

Northampton College
New Daventry Campus
Post Project Review
September 2017

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1.0 Introduction

This document is written to provide a post project review for the Enterprise and Skills Centre at Daventry. This document has been structured to follow the SEMLEP investment project pro-forma (where applicable).

2.0 Background Details

2.1 Project Name

Enterprise and Skills Centre at Daventry

2.2 Lead Organisation

Northampton College

2.3 Project Partners

SEMLEP provided the College with part of the funding to assist with the project.

Northants County Council indicated provision of S106 funding to help with the project.

2.4 Project lead details

Northampton College
Booth Lane
Northampton
NR3 3RF
Steve.Rankine@northamptoncollege.ac.uk

3.0 Project Details

3.1 Project overview and brief description of its specific objectives

Northampton College originally sought to relocate its Daventry Campus to a new town centre 'hub' site adjacent to the Daventry UTC. The new facility was conceived as a vocational training centre for the district.

The Centre will focus particularly on excluded and disadvantaged groups to help ensure they are able to find sustainable employment. This will include specialist support through a Job Coaching model for LLDD, NEETs and other disadvantaged groups.

During the early feasibility stages the relocation of the centre to Ashby Road proved untenable due to site constraints and the decision (endorsed by SEMLEP) was taken to

develop the new facility on part of the existing Badby Road West Site. Subsequently, the UTC will shut in August 2017 due to poor student recruitment.

The development of an Enterprise and Skills Centre based in Daventry will provide a community base to support access to the workplace. A wide range of training will be accessed directly at the Centre.

The Centre in partnership with the University of Northampton and the i-Con Centre*, will also develop entrepreneurs helping them to start and run new businesses by providing business support and services. Specialist support for Social Enterprises will be developed.

*The College has engaged with Velocity and the Growth Hub to promote Apprenticeships and this is further supported by the ESF Bid which is led by Northampton College. This provides funding to develop and fill Apprenticeship places.

Development Officers located in the new centre will engage directly with local organisations* to understand their business needs that can be addressed through skills and training. The Development Officers will then link the organisation to a partner who can work with that organisation to directly address their business need. The development of Apprenticeship and Higher Apprenticeship places will be a priority. A key role for the Development Officers will be to generate meaningful work experience for young people.

*There are currently 76 Apprentices in the Daventry locality. The College Business Development Executive is an active member of the DIRFT III Local Employment Group. Regular Drop In sessions for potential Apprentices is planned.

3.2 Investment Pillars most relevant to the project

| | |
|--|---|
| Pillar 1: Business productivity | |
| Pillar 2: Markets (inward investment and export) | |
| Pillar 3: Workforce skills | ✓ |
| Pillar 4: Infrastructure | |

The project has delivered a new centre to help improve workforce skills as originally indicated in the SEMLEP submission.

The main focus of the project was to deliver the following;

A purpose-built campus that:

- Provides excellent facilities that engages and inspires students to achieve;
- Provides a curriculum that meets the needs of local employers;
- Meets the needs of local businesses and community;
- Promotes participation and continuation in learning;
- Increases the number of apprenticeships;
- Provides education, support and training opportunities for disadvantaged groups.

3.3 Overview of the project timetable

The project commenced in April 2014 as programmed and completed in November 2016 as contracted.

3.4 Project Deliverables

The project delivered the following accommodation:

4 Supported learning Classrooms

8 General Purpose Classrooms

9 IT Classrooms

Science Laboratory

Motor Vehicle Workshop

Animal Welfare Classroom

Construction skills workshop

Hair Salon

Beauty Salon

Library

Cafeteria

Office Accommodation for 45 staff

4.0 Strategic Fit

4.1 Strategic objectives the project delivered

The project delivered the following key pillars;

