

COAST TO CAPITAL LOCAL GROWTH FUND OUTLINE BUSINESS CASE

Project Title:	Estate development to improve efficiency and suitability for exemplar training and education in agricultural land management and in horticulture and woodland management
Lead delivery organisation:	Plumpton College
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This document provides a template for an Outline Business Case (OBC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the OBC 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.

The amount of work and detail put in to a Business Case should be proportionate to the scale of the project or programme, and the expenditure involved.

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 outline 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

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

Plumpton College is the regional specialist training and education centre in land based industries supporting small and large businesses located across the south east.

The college has extensive productive working relationships with over two thousand land based businesses and trains and educates over 3,500 students annually.

The College Strategy, recently endorsed through the Government's Area Based Review Process, is predicated on:

- Remaining independent to ensure the highest quality of staffing and physical resources which support specialist businesses, especially with level three and above skills and management competencies
- Continuing well established, sustainable growth in specialist provision to meet the rising demand for local, regional and national skills within the land based sectors
- Improving the efficiency and sustainability of existing provisions and services through enhancements to the physical estate, improved communications and access routes to learning (including digital media), provision of more up to date specialist training and demonstration facilities, and expansion and improvement of delivery at outcentres, particularly at Stanmer Park where there is significant unmet training demand because of the shortage of high quality space for specialist education and training

This project proposal is ambitious but realistic and achievable with all component parts ready to proceed within the three year programme identified. Adaptations and developments to increase the volume of high quality spaces either do not require or have existing permissions for building development. The developments are entirely within the College Strategy and support local and regional needs through close partnership working with:

- Brighton and Hove City Council (joint partners of Heritage Lottery Fund programme for the initial development of Stanmer Park facilities)
- Local Authorities (West Sussex, East Sussex and Brighton and Hove) to ensure appropriate access to education and training pre and post-16 in specialist land based studies, including widening participation through extensive work to support social engagement
- Agricultural businesses and the Environment Agency to review and develop farming systems to improve water catchment in our sensitive areas and provide exemplar demonstration facilities for the management of animal production systems and associated arable systems (800 ha mixed farming operation)
- Amenity Horticulture (greenspace management) businesses to develop skills for enhancement of rural spaces (parks, gardens, sport pitches, amenity areas) to improve business functions, social access and improve tourism prospects
- Horticultural Food Production businesses to improve production systems and practices to increase food quality and business performance, especially with training to support skills succession development for the larger businesses (e.g. members of West Sussex Growers)

The opportunities that will be realised by removing the barriers of insufficient space and quality of resources will be

- Significantly increased efficiency in the delivery of, and access to, education and training through improved transport, digital media, site access and use of the Plumpton and Stammer sites
- Increased engagement with employees and employers to stimulate greater progression to higher levels skills and qualifications, including Higher Apprenticeships
- Increased social engagement of hard to reach, reluctant learners at all ages, particularly through the expansion at Stanmer Park
- Increased management expertise for agricultural water and land management and business

planning

- Increased capacity of higher skills and progression within the larger food related businesses linked with horticulture

This project comprises three individual but synergistic elements. Each element has been designed so that it is viable individually and could be separately funded. In addition, the project is phased such that any LGF contribution will impact discreetly within years to create incremental developments and benefits. The three elements, each developed in more detail within the project plan spreadsheet attached, are:

- Improvements to create efficient and sustainable exemplar training and education facilities in agricultural land and water management
- Development of high quality training and education resources at Plumpton and Stanmer sites to delivery exemplar training in woodland management and in horticulture, both amenity and food production. Both will impact on rural tourism but markedly more so at Stanmer Park
- Developments to the general estate to secure efficiencies of delivery and student access to learning through improved transport, delivery sites and digital media

Each of the project elements will build on the Government's endorsement of College Strategy through the Area Based Review process. Within this review, our strategy of providing world class learning opportunities in specialist land based industries was supported from the outset. Our drive to provide and demonstrate exemplar practices and facilities which exceed industry norms is central to this strategy and provides the rationale for this project. Each element, to a greater or lesser extent, comprises two components. Firstly, the necessary work to ensure compliance obligations are met. Secondly, the enhancement of facilities for training to showcase best practice, build high professional expectations and deliver exceptionally good levels of skills and qualifications for students entering employment and for employees of existing businesses.

