 3.9 Covid is a receding issue in project delivery and any residual impacts will be monitored and mitigated but as there is not a significant presence on site now, any impacts have been kept to a minimum. This will be monitored and kept under review.
- 3.10 TABLE - Key Phase 1 project milestones

Milestone	Planned Date	Actual/Forecast Date	Delays/Notes
Concept design complete	31 October 2020	31 October 2020	
GRIP 4 and planning application	15 December 2020	15 December 2020	
Planning decision Phase 1	15 June 2021	15 June 2021	
Planning Pre-application Phase 2	23 February 2021	23 February 2021	
Phase 1 Tender let	16 September 2021	16 September 2021	
Contractor site visits	14 October 2021	14 October 2021	
Tender submission deadline	7 January 2022	7 January 2022	
Contract award	18 March 2022	3 March 2022	
Contract signed/implementation*	30 March 2022	June 2022	Delay mitigated by LOI
Site setup / surveys*	Summer 2022		
Construction start*	Summer 2022		
Construction completion*	Autumn 2023		
Entry into service*	end 2023		

* The Contractor will submit their formal contract programme which upon acceptance by TBC will become the baseline programme for the project

Key Risks and Opportunities

3.11 Key Risks

Risk	Detail	Mitigation
Construction Access	Changes to access assumptions made by the contractor	Work with stakeholders/residents to facilitate planned access
Changes to Scope	2 approving bodies Network Rail (NR)/c2c increases risk of scope change	Robust change control process and clear interfaces
Construction Inflation	Impact on materials and manufacturing costs	Early purchase of materials or services
Resources within NR	Changes in team/ different perspectives - increases risk of scope change	Work with NR to achieve continuity
Structure of NR	Restructuring of NR – Responsibilities, resource or approvals process changes may impact scope and timeline of projects	Develop relationship with senior NR leaders to get early awareness of potential changes and impacts/mitigations
Contract Terms	NEC fixed price contract demands collaborative behaviours and rigour in responding to contract management with extensive record keeping (CEMAR)	Client contractor and partner teams to establish partnering principles and behaviours and create collaborative working
Changes to Code of Practice/Standards	Changes to codes of practice, standards can result in 'scope creep'	Establish a design 'freeze' at Key milestone -eg design Approved for Construction AfC
Ground Conditions	Unforeseen ground conditions, ecology and archaeology	Robust site investigations – revisit scope and undertake trial trenches
Unforeseen Utilities/Equipment	Unforeseen utilities or railway equipment requirements may impact on cost and programme	Review records, robust site investigations – revisit scope and undertake trial trenches and scanning at key points
Change to Fire Safety Standards	Fire Safety standards changes impact scope of the project	Establish early design freeze and undertaking with NR/c2c

Key Opportunities:

- Securing early possessions from NR could benefit schedule and cost.
- Approvals of design earlier than planned
- Review of SI data and construction methodology could mitigate risk and gain time – reduce cost
- Reduction in piling in platform widening potential for significant time/cost saving.
- Explore other value engineering opportunities with VFL
- Phase 2 Business Case to explore transport interchange opportunities in support of SELEP funding and more benefits to stakeholders could attract additional funding.

4. Reasons for Recommendation

- 4.1 To respond to the Chair's request for information on the Stanford-le-Hope Interchange project.

5. Consultation (including Overview and Scrutiny, if applicable)

5.1 Consultation was undertaken as part of planning process and further stakeholder engagement is continuing. This includes meetings with the residents of Chantry Crescent and local Councillors.

6. Impact on corporate policies, priorities, performance and community impact

6.1 The Stanford-le-Hope scheme supports the Place corporate priority, in particular:

- roads, houses and public spaces that connect people and places

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Assistant Director - Finance

The budget implications are set out in section 3.7
The Key Risks to the project have been identified and mitigations developed.
The risks have been costed and allowances made in the contract budget to create a suitable risk pot/contingency.

7.2 Legal

Implications verified by: **Kevin Molloy**
Principal Lawyer / Manager – Contracts and Procurement Team

There are no new legal implications arising in this report.

7.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**
Community Engagement and Project Monitoring Officer

There are no direct implications arising specifically from this update report

7.4 **Other implications** (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, and Impact on Looked After Children

Not applicable.

- 8. Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

None

- 9. Appendices to the report**

Appendix 1 – Updated Concept design images

Report Author

Keith Rumsey

Assistant Director, Regeneration and Place Delivery

Appendix 1 – Updated Concept design images

