

COAST TO CAPITAL LOCAL GROWTH FUND BUSINESS CASE

Project Title:	Pelham Campus Redevelopment
Lead delivery organisation:	Greater Brighton Metropolitan College
Lead contact name:	Jon Rollings, Chief Operating Officer
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This document provides a template for a Business Case (BC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the BC is to put forward the case for change and the preferred way forward identified in an internal Strategic Outline Case (SOC); which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, with supporting benefits and risk registers.

Please note that this template is for guidance purposes only and should be completed in accordance with any guidance issued by Coast to Capital and the guidelines laid down in HM Treasury's Green Book which can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf

The OBC should cover the 5 cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

Business cases should be robust and well evidenced documents as the Business Case will be evaluated based upon content if called to present.

Coast to Capital Disclaimer

There shall be no expectation of grant payment unless and until a funding agreement is signed by both parties. All the Applicant's costs and charges incurred as a result of making this application shall be for the Applicant's account and cannot be claimed as part of the project except where feasibility funding has been prior awarded.

1. Executive Summary

1.1) Overview of the project including what opportunity or barrier the investment will unlock:

The project consists of construction of 2,700m² of new build together with partial refurbishment of the existing Pelham Tower to create a new Centre for Creative and Digital Industries (CCDI), with state-of-the-art teaching facilities located at the geographical heart of the Brighton CDIT cluster.

The project will address longstanding and well-documented skills shortages and gaps required by our regional creative, digital and IT businesses. The CCDI will create capacity to deliver 100 new and additional advanced-level and higher-level apprentices, 140 additional higher or technician level graduates and 260 additional level 3 studio-based students across the Creative, Digital and IT (CDIT) disciplines by 2021/22.

The new centre of excellence will also create capacity to deliver digital skills across a wide range of disciplines taught on the campus and across the College including construction, health & social care, hospitality, business and engineering to support the proper exploitation of digital technology across all those industrial/commercial sectors that drive the Coast to Capital economy.

The LGF investment of £5m will be matched by a College investment of c£10.7m - generated through the disposal of surplus land and buildings on the east side of Pelham Street - creating a c£16m project that will transform the provision of digital skills in the Coast2capital region. The disposal site will contribute 130 units towards local housing needs.

The project delivers a Net Present Value of £41.9m with payback within five years of project completion and generates the following core outputs:

- Employment – jobs created and/or safeguarded: 937
- Skills- new learners and/or apprentices: 404
- New housing unit completions: 130
- New floor space constructed/refurbished- learning: 3,853m²

In addition to the central education and skills case, the creation of the new Centre represents a genuinely strategic response to the Government's Industrial Strategy by contributing to a number of the primary factors that are holding the region back from achieving its full potential, both in terms of growth and productivity. The project will play a significant role in:

- *'Supporting business clustering in high GVA areas'* by creating a major physical and virtual educational hub at the physical intersection of the North Laine and New England Quarters in the heart of one of the few genuine clusters in the region
- *'Strengthening links between business and Further Education'* by expanding the scope and focus of the apprenticeship offer in the region to cover new standards in tech, IT and digital thus engaging in significant partnerships with local employers
- Addressing the chronic *'shortage of housing'* through the creation of 130 residential units in the disposal site on the east side of Pelham Street.

The Greater Brighton Metropolitan College, GBMET, was created by the merger of Northbrook College and City College Brighton & Hove in March 2017 in line with the recommendations of the Sussex Coast Area Review. The new College will serve the economic and educational needs of the Greater Brighton region and teaches circa 17,000 students every year. It is the largest provider of apprenticeships in the region.

1.2) Please choose the theme in which the LGF funding will invest in directly (The project can only fit into one theme so please choose the most appropriate).	Investment in capital expenditure items that promote digital transformation and digital infrastructure	<input type="checkbox"/>
	New Innovation and start up business creation	<input type="checkbox"/>
	Facilities to provide teaching and research facilities and/or skills based training in digital and innovation areas, across further and higher education sectors in close proximity to the M23, A23 corridor	<input checked="" type="checkbox"/>
	Increased capacity in sustainable transport and 'key' arterial routes where there are 'bottlenecks', together with flood resilience and digital infrastructure investment	<input type="checkbox"/>
	Investment in capital projects where there is a demonstrable case that such investment will generate proportionate foreign direct investment and international trade	<input type="checkbox"/>
	Regeneration and housing infrastructure projects that increase capacity and footfall and unlock new employment space	<input type="checkbox"/>
	Capital investment to increase high value tourism to the Coast to Capital region	<input type="checkbox"/>

1.3) The fit with Coast to Capital Strategic Economic Plan, the Industrial Strategy Response and Business Plan 17/18

The redevelopment of the central Brighton campus is a transformational project that will make a significant contribution to defining the Coast 2 Capital LEP's vision and building our profile as a high skill, high tech area that's open for business and ready for investment. At the same time, by investing in a centre of excellence for the provision of Creative, Digital and IT skills, Coast to Capital can position itself at the vanguard of this governments industrial, economic and digital strategy and make substantial steps towards the goals set out in the 2017-18 Business Plan and 2014 Strategic Economic Plan.

1. Industrial Strategy response:

At the heart of the vision for the new Centre for Creative, Digital and IT is the commitment to providing a steady supply of employment-ready technicians and professional level graduates that will be essential to **developing a digital/innovation corridor along the A23/M23**. The CCDI will act as the Brighton based educational anchor for the innovation corridor and will play a major role in supporting our local creative and tech cluster.

It is clear from available data that the cluster in Brighton and Hove is performing well. The sector in the city is comparatively strong with increased GVA, profits and productivity. However, continued growth and success will be dependent upon the ability to strengthen the digital cluster as it faces up to increasing competition internationally from Amsterdam, Berlin, Montreal and other clusters in the UK. At the same time, the success of the Brighton & Hove cluster must be spread to the rest of the Coast to Capital region (Bognor, Newhaven, and West Sussex etc) where as a whole the sector underperforms. Talent trained at the Brighton Campus will flow North to *Croydon Tech City* - accessible in 40 minutes on the Brighton Mainline - and east to emerging creative industries clusters in Eastbourne, west to Shoreham and Worthing and north to Horsham contributing to the C2C regions estimated £3.07 billion GVA¹.

