







































B. Premises savings	5,617	0
Difference (A-B)	-4,913	2,284

Sensitivity analysis : Scenario testing shows the following:

- If student number flat line after 2022, the project NPV would still be £14,230k
- If student numbers only reached 75% of 3 year total to 2022, and then flatlined through the remaining 17 years, the project NPV would still be £12,210k
- If student numbers did not increase at all after 2021, remaining constant through the remaining 18 years of the project, the NPV would still be £8,943k

#### Optimism bias and contingency

The construction programme (works duration) has been developed with pessimistic bias, allowing for a full 12 month programme to construct the new accommodation. Professional contractors have confirmed there is adequate contingency within this time period of at least two months. On the design element, here again, currently there is 12 months allocation to take forward designs through planning to reach detailed design ahead of start on site. This is greater than previous projects successfully delivered by the College.

Project costs have been developed based on a cautious cost inflation of 3%. As designs develop the College will have greater cost certainty and if concerns should emerge the College will seek options to evaluate and mitigate the risk. As stated elsewhere in this proposal the College has confirmed it will seek additional financing where appropriate to do so, in order to see the project through to completion. Other measures to support mitigation include project design and competitive tendering of construction and fit out. The College has been successful in securing high value sponsorships in the past and we see no reason why this will not continue.

An annualisation approach is not considered appropriate for measuring outputs of this scheme.

Displacement. One of the main project drivers is to move from a 16-18 college to an all through college offer, attracting more adults to the campus, opening up new opportunities for re-training in local industries beset by skills gaps. The project assumes largest student growth in apprenticeship programmes which are employer generated jobs but also employer generated training opportunities. We estimate that 40% of student growth (178 students) will be growth will be new students that would not have typically followed a training path but a traditional route to employment, reducing displacement. There will be positive displacement where improved facilities equivalent (or better than) standards at the Colchester Campus will encourage local Braintree residents to learn locally as opposed to travelling 20 miles to alternative CI facilities. This will be positive in that it will relieve pressure at Colchester site where there are not enough facilities at present to support ongoing student number growth in the second fastest growing town in the Country, and where two garden settlements are likely to be developed over the next ten years under local plan proposals.

#### Benefit Cost Ratio

*The BCR has been calculated based on dividing the total discounted value of the **benefits** by the total discounted value of all **costs** (including capital element).*

*Using the same discount factor applied to RoI projections (3.50% as per 'The Green Book' - appraisal and evaluation in Central Government issued by the Treasury.:*