| | |
|---|---|
| Pillar 1: Business Productivity | |
| - Objective 1: Stimulating enterprise and enhancing the competitiveness of SMEs . | ✓ |
| - Objective 2: Strengthening and exploiting our innovation and knowledge assets . | ✓ |
| Pillar 2: Markets | |
| - Objective 3: Support new and existing businesses to export their goods and services. | |
| - Objective 4: Attracting domestic and international investments . | |
| Pillar 3: Workforce Skills | |
| - Objective 5: Developing a skilled and adaptable workforce . | ✓ |
| - Objective 6: Addressing barriers to the labour market for disadvantaged groups. | ✓ |
| Pillar 4: Infrastructure | |
| - Objective 7: Delivering infrastructure to accelerate sustainable growth in jobs, housing and investment in town centres. | ✓ |
| - Objective 8: Securing long term and on-going funding to deliver the infrastructure plan. | ✓ |

4.2 The strategic importance of the project across the South-East Midlands

The original location on Ashby Road for the new College facility was not feasible and had to be delivered on the existing College site at Badby Road West.

The new College facility was to be co-located with the UTC, however due to poor student recruitment the UTC facility will close on the 31st August 2017.

Northampton College has delivered a new vocational training centre for Daventry, which will benefit the local area significantly and has secured an FE provision in the town for the future.

4.3 Options analysis undertaken for the project

In 2010, an option appraisal was undertaken that supported the development of a new centre for vocational training. The existing Daventry campus supported around 470 students, and it is anticipated that the new facility can support upwards of 700 students with future proofed space available if required.

4.4 How will the project make an overall 'net' positive impact on the contribution to the South-East Midlands economy

The project will have the following positive impacts;

- Vocational education pathways for young people at 16
- Access to vocational training and facilities for young people at 14
- Increased progression to apprenticeships
- Bespoke programmes and support for businesses, start-ups and social enterprises
- Freeing up part of the Badby Road West site for residential development.

4.5 The urgency and critical need for the project

The existing facilities at the Badby Road West site were life expired and had an increasing maintenance liability. The facilities were deteriorating quickly and were no longer fit for purpose. These poor facilities would have a detrimental effect on learners and would reduce the College's ability to attract new students and potentially deliver FE provision in the town.

4.6 Which government strategies will the project help to deliver

The project originally anticipated delivering against the following strategies;

| | |
|--|---|
| Energy Efficiency/Heat Strategy | ✓ |
| Work Programme | ✓ |
| Skills for Sustainable Growth | ✓ |
| Apprenticeship and Traineeship Agenda | ✓ |
| FE College Capital Investment Strategy | ✓ |

It is concluded that the new College facility has delivered against these strategies as it set out to do.

5.0 Investment Profile & Spend

5.1 Total Project Investment

| Original (application) | Actual |
|------------------------|--------------------|
| £15,000,000 | £13,338,911 |

Following the decision to change of location of the project from Ashby Road to the existing site on Bradby Road West the value of the project was reduced as the land transfer offered by Daventry District council did not happen.

5.2 Stipulate the revenue/capital breakdown

100% Capital

6.0 Value for Money

6.1 How the project offers value for money

| | Actual | Original |
|---|--------------------|--------------------|
| Construction Cost | £10,130,857 | |
| Total Project Cost | £13,338,911 | £15,000,000 |
| Construction cost per m² | £2,033 | |
| Total Project cost per m² | £2,676 | £2,727 |

A like for like comparison is not applicable however the signed approval anticipated a cost per m² of £2,727 which is slightly higher than the actual costs. The demolition of the existing buildings (with the exception of C Block, which had to be demolished to construct the new College buildings) have been excluded from the above costs as they form part of the works associated with the land sale.

6.2 How will the investment deliver additional outputs or impacts that would not happen without the project

The project anticipated the delivery of increased apprenticeship numbers and a reduction in NEET's.