¹ Coast2Capital: July 2015. *Sector Report: Creative, Digital and IT – 2015* p29-31

Local businesses - and their representative organisations - are clear that the two most significant factors affecting growth are high quality workspace and the availability of skills and local talent. The cluster simply cannot recruit individuals with the specific skillsets it requires. Labour market information from 2016 shows that three of the top five (and 11 of the top 20) job vacancies in Brighton are for posts in creative and tech industries. In March 2016, by way of example, there were 99 recorded vacancies for 'PHP Developers', 'Software Developers' and 'Account Managers'. The position in West Sussex is similar with seven of the top 15 vacancies (including Software developer, Java Developer, .Net developer and Account Managers) requiring creative and tech skills². The CCDI will create the capacity to respond to these shortages and to work with employers to ensure a steady supply of job-ready apprentices and graduates.

The following ***Statement from Brighton and Hove City Council*** sets out how the bid will contribute to the development City's tech cluster and the regeneration of the New England Quarter where it is based:

"Greater Brighton Metropolitan College's Pelham campus sits at the heart of the City's New England business quarter on an axis that links also with the City's cultural quarter. The New England Quarter lies adjacent to Brighton Station and London Road extending northwards to New England Road. It is identified as a key business and employment hub in Brighton and Hove which is accessible and attractive to business (Creative, Digital and IT particularly) with good supporting uses nearby."

"The New England Quarter is identified as one of the City's four key investment zones in the LEP's Strategic Economic Plan (page 64-65 and SEP Annexes page 31). While C2C are updating the SEP, we would expect it to continue to reflect the fact that developing the New England Quarter is key to ensuring Brighton's economic growth. The New England Quarter is where our tech businesses are clustered; it has excellent access to the road and rail network for access both direct to central London and within the city region; and its central location makes it a prime space for growing our networked businesses. The Brighton Fuse Research, the result of a major academic research programme, evidences how the creative tech cluster is driving growth in Brighton, driven by those businesses that are combining ('fusing') different skills sets to create 'superfused' companies. With 1,500 businesses in our tech cluster, roughly the same as in Tech City, their growth potential can be exploited much further. On average, creative tech firms in Brighton are achieving outstanding levels of growth (14.7% on average) despite challenging global economic conditions. The Brighton Fuse Research has found that superfused businesses, where creative and tech fusion is at the heart of the firms products and services, are growing even faster with 20.8% average growth. The creative tech sector is therefore driving Brighton's growth and superfused businesses are driving the creative tech sector."

"Investment in GBMET forms part of package of investment in the New England Quarter that the LEP had funded to further the growth of the city region fastest growing sector. This includes LEP Growing Places funding to support a new University of Sussex Innovation Centre at Block J, just north of the City College Campus. Currently in construction and due to open later in 2017, the University of Sussex, through the Sussex Innovation Centre is investing in a 1,420 m2 (NIA) new Innovation Centre, Block J, within the New England Quarter. This will act as a satellite to the facility in Falmer, utilising its experienced team of mentors and support specialists, and be linked to a further innovation centre in south London. Block J will accommodate around 20-30 companies, providing around 180 new jobs, and will including new start-ups and businesses that have outgrown the Sussex Innovation Centre."

"The New England Quarter is also home to the New England House (NEH) the key growth centre for Brighton's creative tech sector. New England House is a 11,370m2 work space and business incubator owned by Brighton and Hove City Council. It accommodates 96 businesses, mainly from the creative and digital industries. There are around 1,000 people employed by companies based in NEH and many more are employed by others who form part of those businesses' supply chains. Brighton and Hove City Council is working to reconfigure and extend New England House and to build on the digital exchange located in the building, so that it:

1. *Becomes a credible and highly visible hub for Greater Brighton's CDIT sector businesses, the*

² CfBT: February 2016. LMI and Policy Bulletin Issue No 18 p16-17

focal point of Tech City South

2. *Provides a balanced range of work-spaces to accommodate start ups and to retain larger businesses within the City Region*
3. *Acts as a catalyst for entrepreneurship and growth in the Greater Brighton tech cluster*
4. *Provides a home for the 5G test-bed*
5. *Provides a home for the Digital Catapult”.*

End of statement from B&HCC

Alongside the focus on our City region, the College is in advanced discussions with Croydon College to create an Institute of Technology (IoT) – a flagship component of the Industrial Strategy – that spans the full length of the A23/M23 corridor and draws together the provision of creative and digital skills to align with the regions two significant CDIT clusters at either end of the M23. It is anticipated that the bidding process to secure IoT status will be launched later in September and DFE are clear that they want to see a focus on digital skills as a key component of the IoT network. The two Colleges are working with Croydon Tech City and Wired Sussex to ensure full employer engagement in establishing a vision for the IoT and with the regions universities to ensure high quality progression routes into post-graduate programmes and research facilities.

Investing in the CCDI will kick start the process of establishing a digital skills corridor and will facilitate and support the generation of a strong bid for an IoT within the Coast to Capital region. The geography of the GBMET with significant campuses (and around 8,000 students) in Worthing and Adur will further support the roll out of digital skills across the coastal strip and, through Croydon College, into South and East London.

This scope could be further extended through a collaboration with Coast 2 Capital’s Enterprise Adviser Network to create *digital skills careers education* programme for local schools and colleges. Students from local schools and 6th form colleges could visit the Centre and access its resources.

The project aligns very closely and carefully with the Greater Brighton devolution prospectus – enjoying the full support of the Greater Brighton Economic Board - and is seen as a key enabling component of the smart specialisation agenda driving economic growth agenda in the City region.

2. Coast to Capital 2017/18 Business Plan:

With specific reference to Coast to Capital’s 2017/18 business plan the project will contribute to the following priorities and themes:

Strategic leadership - Influencing national policy through digital skills leadership, preparing for an Institute of Technology and delivering key components of the UK digital strategy

Delivery of LGF projects – GBMET (City College) have a proven track record of delivering LGF projects of a similar scale on time and on-budget (Construction Trades Centre in East Brighton)

Theme 1: Investing in science, research and innovation – playing a significant role in the development of the digital innovation corridor. The CCDI will into research and innovation through IoT and relationship with Universities

Theme 2: Developing skills –

- Creating a strong foundation for an IoT bid based on that M23 innovation/digital corridor
- Delivering digital and creative/innovation skills to thousands of young people and adults in college and work-based settings
- Increasing capacity with 2,700m² of new teaching space and 1,153m² of refurbished teaching space dedicated to creative, digital and IT
- Engaging local SME and micro businesses to develop new apprenticeship standards more suited to non-levy payers. Build on early work with ‘Our Future City and the Royal Society of the Arts to create a city of learning that supports the collection of digital badges to demonstrate non-formal and informal skills showcasing employability.
- Collaborating with Enterprise Advisor Network to improve careers guidance relating specifically to digital, creative and IT

Theme 6: Regeneration, business space and housing – unlock city centre location to create development of circa 130 residential units from the disposal of what will become excess land on the east side of Pelham Street. Outline planning was given to a 130 unit scheme in 2014.