The rural economy, which comprises at least 20% of the C2C area, is increasingly characterised by a greater reliance on technological innovation underpinning production systems and demonstrating high level of social and environmental responsibility. As the leading organisation responsible for educating in this sector we must be developing our estate to be at the forefront leading the innovation and best practice.

This project is structured such that the £2,298,500 grant requested is solely capital expenditure of which at least £784,000 will be spent before 31 March 2017, as per the funding criteria.

1.3) Please choose the theme in which the LGF funding will invest in directly (*please choose only one main theme of relevance*)

Skills and workforce

1.4) The fit with the Strategic Economic Plan and Devolution Deals

The proposed project has an exceptionally good fit with the Strategic Economic Plan, Skills Strategy and Local Devolution Deals because it will result in:

- Support for the Greater Brighton City Deal, the European Structural Investment Funds Strategy and the C2C Skills Strategy
- Improved access to training and education to raise ambition and drive skills and qualifications acquisition at all levels, especially progression from level 2 and 3 through to higher skills and higher education
- Increased access from hard to reach and reluctant young people and adults, especially those in the Brighton and surrounding areas (College catchment covers all the C2C area)
- An increased progression of new entrants with strong employment related skills (industry specific and generic) into the agricultural and specialist industries
- 76 jobs being created or safeguarded

- f) 800 students leaving full time education with enhanced skills base in horticulture or in agricultural land and water management
- g) 200 new apprenticeships created
- h) 230 employers developing enhanced skills and management capabilities

1.5) Expected Total Project Cost and source of funding. Please also complete the funding breakdown tab on the supporting spreadsheet.

	Amount	% of Total Cost
Total Project Cost	£4,916,500	100%
Applicant own funds	£1,353,000	28%
Other public funds	£1,200,000	24%
Private sector funds	£55,000	1%
Funding requested from Coast to Capital LEP	£2,298,500	47%

1.6) Expected tangible core outputs/outcomes: Please also complete the outputs tab of the supporting spreadsheet

Output/outcome	Metric	Number to be delivered
Employment- created and/or safeguarded	No.	76
Businesses assisted- financial and non- financial	No.	230
Skills- new learners and/or apprentices	No.	1000
New housing unit completions	Units	
New floor space constructed/refurbished- learning	Sq mtr	1400
New floor space constructed/Refurbished- Commercial	Sq mtr	400
Length of new roads/cycle ways	km	0.5
Improvement to journey times	Minutes per mile	
Carbon reduction	Tonnes of CO2	
Please see Annex 1 and 3 for full outputs details		

1.7) Main risks and issues the project will need to manage? A full risk register will also need to be submitted as an annex.

This programme for this project has been structured to reduce the interdependencies between individual elements. It should be seen as a number of key interventions with multiple commonalities in the outputs that each supports. As such, whilst each element faces the normal delivery risks of implementation timescales, contractor availabilities and price maintenance, any friction incurred in one element will not affect other elements.

The risk that this project presents to the delivery body is the interruption and displacement of existing students whose learning experience may be affected by onsite delivery works. This work has been sequenced to eliminate disruption for the learning environment, eg through the use of enabling works at the Plumpton site to facilitate the developments at Stanmer Park.

Plumpton College has extensive experience in managing complex capital projects alongside the maintenance of core activities during the academic year. We have a clear management structure for the programme and confidence that all stated match funding is in place.

The risk register attached at Annex 2 gives full details.

DOCUMENT STATUS

REVISION HISTORY

Revision Date	Version No.	Summary of changes	Author/editor

DOCUMENT AUTHOR

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DISTRIBUTION LIST

2. The Strategic Case

2.1) Describe the compelling case for change. Detail the problem or opportunity the project is intended to address, in terms of market failure or demand and the contribution the project will make to the delivery of the Coast to Capital Strategic Economic Plan and any other relevant plans and strategies. Why public funding is required?

Agriculture land and water management – this element relates to ensuring that best possible practice and education is provided regarding the ever conflicting priorities relating to land use, production and conservation. With 20% of the Coast to Capital population living in rural areas and the rural economy contributing significantly to economic regeneration, this will enable extensive opportunities for upskilling the existing workforce in terms of productivity of food production and land management. It will also ensure all training programmes for new entrants and the existing workforce incorporate and showcase increasingly important courses relating to best environmental practice, the use of up to date environmental technologies and catchment sensitive farming (**ecosystems services**). The college is currently missing an opportunity to better train people in these practices due to not having these systems in place. Through this project, there is an opportunity to take a **national lead**, working with NGOs, and to provide significant transition opportunities for young people as they enter the workforce.