This will be reviewed after Year 1 of operation

7.0 Jobs and Growth Creation

7.1 Outputs delivered by the project

Due to the building opening mid-way through 2016-17, rather than at the start of that year as originally envisaged in the bid the targets set in the bid should be moved forward by a year, so the first 2 full years will be 2017-18 to 2018-19

| Medium Term 2016/17 – 2017/18 | Application | Actual / Forecast 2017-18 to 2018-19 |
|--------------------------------------|--------------------|---|
| No of vocational students: | 900 | 1,075 |
| No of Apprentices: | 150 | 220 |
| No of Businesses supported: | 100 | 100 |

| Medium Term 2018/19 – 2019/20 | Application | Forecast 2019-20 to 2020-21 |
|--------------------------------------|--------------------|------------------------------------|
| No of vocational students: | 1,300 | 1,425 |
| No of Apprentices: | 350 | 325 |
| No of Businesses supported: | 350 | 200 |

*7.2 Jobs creation

| | Application | Actual |
|---|--------------------|--|
| Number of direct gross jobs created by the project | 10 FTE's | Estimated 14 FTEs by Yr 5 |
| Gross Construction jobs created by the project | 50 | Information requested from SDC |
| Gross Construction jobs created by housing estate | 100 | Information requested from Avant Homes |
| Number of jobs safeguarded by project | 40 | 32 direct jobs safeguarded |

8.0 Wider Project Benefits

8.1 Identify additional results/outputs this project has delivered

| Application | Actual |
|--|--|
| New build will replace an environmentally poor building with a new energy efficient building | Achieved |
| The co-location with the UTC will create a Learning Village | Not achieved (UTC to close) |
| Reduction in unemployed through employability programmes and sector based work academies | To be reviewed after 1 year of operation |

8.2 Does the project have wider environmental or sustainable aspects

The project delivered a sustainable building which is far cheaper to maintain compared with the existing. It achieved BREEAM 'very good' (as anticipated at application stage) with a score of 56.95%. The new building will also help to reduce the running costs for the College due to its modern construction.

The project incorporated LED lighting throughout the building and car park areas. A fully integrated Building management system controls functions such as heating and cooling to minimise run times and therefor running costs. A 16.68Kw photovoltaic array was fitted to the roof.

8.3 Is the project financially sustainable

The College has a five year growth strategy to grow student and Apprenticeship numbers. The building is smaller and far more energy efficient than the old building. The sustainability will be fully measured annually after the first full year of operation

| | Yr0 16-17 | Yr1 17-18 | Yr2 18-19 | Yr3 19-20 | Yr4 20-21 | Yr5 21-22 | |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| FT | 230 | 275 | 325 | 380 | 440 | 500 | Target 500 by Yr5 |
| FT (Moulton) | 50 | 50 | 50 | 50 | 50 | 50 | Stable |
| PT | 155 | 175 | 200 | 235 | 270 | 300 | Target 300 by Yr5 |
| Apps | 76 | 100 | 120 | 150 | 175 | 200 | Target 200 by Yr5 (Funding change may limit growth) |

It is forecast that there will be a surplus on activity of 24% (excluding depreciation) rising to 30% in 5 years

8.4 Is the project scalable?

The project was sized and designed by current and forecasted demographics of Northampton College's catchment group in South and West Northants.

9.0 Project Plan and Deliverability

9.1 Project timescales

| Item | Original | Actual |
|---------------------------|----------------|---------------|
| Project commencement | April 2014 | October 2014 |
| Planning submission | May 2015 | June 2015 |
| Planning approval | September 2015 | October 2015 |
| Appointment of contractor | May 2015 | May 2015 |
| Start on site | November 2015 | November 2015 |
| Project completion | September 2016 | November 2016 |

9.2 Delivering the project on time and to budget

To ensure that the project was delivered on time and to budget a D&B procurement route was selected. This allowed engagement with the contractor to happen a lot quicker and they could then feed into the design and buildability. This also allowed for risks to be passed from the College to the contractor who was better placed to manage them.