Theme 7: Cultural leadership and destination management – Contribution to cultural leadership (creative industries play a key part in what makes our region attractive) and destination management. Greater Brighton needs a flagship educational building in the City Centre

3. **Strategic Economic Plan 2014:**

With specific reference to Coast to Capital's 2014 Strategic Economic Plan the project will contribute to the following priorities and themes:

The project will *stimulate the demand for skills by encouraging business ambition*³ through a targeted programme of engagement with the small and micro businesses that characterise the CDIT sector in our region. At the *Creative Tech Futures* event hosted at City College in 2016 many of the city's leading CDIT businesses pledged to work with the college to redevelop its vocational routes into employment in the sector (See **Appendix 2** for list of employers). Two multinational corporations have also pledged their support, Microsoft and Cisco Systems. Opportunities to collaborate with many of these small and micro businesses will be bolstered by new apprenticeship standards that support greater flexibility in the design and delivery of work-based programmes particularly at level 3, 4 and 5.

The redeveloped site will host GBMET's subsidiary company, Greater Brighton Skills, established specifically to address employer needs for initial vocational educational and training (IVET) through traineeships, apprenticeships and high-level training, as well as workforce development and CPD training for adults looking to retrain or enhance their skills.

Through the redesign of the curriculum, both work and studio based, the CCDI will *ensure that skills provision meets the needs of Coast2Capital businesses by focussing on priority sectors*⁴ - creative digital and IT - effectively bridging the gap between the supply and demand for skills. Growth in the number and quality of advanced and higher-level apprentices and the anticipated impact of that growth on GVA in the region is set out above and represents a key plank of this proposal.

The project will support the LEP to meet it's ambition that all of the regions FE estate is rated as category A and B' (SEP, Page 136). The existing buildings that make up the Pelham campus have been officially categorised by the Skills Funding Agency (now the Education and Skills Funding Agency ESFA) as *'category C and D requiring major repair or replacement'* with creative, digital and IT provision located in a series of Victorian school buildings unfit to deliver a curriculum fit for the 21st century.

1.4) Expected Total Project Cost and source of funding

	Amount (£000)	% of Total Cost
Total Project Cost	£15,700	100%
Applicant own funds	£10,700	68%
Other public funds	£0	0
Private sector funds	£0	0
Funding requested from Coast to Capital LEP	£5,000	32%

³ C2C SEP: March 2014. Strategic Priority 1 (skills) p128

⁴ C2C SEP: March 2014. Strategic Priority 2 (skills) p129

1.5) Expected tangible core outputs/outcomes

Output/outcome	Metric	Number to be delivered
Employment- created and/or safeguarded	No.	937
Businesses assisted- financial and non- financial	No.	0
Skills- new learners and/or apprentices	No.	404
New housing unit completions	Units	130
New floor space constructed/refurbished- learning	Sq mtr	3,853
New floor space constructed/Refurbished- Commercial	Sq mtr	0
Length of new roads/cycle ways	km	0
Improvement to journey times	Minutes per mile	0
Carbon reduction	Tonnes of CO2	0

1.6) Main risks and issues the project will need to manage

There are three main risks that will need to be managed for successful delivery of the project:

Risk	Likelihood	Impact	Mitigation
<p>Failure to sell the disposal site at the assumed value</p> <p>63% of the financing for the project will come from the disposal of the College's Cheapside/Trafalgar complex, located to the East of Pelham Street</p>	Medium	Very High	<p>The assumed value is based on a prudent assessment undertaken by a local agent.</p> <p>The assessment has been undertaken against a scheme which has already received outline planning consent.</p> <p>The valuation is supported by previous offers made by potential developers.</p> <p>The College will seek to enter an unconditional offer to progress the disposal prior to letting the construction contract for the main works.</p> <p>The College has confirmed that the disposal site will be of interest to potential development partners (see Appendix 3c)</p>
<p>Disposal receipt received late</p> <p>This risk is linked to Key Risk 1 but is separated to highlight the key issue</p>	Medium	Very High	<p>The College will seek to enter an unconditional offer to progress the disposal prior to letting the construction contract for the main works.</p> <p>The College will plan to vacate areas of the disposal site during the construction period to facilitate stage payments from the purchaser.</p> <p>The College will review the potential for up-front payments (full or part) from the developer as part of the contract negotiations.</p> <p>The College will engage with potential development partners at the start of the project stage.</p> <p>The College will work with its relationship bank to provide any 'bridging finance' required.</p>
<p>Failure to Access LEP Funding</p>	Medium	Very High	<p>The project requires the requested LEP funding to be able to build a sufficiently sized new build to facilitate vacation and disposal of the disposal site. Without LEP funding the project cannot proceed.</p>

A full risk register is included as **Appendix 8**.

DOCUMENT STATUS

REVISION HISTORY

Revision Date	Version No.	Summary of changes	Author/editor
4.9.17	1.2	Initial draft to include all contributions	JR
5.9.17	1.3	Following JR/NJ review	JR
6.9.17	1.4	Further NJ/JR updates and inc. SM input	JR
7.9.17	1.5	Final draft version for review inc. SM detailed input	JR
8.9.17	2.0	Final version for submission to LEP	JR

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2. The Strategic Case

2.1) Describe the compelling case for change

The strategic case is made on the basis that the investment will help to overcome two interrelated market failures.

1. Overcoming failures in the labour market:

The first is a failure in the labour market and the supply of employment ready, technician level talent to the burgeoning CDIT cluster in Greater Brighton and beyond. The ongoing skills gaps and skills shortages, and the continued calls from the sector for a better and more appropriately qualified workforce, attest to the failure of local schools, colleges and universities to align provision with the requirements of business; to match supply with demand. Every phase of education has a role to play in preparing young people and adults with the creative, technical and digital skills required by the local cluster - and some progress has been made by providers – but this has not kept pace with the scale and breadth of demand.

The new Centre for Creative and Digital Industries will, for the first time, create capacity within the region to significantly expand the number of individuals trained specifically in the skills required by the sector. By focussing on the expansion of apprentices as well as college trained graduates, the sector can develop a genuine stake in the training of their future workforce as well as securing work-ready talent that understands the reality of the work environment and the specific challenges of a given company or business.