Horticulture and woodland management – The **secured** Heritage Lottery funded element at Stanmer Park will help to enhance an existing landscape and local and tourist destination currently utilised by over 500,000 people per year. Alongside the HLF funding, this project will extend this planned work to enable the creation of a classic historical garden, which will act as a significant tourist destination, coupled with a centre of excellence in training and education for horticulture, rural tourism and food production. This will give rise to significant job creation linked to increased tourism arising from the project. For example, from commercial plant sales, visitor attractions, public and community benefit training, tea rooms and local produce shop.

The enabling works at Plumpton will mitigate the potential disruption to learning at Stanmer Park whilst the develop proceeds. These works will provide increased and enhanced commercial glasshouse resources to support training in production horticulture, a significant rural industry within the C2C region and one with already identified skills shortages. After the Stanmer Park development, these enabling works will constitute a key part of the expansion of resources at the Plumpton site because, at present, the college is unable to meet demand for training and education in this area due to lack of specialist and up to date resources.

Efficiency and Sustainability – The key outcome from the Area Based Review was one of remaining independent but improving efficiency to safeguard longer term sustainability. The improvements derived through this project in efficiency and suitability, impacting across the whole college, will significantly contribute to the government agenda of establishing high quality but cost efficient education institutes. Importantly, this project will allow the earlier adoption of wide ranging efficiencies that, because they are introduced synchronously, will gain greater benefit than introduction through piecemeal developments otherwise possible over a protracted period if reliance was solely on educational grant income. Currently income per student is being driven downwards.

There are significant contributions to C2C targets that will be derived from this project. These are set out within the project plan and elsewhere in this document but include the following categories:

- Increased engagement of people in training at all ages post 14, at all levels
- Increased recruitment and progression at all levels post 16
- Development of exemplar resources to pump prime and support further projects and self-funding training and activities
- More qualified and skilled students as new entrants to industry and existing employees at all levels
- Improved public perception of land and water management
- Wider support for ecosystems services
- Reduced carbon footprints, travel costs and printed media costs from better use of digital media

2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes. The objectives should be stated in clear and measurable terms with a specified time frame.

Agriculture land water management

- Objective – To create an exemplar model of farming practice showcasing the balance between modern techniques, productivity and positive environmental benefit
- Outcome – To establish exemplar resources and produce a full set of training resources available for local and regional dissemination
- Success measure – For the college farming practices and associated teaching resources to be endorsed by the Environment Agency as a model of best practice

Horticulture and woodland management

- Objective - To create a centre of excellence in horticulture and traditional woodland / countryside skills to provide new and enhanced training opportunities, coupled with extensive public and community benefit initiatives, such as volunteering programmes and curriculum progression routes to employment
- Outcome - to provide a range of employment opportunities across the rural tourism sector through the development of an outstanding visitor attraction
- Success measure – For the visitor attraction and centre of excellence to reach a wide audience in horticultural and woodland management practices and be nationally recognised

Efficiency and Sustainability

- Objective - To produce a revised way of working to increase volume by 10% whilst reducing costs by 10%
- Outcome - To produce a series of integrated systems as outlined in the project plan to create the initial cost savings and identify scope for additional efficiencies
- Success measure – To evaluate and demonstrate increased productivity and efficiency through an independent review at project completion against the Area Based Review evidence (October 2016).

2.3) How does the project fit with national, sub-regional and local investment plans and strategies?

Agriculture land and water management and horticultural food elements – productivity in terms of food production is an area highlighted by C2C that currently offers competitive advantage for the region. This also aligns with the national agri-tech strategy which has established the critical need for training and skills at the higher technical levels within these areas, in addition to industry led knowledge transfer and research activity. The sector skills council for the Land based sector (Lantra) has already highlighted the need for over 500,000 new entrants in the sector well over the next 20 years, particularly at higher levels (including development of higher level apprenticeships) and particularly given the technological revolution that this industry is experiencing due to global food demand. The training required to best prepare new entrants to these industries must be of the highest quality to ensure good resilience amongst new staff and reduced employment churn.

Horticulture and woodland management – rural tourism is emphasised clearly within the C2C strategy as a priority sector for competitive advantage. Commercial glass house expansion / development at the Plumpton sites aligns with national priorities relating to sector skill shortages and the needs of local, regional and national businesses.

