

PROJECT LESSONS-LEARNED REPORT

Project Name:	Leighton Buzzard Skills and Technology training centre
Prepared by:	Sarah Mortimer, Vice Principal
Date (MM/DD/YYYY):	26/03/2021

The purpose of this document is to help the project team share knowledge gained from their experience so that future projects may benefit from the findings. In addition, it will consider the successes and the areas for improvement of the outputs of the project against the original targets set.

- Repeat desirable outcomes

At the end of the project, this document will be used to summarise their experience.

Project Management	Technical Management	Human Factors	Overall
<ul style="list-style-type: none"> ▪ Project Planning ▪ Resource Management ▪ Risk Management ▪ Change Control ▪ Procurement ▪ Budget Management ▪ Quality Control ▪ Status Reports ▪ Vendor Selection 	<ul style="list-style-type: none"> ▪ Requirements ▪ Specification ▪ Test Plan ▪ Construction ▪ Testing ▪ Rollout ▪ Training ▪ Documentation ▪ Vendor Management 	<ul style="list-style-type: none"> ▪ Communication ▪ Team Experience ▪ Interaction with Sponsor ▪ Interaction with partners ▪ Interaction with Management ▪ Management support ▪ Quality of meetings ▪ Vendor interaction 	<ul style="list-style-type: none"> ▪ Customer Satisfaction ▪ Technical Success ▪ Quality product ▪ Product Accepted ▪ On Time ▪ Within Budget ▪ Met Project Objectives ▪ Met Business Objectives

During your discussions:

- Be positive
- Do not place blame!
- Focus on successes as well as failures
- Indicate which strategies contributed to success
- Indicate which improvement strategies would have the greatest impact

Project Close-Out Discussion

At the end of the project, this will gather all of the project team together for a Lessons-Learned meeting:

Use the questions below to summarize your Lessons-Learned discussion and to review the outputs of the project. Enter comments in the areas provided.

Focus on Lessons Learned that will help in future projects.

A. List this project's three biggest successes.


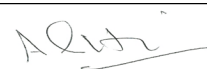
<i>Description</i>	<i>Factors that Promoted this Success</i>
Delivering a state of the art Skills & Training facility within the agreed cost / build time despite unavoidable delays in the project start.	Having had to reset the start date due to sector and economic issues, the multi-disciplined project team were able to reconfigure the plans and costs to meet the requirements of the project; once this was achieved, the build was completed in record time and the centre was opened to the public earlier than had been listed in the revised plan. Support from partners was vital in this phase and the Local Authority/the local MP in particular were instrumental in enabling this project to continue. All partners were agreed on an intended outcome and a need for the centre to be built and together this was achieved. A highly experienced project team were appointed to deliver the project from concept to a fully operational building, and this was another reason for this success.
Achieving the outputs for the programme by adapting the delivery options at the centre to better suit the immediate local need	Once the centre was built and open, the LMI data and outputs during and after the first year of opening all pointed to a need to adapt the delivery options from the centre. Employers who during the build phase had been instrumental in deciding the training resources needed, saw a decline in their local pattern and their need for access to the equipment reduced significantly; equally the number of skilled staff they wanted to employ also reduced. In the meantime, the College had been working with the Local Authority, SEMLEP and the Schools to look at skills need and the area lacked a wider curriculum offer for post 16yrs education, so the College were able to adapt quickly to move a wider curriculum offer over to LB to be delivered out of this centre. This was a radical change turned around in under 3 months, but one that better met the needs of the community. Following on from this, the Centre has moved to specialise in Higher Education as this is a much needed facility for the local area
Choosing to build a facility capable of delivering a wider range of outputs closely aligned to the local community.	During the concept stage of planning the Skills centre, following discussions with local residents, businesses and the Local Authorities, it was agreed the facilities would include access to a café for the estate and also facilities for external organisations to hire the facilities for their own events. This was slow to start but once more awareness was raised, proved helpful in opening up the centre to the wider community. In addition, the College hosted a number of prestigious events at the centre as a result, these included the national launch of a new Virtual Reality product and bespoke IAG event and conferences by SEMLEP, CITB and the Local Authority.

B. List other successes that the team would like highlighted:	
<i>Description</i>	<i>Factors that Promoted this Success</i>
Launch event	The launch event was seen as a significant success which generated excellent publicity for the facility and for the support provided by SEMLEP. The site also has a bespoke Website that promotes the work and the area
Design of the Build	Feedback from students, staff and all external users is that the site is well designed for its purpose. It is light, airy and a good learning space. The site facilities are flexible and meets a wide variety of needs. Location of the site is also good and well served by road and public transport.

C. List areas of potential improvement along with <i>high-impact</i> improvement strategies:	
<i>Description</i>	
Interaction with Partners and their needs	During the entire project the College worked with local employers and stakeholders to ensure that the plans and the outcomes supported their needs as much as possible; this included their input on the choice of specialist kit needed in the site for students / apprentices to use and learn with. Their choices were often costly by comparison to similar makes / models. Once built the market changed dramatically and the kit was not then fully utilised by these employers and was also not of as much interest to other employers for example. This meant that it was not then as utilised as it might be for use outside of the day to day student use. In future, whilst we will work with local employers, we will take a wider view of the selection of the kit needed
Project contingency	Due to changes in market conditions within the construction Industry the building costs escalated just prior to commencing with the build and put the whole project in jeopardy. The outcome of this meant that it was we had to look at cost cutting exercises to achieve the project and also a slight modification to the original design. In future we would look to increase and ring fence the contingency budget.

D. Enter other comments:
The project has significant coverage for social media including a timeline for the build and numerous press releases along with events to publicise it. SEMLEP were involved at all times. Equally the project had a regular stakeholder / partner meetings which took place in local employer sites and always included the Local MP, the Local Authority, SEMLEP and local employers, this was well received.
SEMLEP's support for the proposed changes/ adaptations we needed to make, to then enable the project to achieve long term success, was invaluable in this and it meant that we were able to flex things sufficiently to respond to local need.

3. Project Lessons-Learned Participants & Sign Off

Project Manager:	Sarah Mortimer		
Participants in the review:	Principal / CEO Vice Principal Head of Student Services Head of Estates Head of Finance Learning Area Managers Student Representatives from FE and HE		
<i>I have reviewed the information contained in this Project Lessons-Learned Document and agree:</i>			
Name	Title	Signature	Date
Sarah Mortimer	Vice Principal		31.3.21
Ali Hadawi	Principal / CEO		31.3.21

The signatures above indicate an understanding of the process of the project review, the discussion points and content of this document. Those signing agree to this document being the final formal Project Lessons-Learned Report.