By creating a centre of excellence GBMet will be able to market and promote the importance of the sector, the attractiveness of careers (and comparative pay) and generate demand to influence long-term supply of potential talent. Through establishing linkages with Croydon at the other end of the A23/M23 the investment will support Coast to Capital's aspiration to become famous for our digital and innovation corridor.

2. Overcoming market failures in the funding model for redevelopment of Further Education College sites

The second failure relates to the inability of GBMet and its predecessor, City College, to design and deliver an achievable redevelopment scheme at the Pelham Campus despite multiple attempts over the multiple years.

Further Education Colleges are effectively restricted from borrowing more than 40% of income and are expected to deliver an operating surplus of circa 3% of income following the national Area-Based Review process. These requirements make it impossible for GBMet to generate the full cost of a large-scale capital project on its own. At the same time, the widely acknowledged and repeated reductions in revenue funding make it impossible for the College to generate sufficient cash without capital funding, of which the Local Growth Fund is the sole available stream.

The £5 million Coast to Capital investment will, for the first time, unlock this prime city-centre site and regional educational asset and support the College to contribute circa £11m to the project through the disposal of land and buildings on the East of the campus for redevelopment into residential housing units. The £11m College contribution is insufficient on its own to deliver a scheme that meets the requirements of the College (space, capacity and quality) or the City Region. The additional £5m makes the scheme viable. Without LGF funds the scheme is not viable and will not go ahead.

2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes

The specific objectives to achieve the anticipated outcomes are as follows:

- Create a new facility, with additional capacity, specifically designed to provide facilities to deliver provision for CDIT
- Create new facilities that attract new students and apprentices to CDIT related provision
- Provide new facilities that allow the College to engage with local employers to design and deliver training that meets their needs
- Provide qualified and trained labour to meet labour current and future market requirements and to support ongoing expansion of the CDIT sector in the region
- Deliver a project that utilises LEP funding to unlock the College's ability to sell surplus land and reinvest in leading edge facilities
- Provide new housing units on the disposal site.

2.3) Stakeholder Engagement carried out

The College has conducted extensive consultation with its partners in the Brighton City Region and beyond.

A letter of support for the project is enclosed from our Member of Parliament, **Caroline Lucas** (**Appendix 3b**).

The **Greater Brighton Economic Board** have received presentations and written summaries of the proposal. It formally endorsed the Project at its meeting on January 2017. The project is included in the Greater Brighton project pipeline (minutes of meetings are available on request).

The **Brighton & Hove Economic Partnership** has formally supported the proposals (**Appendix 3a**).

Brighton & Hove City Council has formally supported the proposals and a statement is included in section 1.3 above. An initial meeting with the planning department took place on 7 November 2016.

A meeting with the Chair of the **North Laine Community Association** was held on 7 September 2017 following a presentation on the proposals given by GBMET's CEO to the Associations meeting in December 2016.

If the bid for Coast to Capital investment is successful and the extensive further consultation will take place with all those with a stake in the project and, in particular, with Brighton & Hove City Council and members of the Greater Brighton Economic Board.

2.4) List the key stakeholders and their interest areas

Stakeholder	Interest area
<i>Brighton & Hove City Council</i>	<i>Planning, skills delivery, digital transformation, regeneration, housing (supporting statement included in section 1.3)</i>
<i>Greater Brighton Economic Board</i>	<i>Skills delivery, economic growth and contribution not devolution (inclusion in project pipeline)</i>
<i>Brighton & Hove Economic Partnership</i>	<i>Skills delivery and support to CDIT cluster (letter of support attached)</i>
<i>Coast to Capital Local Enterprise Partnership</i>	<i>Utilisation of Local Growth Funding to achieve delivery of strategic objectives</i>
<i>Members of Parliament</i>	<i>Education and skills development (letter of support attached)</i>
<i>North Laine Community Association (and local residents)</i>	<i>Planning and local environment</i>

2.5) What are the strategic issues, risks and constraints that may impact successful delivery of the project?

Risks to the project have been set out in the risk register (Appendix 8), with the key strategic items covered in section 1.6.

There are no other strategic issues or constraints that the College considers could impact on the successful delivery of the project.

The planning process, which has been challenging for previous schemes, is considered to be far less problematic for this project; primarily as the development into the car park is far less significant in scale and located away from neighbouring properties. Pre-application meetings have been held with officers, and, in addition, the disposal site is allocated for development in area DA4 of the new Brighton and Hove City Council Local Plan and initial

The College also has a very successful record in recent delivery of LEP funding schemes at its Wilson Avenue site, together with redevelopment of the former Northbrook College sites that are now part of the merged Greater Brighton Metropolitan College.

2.6) Project Dependencies

Project delivery is dependent on successful disposal of the surplus area for the required capital sum. This is a key risk to the project with the mitigation strategy set out in section 1.6.

The project is not dependent on any other projects and there are no other projects that depend on it.

2.7) Project disruption

The risk of disruption arising in the local area has been initially considered and can be managed by use of the car park area.

Further details will be produced during production of the Project Execution Plan.

The Main Contractor will also be required to set out its plans to minimise disruption and to ensure business continuity at each stage of the contracting process, i.e. as part of the tender, pre on site and during construction.

3. The Economic Case

3.1) Please describe the options that have been considered in selecting the project proposal, completing both box 1 and 2

Box 1:

Option Name:	Description:	Total cost:	Amount requested:	Core outputs (see 1.6)
Do nothing, minimum or status quo	Continuing use of existing facilities	£3.8m	£Nil	N/A
Proposed option	New build of 2,700m ² and refurbishment of 1,153m ² to create a new Centre for Creative and Digital Industries (CCDI)	£15.7m	£5m	Employment – jobs created and/or safeguarded: 937 Skills- new learners and/or apprentices: 404 New housing unit completions: 130 New floor space constructed/refurbished- learning: 3,853m ²
Alternative options:	Rent or purchase additional space instead of new build.	N/A	N/A	N/A

Box 2:

Option Name:	Advantages:	Disadvantages:
Do nothing, minimum or status quo	None	<ul style="list-style-type: none"> - Core outputs cannot be delivered. - Strategic objectives cannot be delivered. - Ongoing use of substandard facilities required. - Significant costs incurred to allow ongoing use of facilities with no return on investment. - Inefficient space remains in use and prevents improvements in utilisation. - Inefficient buildings remain in use.
Proposed option	<ul style="list-style-type: none"> - Investment ‘unlocks’ ability to dispose of poor quality, unfit for purpose, and inefficient buildings. - Allows delivery of strategic objectives. - Delivers core outputs. 	None
Alternative options:	None	Does not allow integration with the existing facilities that will be refurbished.