Working with the contractor cost certainty was delivered before works started on site which meant the College could be certain of value for money as work packages were reviewed on an open book basis with the College's cost managers. The project was due to complete in September 2016 however it was delayed due to window procurement issues. This resulted in the new facility being operational in November 2016, however the College continued to operate out of the existing facility and undertook a switch over from old to new over the course of a weekend.

9.3 Was your project reliant on any other projects before going ahead

It can be confirmed that this project was not reliant on any other projects completing prior to its commencement.

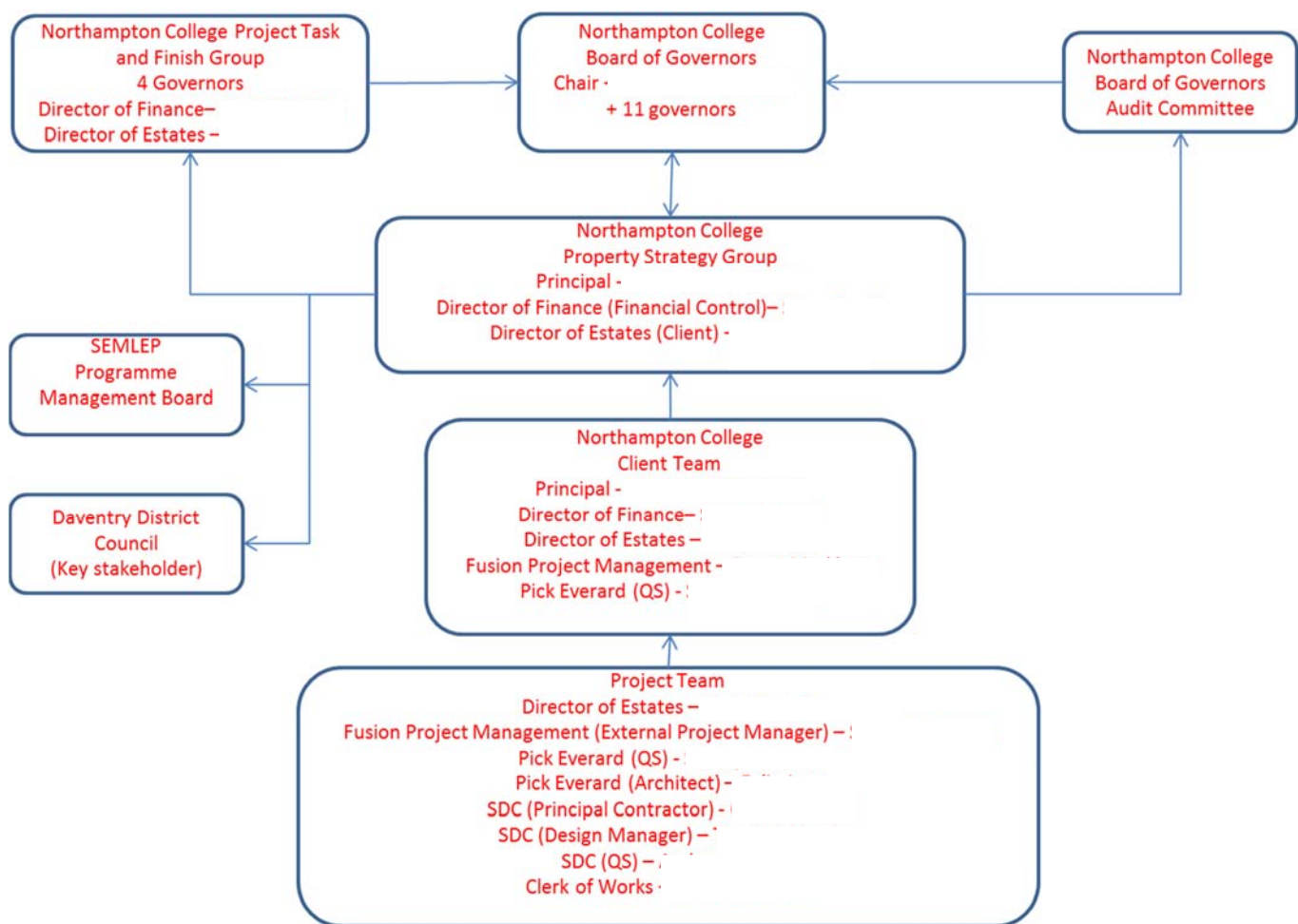
9.4 Is your project reliant on any other project happening after completion to deliver the expected jobs

No, the project was stand alone and did not rely on any projects happening after completion to deliver jobs.