*Total Discounted Receipts ® £24,750,945*

*Total Discounted Costs © £11,364,461*

	<i>Project Benefit Cost ratio ® / © = 2.178</i>													
3.6. Options assessed	<ul style="list-style-type: none"> <li>• <i>Do nothing</i> The College will need to replace end of life buildings over the next 3 – 5 years. In addition current configurations do not support curriculum requirements / skills needs of local district employers. Classrooms are too small and many more vocational advanced technology workshops are urgently required to assist curriculum shift. Without substantive investment in industry standard facilities, reflecting workplace environments, the College will be unable to make a meaningful contribution to local priorities and national Government ambitions from this site. Opportunity lost.</li> <li>• <i>Do minimum</i> If SE LEP funding was not prioritised for the scheme then the College would only be able to fund an extension to a current building and not realise any of the wider benefits associated with this proposal. Limited curriculum and apprenticeship development opportunities.</li> <li>• <i>Do something</i> As ‘Do minimum’ but consider 16-19 curriculum rationalisation to reduce operating costs to a manageable level and grow apprenticeships where facilities remain suitable and where delivery is proven to be cost effective.</li> <li>• <i>Do optimum – Recommended Option</i> The strongest business case. To remove 6,614 SqM of poor quality accommodation from site and re-use this land sale capital receipt as a cash match against the new build delivery programme. An opportunity to reduce running costs of the campus by 65% (£325k) per annum, providing for a more effective service to the local community, as demanded by Strategic Area Review.</li> </ul>													
3.7. Scheme assessment	<p><i>Provide a brief description of a modelling and appraisal methodology – including details of data source.</i></p> <p><i>Show sufficient information to demonstrate the analysis supporting the economic case fitness for purpose.</i></p> <table border="1" data-bbox="379 1352 1485 2078"> <thead> <tr> <th data-bbox="379 1352 746 1458"><b>Data sources</b></th> <th data-bbox="746 1352 1198 1458"><b>Information and benefits realisation calculation touch points</b></th> <th data-bbox="1198 1352 1485 1458"><b>Analysis</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="379 1458 746 1570">College enrolment database ProMonitor</td> <td data-bbox="746 1458 1198 1570">Enrolment numbers at July 2021 and July 2022 will prove VfM / Payback positioning</td> <td data-bbox="1198 1458 1485 2078" rowspan="4"><i>Impact analysis: At the end of Y2 (July 2021) &amp; Y3 (July 2022) comparative analysis will be carried out, highlighting successes, VfM and areas of further demand to drive curriculum decisions.</i></td> </tr> <tr> <td data-bbox="379 1570 746 1854">Sample base of 20 local employers</td> <td data-bbox="746 1570 1198 1854">Base data from July 2017- pre-project compared with assessment of the following at July 2021 and July 2022 (Y2 &amp; Y3 of project) on: <ul style="list-style-type: none"> <li>○ recruitment activity in terms of candidate profile &amp; outcome</li> <li>○ employer satisfaction levels</li> <li>○ vacancy type &amp; quantity</li> </ul> </td> </tr> <tr> <td data-bbox="379 1854 746 1928">Independent reporting</td> <td data-bbox="746 1854 1198 1928">Student destination data as at July 2021 and July 2022.</td> </tr> <tr> <td data-bbox="379 1928 746 2078">ECC and DWP data sources</td> <td data-bbox="746 1928 1198 2078">Braintree ward unemployment levels and NEET statistics referenced at July 2017 against July 2021 and July 2022</td> </tr> </tbody> </table>		<b>Data sources</b>	<b>Information and benefits realisation calculation touch points</b>	<b>Analysis</b>	College enrolment database ProMonitor	Enrolment numbers at July 2021 and July 2022 will prove VfM / Payback positioning	<i>Impact analysis: At the end of Y2 (July 2021) &amp; Y3 (July 2022) comparative analysis will be carried out, highlighting successes, VfM and areas of further demand to drive curriculum decisions.</i>	Sample base of 20 local employers	Base data from July 2017- pre-project compared with assessment of the following at July 2021 and July 2022 (Y2 & Y3 of project) on: <ul style="list-style-type: none"> <li>○ recruitment activity in terms of candidate profile &amp; outcome</li> <li>○ employer satisfaction levels</li> <li>○ vacancy type &amp; quantity</li> </ul>	Independent reporting	Student destination data as at July 2021 and July 2022.	ECC and DWP data sources	Braintree ward unemployment levels and NEET statistics referenced at July 2017 against July 2021 and July 2022
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	National Apprenticeship Service; Sector Skills Councils; ECC Employment and Skills records, employer forum feedback	Changes to relevant qualifications, new apprenticeship standards, information requirements from employers Comparison of suite of qualifications on offer / being delivered from July 2017 to July 2022	<i>Keeping up to date on 'supply and demand' - and influencing 'supply' by feeding back the demand data to curriculum delivery officers. Responding to employer demand as required by stakeholders</i>
	Feedback questionnaire on training needs of specific sector organisations across Essex	Training needs - by subject specialism; accreditation vs. bespoke; length – bite-size 1 hour courses through to full-time Measure number of key skills requirements (as identified by ESB Evidence base) being met July 2022 v July 2021	
	College CRM	Track key stages of employer journey – from enquiry to booking comparing pre-post project  Identify employer engagement levels post v pre-project delivery, to verify targets listed at 2.4 have been achieved.	<i>Measure college Business Development Team KPI outcomes</i>
	Employer feedback forms	Customer service levels received July 2017 compared to July 2022	
	See also the investment appraisal within appendices		