3.2) The preferred option

The preferred option is the proposed option as it:

- Generates a positive NPV of £41.9m compared to the 'Do minimum' option which has a negative NPV of £5.1m.
- 'Unlocks' the ability to dispose of the Cheapside/Trafalgar complex creating the opportunity to create a new Centre for Creative and Digital Industries (CCDI) which will deliver significant 'core outputs'.

In addition it generates the following core outputs:

- Employment – jobs created and/or safeguarded: 937
- Skills- new learners and/or apprentices: 404
- New housing unit completions: 130
- New floor space constructed/refurbished- learning: 3,853m²

3.3) Issues with preferred option

Assuming that the application for funding is successful, there are no issues outside of the scope of the project that are required to be resolved before this option may proceed.

Within the scope of the project, there is a requirement to agree the disposal of the land with a purchaser, and to obtain planning consent before construction commences. Both of these issues are considered with in the risk management process with full mitigation strategies set out.

3.4) What are the top 5 risks of this option

Risk	Likelihood	Impact	Mitigation
Failure to sell disposal site at assumed value and alternative matched funding cannot be obtained	Medium	Very High	Utilisation of prudent valuation assessments only Soft market testing Unconditional disposal contract in place prior to letting of construction contract
Cash flow	Low	High	LEP grant aligned with project programme Unconditional disposal contract in place Development partner takes financing risk Bank facilities
Project outputs not delivered	Medium	High	Employer engagement in curriculum design Recruitment strategy set out
Construction programme disrupts student experience	Medium	High	Construction contract will ensure minimal disruption and ensure business continuity
Construction programme disrupts student recruitment	Medium	High	Construction contract will ensure minimal disruption and ensure business continuity

See **Appendix 8** for full Risk Register.

Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available

3.5) Economic impact

The project will generate significant economic benefits.

The primary benefit as included in the investment appraisal is the GVA added from jobs filled by the students and apprentices trained in the new facilities. Based on published assessments of amounts added and assuming a displacement of 25% this reaches £4.65m pa onwards from 2023/24.

In addition 120 jobs will be created during the construction period, and the project is estimated to safeguard another 100 jobs with the College.

130 housing units will be built on the disposal site, providing a significant contribution towards the housing shortfall in the region. This will also create future public receipts from council tax, forecast at £220k pa (at 2017/18 prices).

3.6) Environmental Impact

The project will significantly improve the environmental performance of the College buildings by:

- Reducing overall floor area;
- Decommissioning inefficient, unfit for purpose, buildings;
- Constructing a new building that will meet high sustainability standards using BREEAM assessment.

In addition the scheme will reduce traffic in the City Centre by significantly reducing the number of car parking spaces and implementing a travel plan utilising the very good local public transport links and providing improved facilities for staff and students walking and cycling to the site.

The creation of a new 'public square' in what was previously the carpark for GBMet staff, will provide a valuable public amenity for the North Laine and New England quarter in one of the locations in the City Centre that has a very poor standard of public realm. The square will provide an attractive pedestrian link between the London Road, North Laine and New England Quarter.

The disposal site will provide new housing units contributing to the challenging targets to meet for the local area.

Potential adverse environmental consequences during the construction period will be carefully managed with the main contractor.

3.7) Social Impact

The positive social impact on students at the College will be substantial. **Section 3.10** below sets out the three groups of students will benefit in terms of their access to improved creative and digital education.

Particularly relevant with regard to the schemes wider social impact is the capacity to teach digital skills to new groups of students who have not traditionally attended College or University and in particular the digitally disadvantaged. The Centre will create capacity to design and deliver courses and opportunities for children (including the expansion of our highly successful Saturday 'code cub' for 9-15 year olds) along with the elderly, the economically disadvantaged and those unable to access high speed internet.

The creation of a new 'public square' in what was previously a carpark for GBMet staff, will provide a valuable public amenity for the North Laine and New England quarter in one of the locations in the City Centre that has a very poor standard of public realm. The square will provide an attractive pedestrian link between the London Road, North Laine and New England Quarter.

The disposal of land and buildings on the east of Pelham Street will unlock the development of new residential housing in a highly desirable area of the City. Outline planning permission for 130 units was granted in 2014.

There will be a reduction in the number staff driving into the College as a result of the reduction in parking spaces. The College is 400metres from Brighton Train Station and has access to excellent local business network.

3.8) The number of people and businesses positively impacted by the intervention?

The College expects c4000-5000 students and c400 staff to use the facilities on the site each year.

The College also works with over 1,000 business each year.

It is not possible to quantify, but the scheme will also benefit local residents, as well as visitors to the area who use the improved public space.

3.9) Follow on Investment

The project provides the potential for follow-on investment to refurbish the remainder of the Pelham Tower. Following completion of the project there will remain a significant amount of area that still requires refurbishment. The potential cost is in the region of £10m-£20m.

3.10) Skills projects only - Impact on Skills Provision

The project will impact on skills provision with the Coast to Capital region in **four** interrelated ways.

Impact 1: Creating capacity and to teach and prepare students and apprentices for roles in CDIT cluster

The CCDI will focus on higher-level technical skills (levels 3, 4 and 5) delivered both on campus but also in the workplace through traineeships, apprenticeships and other forms of work-based learning. Our new subsidiary company GBSkills will be housed on campus to drive growth in Apprenticeships across the region. New facilities will support the expansion of the College's Higher Education programmes.

The speed at which technology develops in the sector dictates that employers are often in the best place to support the acquisition of technical skills while the College will remain central to supporting young peoples understanding of underpinning principles and of the behaviours required to work in teams, pitch to clients and solve problems. Co-delivery of apprenticeships and work based learning with CDIT employers is at the heart of the vision for the new Creative Industries centre.

The project will deliver:

- **300** additional advanced and **150** additional higher-level apprentices in priority sectors (CDIT) by 2021/22;
- **160** additional higher level (Level 4 and 5) students in Creative and Digital disciplines by 2021/22;
- **300** additional level 3 studio based students in Creative and Digital disciplines by 2021/22 (not included in NPV or payback analysis);

The case for investment based is based on an assessment of the anticipated return that the initial capital expenditure will yield. This cost benefit analysis is presented through the Net Present Value (NPV) of the project and the anticipated payback period.

For the purposes of establishing the project NPV and payback period only the central skills case - growth in apprentices and higher-level students and their subsequent impact on the labour market as measured by GVA contributions - are included in the calculations. The figures used to demonstrate the impact on GVA are taken from Coast2Capital research⁵ where average GVA per employee (in the CDIT

⁵ Coast2Capital: July 2015. *Sector Report: Creative, Digital and IT – 2015* p29-31

sector) is estimated at £62k per annum. These rates are discounted by 25% to allow for the effects of displacement. Detailed analysis is shown in **Appendix 1 (Investment Appraisal)**.