9.5 Please detail project management arrangements used for your project

It was proposed to run the project exactly the same way with the same processes as 2 projects previously completed by Northampton College at Booth Lane and Lower Mounts. Both were completed below budget and ahead of schedule.

Below is the Project Board Structure for the delivery of the new Daventry Campus facility



Daventry - Project Team Structure

Northampton College Director of Estates- Client Representative

Key responsibilities

- Assisting in designing the scheme in liaison with end users and consultants, setting scope of work for external consultant duties, commissioning their services and ensuring they deliver to these specifications;
- Ensuring design delivers critical purpose and functionality in liaison with consultants and end users;
- Completing tendering and quotation procedures for professional services and contractors in accordance with Northampton College standing financial instructions and with due regard for European Union procurement legislation;
- Managing project budgets and ensuring that expenditure is contained within budgetary constraints;
- Managing reporting process, ensuring progress of programme is captured and reported on in an agreed robust manner;

- Identifying and managing all risks and issues in relation to delivery against programme and cost;
- Communicating complex issues to senior management stating potential options with recommendations for future direction of project;
- Managing contractors and consultants ensuring a positive and professional relationship is maintained at all times;
- Ensuring projects are handed over to the operational team with relevant service contracts, planned preventative maintenance schedules, Health and Safety files and "as built" drawings are in place;
- Ensuring that appropriate knowledge and information is communicated across internal and external stakeholders with sensitivity and due regard to the complexity of technical and political issues.

Project Manager/Quantity Surveyor

- Delivering capital project through multi-disciplinary groups from user brief, design, specification, ensuring compliance with all relevant legislation, technical standards and regulations;
- Planning, monitoring and control of all aspects of the project/s to ensure the most cost effective, timely and appropriate solutions are developed to fulfil the colleges' strategic goals;
- Managing the day to day aspects of the project/s (including contractors and budgets) and projects deliverables within the constraints agreed;
- Producing project documentation, to reflect programme timetable identifying key milestones, quality assurance, issues of risk management;
- Managing relationships with internal stakeholders to define and agree business objectives and interfaces with external stakeholders ensuring scheme delivers the agreed objectives.

Planning Co-ordinator

There is a legal requirement under the Construction Design Management Regulations (2007) to appoint a Planning Co-ordinator to ensure H&S compliance, specifically during the design stages of the project and when assembling the H&S documentation at the end of the project.

Clerk of Works

Would be employed directly by college to act as eyes and ears on site. They will ensure that all on site practices are monitored, report problems direct to Project Manager. The Clerk of Works will also act as a quality assurance monitor during the build programme.

9.6 Is the project subject to any land ownership issues?

The original proposal to locate the new facility on Ashby Road was not going to cause land ownership issues as it was owned by DDC. However, this site was constrained and deemed not suitable for the new facility. The revised location was to retain the College on the Badby Road West site in a rationalised position and sell the majority of the site for residential development. Avant Homes purchased the site from the College (Tranche 1 completed in September 2016) with the final tranche due to complete by the end of April 2017.

9.7 Does the Project require planning permission?

Yes, planning was secured on the 27th October 2015. (A copy of the consent is appended)

10.0 Commercial Viability

10.1 How much return on investment will be secured and over what period?

This will be measured over a five year period.

Return on investment is primarily in terms of students achieving their qualifications; estimated to be 4,095 students and apprentices over the 5 years to 21-22.

Over this period there will be an estimated £3m net return (excluding depreciation)