#### 4. COMMERCIAL CASE

*The commercial case determines whether the scheme is commercially viable. It presents evidence on risk allocation and transfer, contract timescales, implementation timescales and details of the capability and skills of the team delivering the project.*

##### 4.1. Procurement

*Please provide details of the procurement route and strategy that will be used for the project. This should include details of the procurement mechanism to be used, details of whether it is an existing framework and contract, the timescales associated with the procurements and details of other routes that were considered for delivery and reasons why these were rejected.*

Professional team formal tender and appointments	By 30 November 2017	No existing contract or framework.  Formal sealed bid tender process undertaken by College Procurement Manager. The College has a number of interested companies looking to obtain this work (new and existing partners) which will contribute towards a very competitive tender process, ensuring best price proposition, and added value at negligible cost. Market maturity is low, companies are very hungry for work and specifically for CI we have a high number of partner firms desperate to work with us again
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			on a new project.
	Contractor Tender	September 2018	No existing contract or framework. 2 Stage Design and Build Approach Favoured  Tender process undertaken in partnership by College Procurement Manager, Cost Consultants and Legal Advisors. The College has a number of interested contractors looking to obtain this work (new and existing partners) which will contribute towards a very competitive tender process, ensuring best price proposition, and added value at negligible cost. Market maturity is low, main contractors (with whom we already have business relations) are very hungry for work and specifically for CI as we have a high number of partner firms desperate to work with us again on a new project.
	Infrastructure elements	31 July 2018	Formal quotation process as required by College Financial Regulations (ie 2 quotes over £3k, 3 quotes over £15k and sealed bid process for cost elements in excess of £100k)
	To confirm the approach outlined is in line with all previous capital project schemens managed by the College over past 10 yrs.		
<b>4.2. Commercial dependencies</b>	<p><b>Capital Funding</b> There would be a dependency on third party funding support via ECC (subject to a separate process). Capital (Funding) Risk allocation to ECC</p> <p><b>Revenue Funding</b> The College assumes that Government will still be supporting Further Education and Training Funding into the future (via funding, provision of advanced learner loans, or funding passed to employers via the apprenticeship levy collection scheme) and that ESFA revenue funding 'per head' will not fall below current levels. (AoC and others are currently lobbying DfE for 20% increase in FE funding per student).</p>		
<b>4.3. Commercial sustainability</b>	<p><b>Revenue Funding</b> The College assumes that Government will still be supporting Further Education and Training Funding into the future (via funding, provision of advanced learner loans, or funding passed to employers via the apprenticeship levy collection scheme)</p> <p>The College does not rely on exceptional ongoing revenue funding support now and nor will this be the case in the future. The College has robust three and four year financial plans in place (Agreed by the Corporation and scrutinised by the Skills Funding Agency). The Colleges detailed financial plan 2017 – 2020 is available for review. The July 2017 outturn will confirm an operating surplus of £482k and cash reserves of £1.8m. This is a suitable platform onto which the College can take forward the next phase of capital project</p>		

	development. As part of the recently completed Essex Area Based Review, the College has benchmarked operating costs with other colleges. As a result of this the College has launched a number of cost saving initiatives, including reducing the cost of delivery (lecturing costs) as well as business support operations costs.
<b>4.4. Compatibility with State Aid rules</b>	<p><i>Does funding this scheme constitute state aid? No</i></p> <p>Colchester Institute has not received De Minimis Aid nor does it expect to receive De Minimis Aid during the previous 3 financial years (this being the current financial year and the previous two financial years), or over the next 3 financial years.</p>
<b>4.5. Commercial viability</b>	<p><i>Please provide:</i></p> <p>1. <i>Evidence to show the risk allocation and transfer between the promoter and contractor and timescales identified in procurement and/or contract management strategy</i></p> <p>A two stage design and build project is favoured by the College at this point, however this is yet to be confirmed. Under such terms the professional design team would be novated to main contractor. A professional project manager would be appointed to assist the College with scheme delivery and minimise risk.</p> <p>2. <i>Definition of approach taken to assess commercial viability</i></p> <p>Upon funding go-ahead the College would work up initial designs and check projected build costs are still aligned to delivery requirements. The College would work in partnership with experienced cost consultants Ingleton Wood LLP on this aspect.</p> <p>3. <i>Arrangements for cost overrun</i></p> <p>The College would expect to be held responsible for programme management and will need to fund any cost overrun <i>through reserves or emergency lending.</i></p> <p>4. <i>Letter from local authority S151 officer.</i></p> <p>Not applicable at this time.</p>