The project NPV is based on the following assumptions:

1. That benefits only begin to be accrued in 2020/21 (year 3) once the construction phase is complete;
2. That 50% of the additional apprentices will be employed in the sector in the year after they complete their apprenticeships;
3. That 50% of the higher level graduates will be employed in the sector in the year after they complete their apprenticeships;
4. That the GVA contribution per employee in the CDIT sector remains at £62k (2011/12 levels) but are discounted by 25% to allow for displacement.

Allowing for these assumptions the project generates a positive NPV of £41.9m over a 20 year period. Payback is achieved within four years of project completion. This compares to the alternative 'do minimum' option which has a negative NPV of £5.1m.

Impact 2: Creating capacity to teach digital skills to all students across GBMET regardless of subject or discipline.

Digital technologies are driving growth across all sectors and industries. By creating a centre of excellence in the College, we will be able to embed the teaching of digital skills across our curriculum and across our five main campuses ensuring that a majority of students in construction, health professions, engineering, business and tourism, and many others, can benefit from the investment. This could reach up to 15,000 students each year.

Impact 3. Creating capacity to target new groups and individuals with a digital offer

The new Centre will create the capacity to teach digital skills to new groups of students who have not traditionally attended College or University and in particular the digitally disadvantaged. The Centre will create capacity to design and deliver courses and opportunities for children (including the expansion of our highly successful Saturday 'code cub' for 9-15 year olds) along with the elderly, the economically disadvantaged and those unable to access high speed internet.

Impact 4. Creating foundations for joining up skills provision along A23/M23 Corridor

The Centre will strengthen the capacity to create meaningful linkages between the digital skills offer in Brighton and Croydon and begin to establish the foundations required to create an innovation corridor. These linkages could be enhanced and formalised through the establishment of an IoT later in the Autumn.

3.11) Business and enterprise projects only- Impact on business growth

N/A

3.12) Infrastructure and Regeneration and Housing projects only- Physical and aesthetical impact- Does the project make a positive and lasting contribution to the physical, human and cultural environment?

N/A

3.13) If your project results in service and other improvements then please provide baseline data below.

N/A

4. The Commercial Case

4.1) Please provide details of your envisaged procurement route

All procurement routes adopted for both Consultants and Construction partners would be OJEU compliant, where exceeding the relevant cost limits. Compliance would be ensured through appropriate tendering processes or use of OJEU compliant frameworks. In our experience use of such frameworks can significantly speed up the project programme to help achieve the required timetable, whilst still observing the Public Contract Regulations.

Whilst all procurement and contract options remain under consideration to ensure best value for money, the size and nature of the proposed scheme is likely to dictate a two stage design and build approach. This approach was successfully utilised in the delivery of the LEP funded new Construction Trades Centre at our campus in Wilson Avenue. The scheme was delivered on time and on budget.

Details of the two stage Design & Build procurement approach:

- Stage 1 Appoint Contractor based on quality of team offered, their approach and basic cost information (preliminaries, overheads & profit, rates etc)

 Agree cost limit for the project
 Work up the design with selected Contractor
 Undertake detailed tendering of each work packages
 Finalise Contract Sum
- Stage 2 Construction Stage
 Completion & Occupation

Appendix 9 sets out the Procurement Strategy for the scheme.

4.2) Involvement of private development partners.

It is recognised that there may be significant benefit from engaging a development partner early in the process.

Engagement of a development partner has the potential benefits:

- Early engagement in the design process for the development site, to ensure that the scheme for the residential development meets their requirements.
- A cohesive approach to planning, ensuring that both the college development and the residential development are included and the planners can consider an application covering the full site.
- Procurement savings.
- Cashflow assistance, access to funding to cover work undertaken in advance of disposal receipts, and phasing of receipts to ensure funds are received as early as possible.
- Risk mitigation.

The College has undertaken an initial review with Osbourne, who the College has worked with in the past. The review has confirmed the potential benefits and also confirmed that there would be an interest from the market – see **Appendix 3c**.

The College would plan a procurement process to select a development partner in the early stage of the design process following bid approval.

4.3) Procurement plan and timescales

Envisaged Procurement plan:

Role	Basis of appointment
Design & Construction Partner	OJEU Compliant framework
Design Team	OJEU Compliant framework
Project Manager	Framework/College direct procurement (assuming below OJEU limit)
Quantity Surveyor	Framework/College direct procurement (assuming below OJEU limit)
Other appointments	Framework/College direct procurement (assuming below OJEU limit)
Surveys	Framework/College direct procurement (assuming below OJEU limit)

Procurement Timetable:

Activity	Date
Funding Approval	December 2017
Appoint Design Team	January 2018
Select Design & Build Contractor (Stage 1)	April 2018
Planning Submission	July 2018
Planning Approval	October 2018
Contractor appointment (construction stage)	December 2018
Start on Site	January 2019
Practical Completion	July 2020
Fitting Out	August 2020
Occupation	September 2020

A detailed project programme is included as **Appendix 6**.

4.4) How will the project contribute towards social value?

The positive social impact on both current and prospective students at the College will be substantial. Three specific groups of students will benefit in terms of their access to improved creative and digital education as follows:

- Students and apprentices who will take roles in CDIT;
- Students and apprentices who will improve digital skills regardless of subject or discipline;
- New groups targeted with a digital offer.

Particularly relevant with regard to the scheme's wider social impact is the capacity to teach digital skills to new groups of students who have not traditionally attended College or University and in particular the digitally disadvantaged. The Centre will create capacity to design and deliver courses and opportunities for children (including the expansion of our highly successful Saturday 'code cub' for 9-15 year olds) along with the elderly, the economically disadvantaged and those unable to access high speed internet.

The creation of a new 'public square' in what was previously a carpark for GBMet staff, will provide a valuable public amenity for the North Laine and New England quarter in one of the locations in the City Centre that has a very poor standard of public realm. The square will provide an attractive pedestrian link between the London Road, North Laine and New England Quarter.

The disposal of land and buildings on the east of Pelham Street will unlock the development of new residential housing in a highly desirable area of the City. Outline planning permission for 130 units was granted in 2014.

There will be a reduction in the number staff driving into the College as a result of the reduction in parking spaces. The College is 400metres from Brighton Train Station and has access to the excellent local bus network.