## 5. FINANCIAL CASE

*To be completed in conjunction with the spreadsheet in Part B*

<b>5.1. Total project cost and basis for estimates</b>	<p><i>£5m</i></p> <p>Outline project estimates discussed with current cost consultants and architects. All aspects considered with estimates arising from latest project build prices with 3% (to Q4 2018) anticipated construction inflation indices applied. As designs develop the College will have greater cost certainty and if concerns should emerge the College will seek options to evaluate and mitigate the risk. As stated elsewhere in this proposal the College has confirmed it will seek additional financing where appropriate to do so, in order to see the project through to completion.</p>					
<b>5.2. Total SELEP funding request</b>	<i>£2.5m via Capital Grant</i>					
<b>5.3. Other sources of funding</b>	<p>Essex County Council £1.25m</p> <p>Colchester Institute £1.25m</p>					
<b>5.4. Summary financial profile – expand as appropriate</b> See section 3.5 for optimism bias						
		<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
<b>(£m)</b>						
SELEP request			0.050	0.950	1.500	2.500

Applicant contribution				0.250	01.000	1.250
Third party & other contributions	ECC			0.250	01.000	1.250
<b>Local contribution total (leverage)</b>						
<b>Total</b>		<b>0.000</b>	<b>0.050</b>	<b>1.450</b>	<b>3.500</b>	<b>5.000</b>
<b>(£m)</b>	<b>Cost estimate status</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>Total</b>
Detailed design			0.0415	0.308	0.010	0.360
Management				0.013	0.027	0.40
Construction				0.688	2.432	3.120
Contingency				0.100	0.130	0.230
Other cost elements				0.100	0.317	0.417
VAT			0.0085	0.242	0.584	0.833
<b>Total</b>		<b>0.000</b>	<b>0.050</b>	<b>1.450</b>	<b>3.500</b>	<b>5.000</b>

To confirm sunk costs = NIL

<p><b>5.5. Viability: How secure are the external sources of funding?</b></p>	<p><i>Please provide evidence of the security of the specified third party contributions</i></p> <table border="1" data-bbox="475 992 1484 1249"> <thead> <tr> <th>Type</th> <th>Source</th> <th>How secure?</th> <th>When will the money be available?</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Public</td> <td>SELEP LGF</td> <td>Subject to bid</td> <td>Assumed Jan 2018</td> </tr> <tr> <td>ECC Capital</td> <td>Subject to bid</td> <td>Assumed Feb 2019</td> </tr> <tr> <td rowspan="2">Private</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Type	Source	How secure?	When will the money be available?	Public	SELEP LGF	Subject to bid	Assumed Jan 2018	ECC Capital	Subject to bid	Assumed Feb 2019	Private						
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<p><b>5.6. Cost overruns</b></p>	<p><i>Please describe how cost overruns will be met by other funding sources given that SELEP contributions will be capped at the offer awarded</i></p> <p>The College would expect to be held responsible for programme management and would anticipate carrying the risk of cost over-run from reserves or through additional lending. Therefore the College can guarantee that there will be no further cost exposure to SE LEP as this contribution would be capped. This is the same approach that the College has taken to all previous capital projects within the last ten years and we see no reason why this undertaking would not be acceptable to the assessors of this proposal. To re-iterate, the College is assuming the risks of project programme and project budget.</p> <p>In terms of cost exposure, initial cost report allows for 3% cost inflation to Q4 2018 but if there was further increases, the College would cover this risk as above. This proposal has been submitted on the basis of current cost price estimates plus projected build cost inflation.</p>																		
<p><b>5.7. Delivery timescales</b></p>	<p><i>What are the main risks associated with the delivery timescales of the project? Please identify how this will impact on the cost of the project</i></p> <p>Planning permissions – A delay in gaining permission could lead to a delay in commencing works. This could have a detrimental impact on project costs</p>																		

	<p>(construction inflation).</p> <p>Programme over-run (delays) – Any delays not caused by contractor could lead to additional costs although a two stage Design and Build approach transfers risk to contractor. Also mitigated by 14 month programme which has two month in-built contingency.</p>																	
<p><b>5.8. Financial risk management</b></p>	<table border="1"> <thead> <tr> <th data-bbox="483 376 667 450">Funding Source</th> <th data-bbox="667 376 1007 450">Risk</th> <th data-bbox="1007 376 1347 450">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="483 450 667 701">SE LEP Funding</td> <td data-bbox="667 450 1007 701">Funding not provided</td> <td data-bbox="1007 450 1347 701">College would commence project to a 'at risk' ceiling approved by the Corporation and not further until Grant Offer Letter Approved by Corporation</td> </tr> <tr> <td data-bbox="483 701 667 952">ECC Funding</td> <td data-bbox="667 701 1007 952">Funding not provided</td> <td data-bbox="1007 701 1347 952">College would commence project to a 'at risk' ceiling approved by the Corporation and not further until Grant Offer Letter Approved by Corporation</td> </tr> <tr> <td data-bbox="483 952 667 1093">College Funding</td> <td data-bbox="667 952 1007 1093">Sale of College land - enabling development did not proceed</td> <td data-bbox="1007 952 1347 1093">College would not commence project in full until funding certainty</td> </tr> <tr> <td data-bbox="483 1093 667 1480">SE LEP / ECC Funding</td> <td data-bbox="667 1093 1007 1480">Delays in receipt of funding</td> <td data-bbox="1007 1093 1347 1480">If this is the case, the College will assess the risk in terms of timeframe. The College will use cash reserves to a point approved by the Corporation, however, any extended time delay will result in project hold until other funding sources can be identified.</td> </tr> </tbody> </table>			Funding Source	Risk	Mitigation	SE LEP Funding	Funding not provided	College would commence project to a 'at risk' ceiling approved by the Corporation and not further until Grant Offer Letter Approved by Corporation	ECC Funding	Funding not provided	College would commence project to a 'at risk' ceiling approved by the Corporation and not further until Grant Offer Letter Approved by Corporation	College Funding	Sale of College land - enabling development did not proceed	College would not commence project in full until funding certainty	SE LEP / ECC Funding	Delays in receipt of funding	If this is the case, the College will assess the risk in terms of timeframe. The College will use cash reserves to a point approved by the Corporation, however, any extended time delay will result in project hold until other funding sources can be identified.
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<p><b>5.9. Alternative funding mechanisms</b></p>	<p>Not applicable</p>																	



## 6. DELIVERY/MANAGEMENT CASE

The management case determines whether the scheme is achievable. It provides evidence of project planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance.

### 6.1. Project management

#### A. Roles and responsibilities

1. **Senior Responsible Officer** - overall responsibility for the project contract throughout the construction, set-up and operational stages.
- 2.
3. **Employer Forums** – Feeding in ideas and influencing design development from an early stage
4. **Project Manager** – see D. below.
5. **Steering Group** - This will involve:
  - Agreeing training provision aligned to employer forum output
  - Agreeing employer involvement
  - Ensuring progress reports are received and considered
  - Ensuring accountability and timely returns to funders in terms of probity of use of Central Government funding.
6. **CI Faculties** – delivery of the training programmes, working in partnership with employers.
  1. **Construction and Engineering Technologies**
  2. **Health & Care**
  3. **Business and Services**
7. **CI Business Development Team** – to work with all associated employers to identify business need and work with the delivery teams to ensure ‘best fit’.
8. **CI Facilities & Operations Team** – working with all contractors in the new build construction and refurbishment phases, along with the on-going support during set-up and operational stages of the project.