4.5) State Aid Compliance.

Having taken legal advice the College considers that the project is state aid compliant.

In support of this position independent legal advice setting out compliance with state aid tests is set out in **Appendix 10.**

5. The Financial Case

5.1) What is the estimated total project cost and the amount of LGF being applied for?

Year	Total project cost	LGF
17/18	£596,000	£350,000
18/19	£2,787,200	£2,787,200
19/20	£8,911,200	£1,862,800
20/21	£3,405,600	£0
Total	£15,700,000	£5,000,000

See **Appendix 4** – Funding Breakdown for details.

5.2) Please set out the project expenditure items

The estimate is dated August 2017 with an allowance for future inflation (based on the attached programme – see **Appendix 6**) incorporated. Future inflation has been calculated using forecast indices from the Building Cost Information Service (BCIS).

Projects costs (delete as appropriate)	Total cost (£)	LGF (£)	Match funding (£)
Land Acquisition	Nil	Nil	Nil
Planning and Feasibility studies	£350,000	£350,000	Nil
Surveys	£30,000	£30,000	Nil
Construction, inc- materials, equipment and labour	£10,085,000	£3,480,000	£6,605,000
Fit out (inc. equipment and furnishings not included in construction)	£330,000	Nil	£330,000
Project management	£150,000	£150,000	Nil
Consultancy	£790,000	£790,000	Nil
Other (please specify – CIL Payment)	£200,000	£200,000	Nil
Contingency*	£1,238,000		£1,238,000
Total Net Cost	£12,835,000	£5,000,000	£8,173,000
VAT (on all at 20% except CIL payment)	£2,527,000		£2,527,000
Total Gross Cost	£15,700,000	£5,000,000	£10,700,000

The LGF requested, at 32%, is well within the 50% maximum for the project.

5.3) Net Present Value cash flow analysis

Options	NPV (£000)
Do nothing, minimum or status quo	(£5,109)
Proposed option	£41,857
Alternative option	N/A

Project Assumptions:

- The NPV is calculated over a 20 year period.
- A discount rate of 3.5% has been used (per Treasury Green Book guidance).
- Construction costs are included per project costs above.
- Operating cost savings, for rates and utilities (gas and electricity), have been calculated on the reduced area following project completion. A further 30% saving for utilities has been included based on improved building performance.

- Maintenance costs are assumed to increase incrementally at 10% pa in the 'Do minimum' option.
- Construction costs are included in the 'Do minimum' option to allow the existing buildings to remain operational.
- Income for additional students is included in the Proposed Option, with delivery costs (teaching resources) estimated at 50% of income.
- Jobs created are based on 50% of additional students trained with one year lag into employment.
- Benefits from jobs created are included assuming a GVA of £62k pa with a displacement of 25%.

5.4) Value for money

The table below the value for money generated by the LGF investment and by the total project :

Value for Money	Output	LGF	Total Project
Investment	N/A	£5,000,000	£15,700,000
Employment created/safeguarded	937	£5,336	£16,756
Skills – new learners/apprentices	404	£12,376	£38,861
New housing units	130	£38,462	£120,769
New floor space constructed	3,853	£1,298	£4,074

The cost/benefit ratio for the scheme is calculated at 4.2. Based on the DCLG appraisal guidance the scheme is well above the 2.0 amount that is considered the threshold for higher value for money.

Value for Money will be at the forefront of all decisions made. This will include:

- Value management exercises throughout the procurement process to ensure that the brief, scope, design and specification are as efficient as possible and providing best value for money with no unnecessary 'bells and whistles';
- Continual challenging of all decisions as they are made;
- Appointment of all consultants and contractors on a best value approach (as identified above);
- Benchmarking of cost information against:
 - BCIS Case Studies of similar projects
 - Recently completed similar projects at Greater Brighton Metropolitan College
 - SFA Cost Model (although no longer current)

5.5) VAT status

The College is VAT registered.

The College is not generally able to reclaim VAT so full provision has been made to cover VAT charged.

5.6) Financial Sustainability

Following project completion the new and refurbished accommodation will form part of the College's ongoing maintenance strategy which will be designed to ensure the facilities are property maintained over their expected lifetime.

6. The Management Case

6.1) In which financial year do you expect your project to commence? 2017 / 2018

6.2) In which financial year do you expect your project to complete? 2020 / 2021

6.3) Please set out the key milestones related to the project

Milestone	Start date	Completion date
Appoint Design Team	January 2018	January 2018
Prepare Planning Application	January 2018	July 2018
Appoint Design & Build Contractor	April 2018	April 2018
Planning Approval / Decision	July 2018	End October 2018
Receive Bids & Finalise Land Disposal	July 2018	December 2018
Finalise Construction Contract	April 2018	December 2018
Construction Stage	January 2019	July 2020
Fitting Out	August 2020	August 2020
Occupation	September 2020	September 2020

6.4) Project management arrangements

NorthGates Limited will manage the day to day project management of the scheme on behalf of Greater Brighton Metropolitan College (GBMC). NorthGates will report to Jon Rollings (Chief Operating Officer of GBMC) who will be the Senior Responsible Owner and Project Sponsor.

This is the same approach and team as used successfully on the Colleges recently completed new Construction Trades Centre at Wilson Avenue

Jon has particular experience of acting as Project Sponsor on major FE College projects. Specifically, this includes:

(i) Delivery of a five year Property Strategy at Northbrook College, involving the complete redevelopment of the Broadwater and West Durrington campuses in Worthing undertaken through three major construction phases, part funded through a combination of grant, bank finance, and a three stage property disposal programme.

(ii) the new Construction Trades Centre at the City College East campus.

Prior to working in the FE Sector Jon had experience of working on complex and major capital projects in the commercial sector at Southern Water.