#### B. Governance structure for the project - Terms of Reference

The purpose of the Steering Group is to provide both professional management and commercial expertise to the Project Manager and to maintain a strategic overview of the impact of the project and related developments. Specifically it will ensure:

1. Aims and targets of the original intentions of the project (on which funding is provided) are met or exceeded
2. Detailed progress reports are received and considered
3. Full accountability and timely returns to funders in terms of probity of use of Central Government funding.

The Group will initially meet bi-monthly and then quarterly, as deemed appropriate. Guests will be invited to attend/provide input according to relevance of project phase/status.

#### C. How key decisions have or will be made

Via the Project Steering Group with the CI Project Manager. External stakeholders will be invited to provide input prior to or at the formal meetings.

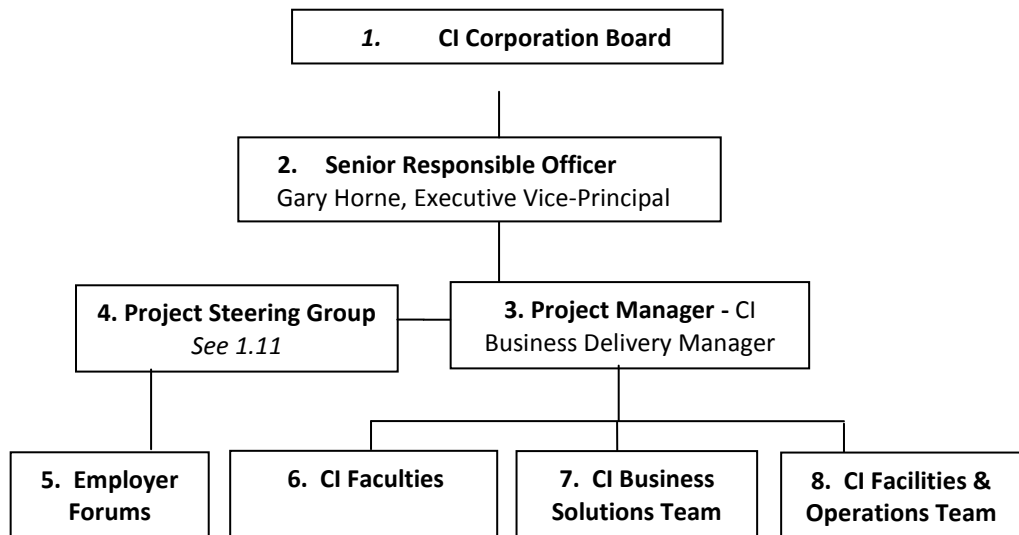
#### D. How the scheme will be monitored

Detailed progress reports against project targets will be written by the Project Manager bi-monthly and forwarded to each member of the Steering Group ahead of all scheduled meetings.

#### E. Contract management arrangements

For the life of the project i.e. until handover to College at 31 July 2019 the contract will be managed by an experienced project manager. The Project Manager will be supported by an administrator and work with, and report directly to, the Senior Responsible Officer, Gary Horne.

#### F. Organogram following the construction phase:



### 8.1. Outputs

#### **How the outputs for the scheme will be achieved within the timescales:**

1. There is much evidence on what is needed within the relevant sectors based on the earlier sources highlighted in Section 1.9
2. Commitment will be gained from local employers in the sign-up of both apprenticeships and supporting L3- L5 training programmes
3. Experienced staff will test check outputs to ensure targets and timescales are realistic and achievable.

#### **Details of how the project will be monitored and evaluated.**

Please refer to Section 6.3 below.

#### **Anticipated Outputs from the project**

Academic year	Pre-project outputs		Project outputs (additional to pre-project)			Project Totals
	17/18	18/19	19/20 Y1	20/21 Y2	21/22 Y3	
Apprenticeships	100	165	70	70	30	170
L3 achievers	400	670	40	120	55	215
L4/HA achievers	0	20	10	15	15	40
Level 5 achiever	0	0	0	10	10	20
Additional employers	10	20	20	15	15	50
Training-led jobs in Construction & Engineering	250	260	60	100	120	280
<b>TOTAL</b>	<b>760</b>	<b>1,135</b>	<b>200</b>	<b>330</b>	<b>245</b>	<b>775</b>

Note: 1 FTE job = 30 hours per week or more; Permanent job = 12 months or more  
HA = Higher Apprenticeships

### 8.2. How will outputs be monitored?

#### **Quality Assurance, Monitoring and Evaluation**

The project will be delivered using the pre-existing quality assurance procedures in place at Colchester Institute. This includes all enrolments, progress monitoring and achievement data required as evidence of a complete project.

*A copy of the college Quality Assurance Policy is available if required.*

A data capture report, highlighting progress against targets, will be established for the project and a bi-monthly and end of project report will be produced by the Project Manager for all key stakeholders.

<b>8.3. Milestones</b>	<b>Key milestones and project stages – with Gantt chart attached</b> <table border="1" data-bbox="392 185 1469 667"> <tr> <td>Stakeholder engagement, funding development, employer support and input to project</td> <td>August – December 2017</td> </tr> <tr> <td>Assumed Funding Approval (on or before)</td> <td>December 2017</td> </tr> <tr> <td>Professional team formal tender and appointments</td> <td>November 2017</td> </tr> <tr> <td>Stakeholder representative group formalised - Steering Group</td> <td>December 2017</td> </tr> <tr> <td>Detailed Design Go-ahead</td> <td>December 2017</td> </tr> <tr> <td>Planning Application Submission</td> <td>June 2018</td> </tr> <tr> <td>Contractor Tender</td> <td>August 2018</td> </tr> <tr> <td>Anticipated Planning determination</td> <td>September 2018</td> </tr> <tr> <td>Contract Award</td> <td>October 2018</td> </tr> <tr> <td>Construction Start</td> <td>January 2019</td> </tr> <tr> <td>Handover to College / Occupation</td> <td>December 2019</td> </tr> <tr> <td>Teaching Commencement</td> <td>January 2020</td> </tr> </table>				Stakeholder engagement, funding development, employer support and input to project	August – December 2017	Assumed Funding Approval (on or before)	December 2017	Professional team formal tender and appointments	November 2017	Stakeholder representative group formalised - Steering Group	December 2017	Detailed Design Go-ahead	December 2017	Planning Application Submission	June 2018	Contractor Tender	August 2018	Anticipated Planning determination	September 2018	Contract Award	October 2018	Construction Start	January 2019	Handover to College / Occupation	December 2019	Teaching Commencement	January 2020								
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<b>8.5. Organisation track record</b>	<p>The College has undertaken a number of successful capital projects over the past six years including:</p> <ul style="list-style-type: none"> <li>• 2016 South Wing Building, Colchester (£9.5m)</li> <li>• 2017 STEM Innovation Centre, Braintree (£5.6m) SE LEP project</li> </ul> <p>The College understands how to manage large scale projects and will take forth the experience gained from the above.</p>																																			