Track Record of NorthGates Ltd (Proposed Project Managers)

NorthGates have particular experience and expertise relevant to this project. Details are detailed below:

- Particular experience and expertise in the Further Education sector.
- Experience of the Pelham campus site and its constraints.
- Experience of working successfully as project Managers with City College Brighton & Hove.
- Experience of working in conjunction with Coast to Capital and in particular the reporting requirements of the LEP and Accountable Body.
- Successful delivery of major schemes on tight city centre sites

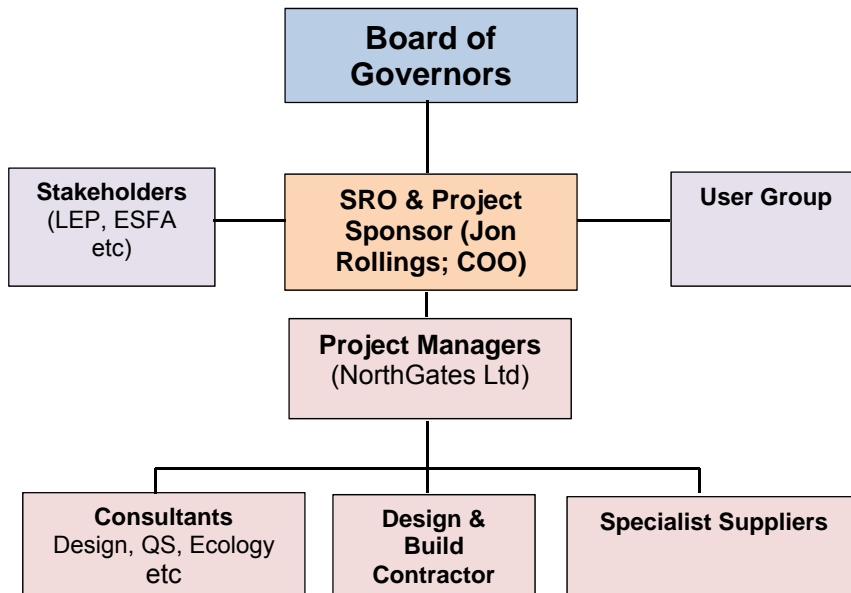
See **Appendix 7** for details of specific experience of our proposed project management team.

The project management approach will include:

- Preparation of a Project Execution Plan on which the project will be controlled.
- Preparation of a clear project scope and brief
- Set out and maintenance of a 'Benefits Log', identifying planned benefits, and how they will be measured and monitored.
- Clear communications and meeting structure and input/alignment with the formal Communications Plan
- Regular project managers reports
- Robust programme management
- Clear audit trail maintained through the project
- Use of most appropriate procurement route

- Processes, communications (including workshops and meetings) to get input from all stakeholders such as staff, students and other users.
- Strong financial control at all stages
- Use of Risk Analysis & Value Management workshops and techniques
- Clear and robust change control procedure
- Strong control of quality
- Post Implementation Reviews at end of project to identify lessons learnt

The outline proposed project structure for the scheme is as follows:



Delivery of the project management on this scheme will utilise modern IT, information storage and backup hardware. All the project team will be connected via a network to all project information.

Our proposed project Managers NorthGates Ltd maintain their own cost and information data bases for key sectors including FE Colleges and subscribe to the BCIS (Building Cost Information Service) which allows us up to date cost and project information from throughout the UK including the FE sector.

NorthGates Ltd are also fully conversant with the SFA cost model and other SFA best practice.

6.5) Key project roles and responsibilities

As identified above it is proposed to utilise the same team and approach as the successful development of the new Construction Trades Centre at Wilson Avenue.

Jon Rollings, Chief Operating Officer will head the project overall on behalf of the College and report directly to the Executive Team and Board of Governors. Jon will manage all client-side matters and will be the single outward Client interface for the project.

He will liaise directly with Peter Scragg of NorthGates Ltd, the proposed external Project Manager, who will similarly be the single point of contact for, and manage all communications with the Design & Construction teams. Peter will manage all corresponding meetings involving these teams.

Regular Client Review meetings between Jon and Peter will be the simple conduit for instructing and reporting. These minutes and actions will be formal and minuted for record. Peter will table monthly PM Dashboard reports at these meetings forming the Agenda and a Summary for Jon to share with the Executive Team and Board.

Peter will be supported by a full design team and cost / risk management services.

6.6) Governance, oversight and accountability

The Greater Brighton Economic Board approved the project as part of the 'Greater Brighton Project Pipeline' on 26 January 2016 (agenda item 26, page 82).

The Greater Brighton Economic Board discussed and approved further details of the scheme on 19 April 2016 (agenda item 36).

Please see section 6.4 for the Project Structure.

The College's Board of Governors will oversee the project. They will receive regular reports and be required to approve all major decisions relating to the Project.

The Project Sponsor and Executive Team member with specific responsibility for delivery of the Project will be the College's Chief Operating Officer (COO). The COO will report via the Executive Team to the Board. Project Management will be provided by NorthGates, who will report into the COO.

6.7) Communications and stakeholder management

Key stakeholders are set out in section 2.4, and section 2.3 sets out the engagement already undertaken.

As part of the project the College will set out a formal Communications Plan. This will be the responsibility of the College's Marketing and Communications Manager who reports directly to the CEO. The Plan will include arrangements for ensuring all stakeholders are identified and that arrangements are in place to communication with them throughout the project period.

As set out in section 6.4, the project management arrangements will include a clear communications and meeting structure and alignment with the formal Communications Plan. Project processes and communications (including workshops and meetings) will be designed to get input from all stakeholders such as staff, students and other users.

Once appointed, the Main Contractor will be required to set out and implement a communications strategy to cover the specific construction aspects of the project.

6.8) Benefits management

The College will set up and maintain a 'benefits log'. This will detail the benefits expected from the scheme and how they will be measured and monitored.

The process to capture planned benefits and measure progress will be a formal part of the project management process and will be reported within the project management documentation.

6.9) Project evaluation

The College will undertake a formal post implementation review at the end of the project. This will form part of a value management process which will operate throughout the project.

The post implementation review will cover all aspects of the project, and will be undertaken in conjunction with the key stakeholders.

Recommendation/ Declaration

Recommendation- please state clearly the recommended action this business case supports

This business case recommends that LEP funding of £5m is invested to support the Pelham Redevelopment project with an overall cost of £15.7m to construct a new Centre for Creative and Digital Industries (CCDI).

The project delivers a Net Present Value of £41.9m with payback within five years of project completion and generates the following core outputs:

- Employment – jobs created and/or safeguarded: 937
- Skills- new learners and/or apprentices: 404
- New housing unit completions: 130
- New floor space constructed/refurbished- learning: 3,853m²

Declaration:

I certify that the information provided in this Business Case is complete and correct at the time of submission.

Signature:



Print Name:

Nick Juba

Title:

C.E.O.

Date:

8.9.17

Before submitting your Business Case ensure you have all the required supporting documentation:

- One electronic copy of the business case template, signed and dated
- Excel Spreadsheet (both tabs completed)
- Full risk register
- Any other Supporting documents and evidence required (e.g. letter of support from Area Partnership)
- Written evidence to the satisfaction of the Coast to Capital Accountable Body from a practicing solicitor / Counsel that the project is compliant with the EU state aid rules.
- VAT external advice if applicable. N/A