<p><b>8.6. Assurance</b></p>	<p><b>Financial performance over 3 years:</b>  2013-14 Turnover £42.3m Operating Surplus £1,160k  2014-15 Turnover £41.9m Operating Surplus £227k  2015-16 Turnover £39.2m Operating Deficit £801k  2016-17 Forecast £39.0m Operating Surplus £485k</p> <p>Copies of annual reports and accounts are available of College website <a href="http://www.colchester.ac.uk/governance/">http://www.colchester.ac.uk/governance/</a></p>																		
<p><b>8.7. Equalities Impact Assessment</b></p>	<p>The College Equality &amp; Diversity policy is imbedded within all areas of college life, from marketing/promotional material through to every lesson plan - being ever mindful of minority groups within specific subject specialisms/faculties e.g. aiming to attract women into engineering and men onto health and social care courses.</p> <p>This project will consult with its Steering Group partners on understanding bias and influencing factors within the specific sectors; building on best practice, and consequently be proactive in carrying out equality impact assessments between groups of service users/delegates in terms of:</p> <ul style="list-style-type: none"> <li>• referral source i.e. promotional material, referral organisation etc.</li> <li>• student achievement rates by demographic groups</li> <li>• delegate/student feedback forms - at both the registration &amp; post training stages</li> </ul> <p>The outcome of this assessment will assist the project in addressing any short-comings and positively attracting minority groups into the sectors.</p>																		
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		Evidence base) being met July 2022 v July 2021	
	College CRM	Track key stages of employer journey – from enquiry to booking comparing pre-post project  Identify employer engagement levels post v pre-project delivery, to verify targets listed at 2.4 have been achieved.	<i>Measure college Business Development Team KPI outcomes</i>
	Employer feedback forms	Customer service levels received July 2017 compared to July 2022	
	See also the investment appraisal within appendices		

The Corporation Board will nominate a subgroup to take forward an evaluation of the scheme in order to carry forward any lessons learned to future projects.

<b>8.9. Post completion</b>	<p>Once the facility has been constructed and is fully operational a number of general FE College revenue streams will be adopted to ensure long term commercial sustainability beyond 2021 - under the continued ownership and management of Colchester Institute.</p> <p>If agreed by members of the project’s Steering Group, it will remain in a guidance/ advisory role, ensuring the provision continues to meet the sectors’ changing and growing needs.</p> <p>A project evaluation will be carried out and fully reported on - to encompass all lessons learned; project plan adjustments, and outcomes. This report will provide a template for other colleges that wish to follow this model.</p>
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## 9. RISK ANALYSIS

### Likelihood and impact scores:

5: Very high; 4: High; 3: Medium; 2: Low; 1: Very low

Risk	Likelihood*	Impact*	Mitigation
SELEP funding not received	Low	HIGH	N/A Project does not proceed
Under assessment of construction costs /increasing prices	3: Medium – 4: High	4: High	On-going reference back to forecast construction costs. (3% construction cost inflation to Q4 2018) Experienced cost consultants (Ingleton Wood) with considerable FE experience /very well known to client. Prompt start on procurement work to secure competitive fixed priced tender. Cost plan drawn up with forward indices.
Lost professional fees in working up detailed design 'at risk' of funding to achieve programme and delay readiness	2: Low – 3: Medium	4: High	Develop funding bid as far as possible in accordance with the guidelines to minimise risk.
Non achievement of relevant planning permissions (BDC)	2: Low – 3: Medium	4: High	Initial discussions with BDC officers over masterplan have been positive. Early direct and on-going consultation with neighbours and BDC planning department.
Identification of College match funding element (enabling project)	2: Low – 3: Medium	4: High	Pre-planning application set to be laid before BDC in July 2016.
Non achievement of BREEAM Very Good	2: Low	3: Medium	BREEAM consultant to be engaged from outset. Ideas in place to achieve additional 'contingency' points.
Building control issues preventing development taking place	2: Low	3: Medium	Work closely with architects, building control, and project management to ensure all requirements are met.

## 10. DECLARATIONS

10.1. Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?

No

10.2. Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors

No

10.3. Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?

No

*If the answer is "yes" to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

10.4

I confirm that this template has been completed in accordance with the guidelines laid down in the HM Treasury's Green Book and all available guidance provided to the proposer.

I am content for information supplied here to be stored electronically and shared in confidence with other public sector bodies, who may be involved in considering the business case.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. I also declare that, except as otherwise stated on this form, I have not started the project which forms the basis of this application and no expenditure has been committed or defrayed on it. I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

10.4. Signature of Applicant



10.5. Print Full Name

Alison Andreas

10.6. Designation

Principal and Chief Executive

10.7. Date

09-11-2017