Efficiency and sustainability – transport investment and infrastructure are both strategic priorities within the C2C strategic plan along with increased use of digital media.

Each element of the programme will enable the provision of extensive new and enhanced opportunities for training and education in modern, industry led and endorsed facilities. Skills enhancement and workforce development impacting significantly on economic generation across the land based and rural sectors within the region will contribute to all economic strategies and growth deal plans.

2.4) What stakeholder consultation has been undertaken? What stakeholder consultation remains to be undertaken? What stakeholder support has been received? Have businesses been engaged and will continue to be engaged throughout the life of the project?

Stakeholder consultation has been extensive, including dialogue with the organisations listed below.

In addition, the college regularly works with over 2000 businesses providing work experience opportunities, delivery of management and skills based competency training, Curriculum Advisory Panels and extensive employer representative bodies eg LANTRA, NFU etc.

Through Government consultation, it is clear that the rural sectors, especially in agriculture and horticulture, are likely to experience skills shortages as a result of uncertainties through BREXIT and shrinking migrant workforce. This can only be offset through better training of more UK citizens to provide continuity of high quality workforce. In most horticulture food production systems across the south east, the migrant workers have, in general, a much higher level of generic business and employment training and work acumen than their equivalent aged British counterparts.

2.5) List the key stakeholders and their interest areas.

Stakeholder	Interest area
Brighton and Hove City Council	Stanmer Park development
Stanmer House	Tourist and food business
LANTRA	Sector Skills Council
Members of West Sussex growers	Horticultural food production
Environment Agency	Farming, land & water management
NFU	Farming and countryside
South Downs National Park	Rural activities within the park and adjacent boundaries
Farm businesses (25)	Land and water management
Horticulture businesses (40)	Amenity and food production
DEFRA	Farming and water catchments
Local LEADER groups	Rural development and diversification

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

The main strategic risk is the failure to attract the additional funding from C2C to provide the enhancements described in this project. Mitigation - project would proceed at Stanmer Park on reduced scale and basic level, of provision.

Once funded the risks will be minimal as all permissions are in place for work to proceed. Should there be unforeseen delays, the elements of the project would be realigned but it is not envisaged that any activity would be delayed later than the planned project end. Contractors and workers are known and work plans are in place.

The college has a very successful track record of bringing developments to completion on time and within cost. The project team would comprise the SMT and co-opted members.

Reference the work plan, some capital works for the LGF are completing and hence completion before 31 March 2017 will be assured.

2.7) Summarise any project dependencies that the project has or if there are other projects that are dependent on this delivery (either LGF funded or not) and state the impact to the project if these are not met.

The interdependencies between elements of the project are minimal so that each element can proceed within the relevant timeframes.

The Heritage Lottery Grant is secured and the work plan in place so that this will not hamper progress with the LGF funded components.

2.8) Please explain the disruption to the local area during the period of project execution and how you are looking to minimise these disruptions.

Agriculture land and water management – the current work being conducted on the farm facilities has been accommodated through use of alternative temporary buildings to provide secure and appropriate housing for dairy stock. Further work will cause minimal disruption because elements are already within the work plan.

Horticulture and woodland management – Existing semi-permanent accommodation at Stanmer Park will continue to be used to accommodate some displaced activity during the build. The remaining activity will be located to the Plumpton site and use the resources created through the enabling works which are under way and that planned for year 1 (ending March 2017) will be completed on time.

Efficiency and Sustainability – all proposed developments can be accommodated without disruption because they can be scheduled outside of normal working time

3. The Economic Case

3.1) Please describe the options that have been considered in selecting the project proposal. This should include a minimum of 3 options:-

- **Do nothing, do minimum or status quo**
- The **proposed option** (as set out in the executive summary)
- An **alternative option** (which may be based on changes to the scale, scope and cost of the proposed option)

Box 1:

Option Name:	Description:	Total cost:	Amount requested:	Core outputs (see 1.6)
Do nothing, minimum or status quo	Development activity undertaken within current Plumpton College capital allocation remit.	c£500,000	Does not exceed minimum grant request	N/A
Proposed option	As set out in the executive summary	£4,916,500	£2,298,500	Please see 1.6
Alternative options:	Reduced scale activity focused on compliance, modernisation and employer engagement aspects. ¹	£1,900,00 - £3,400,000	£800,000 - £1,750,000	Dependent upon level of grant awarded

Box 2:

Option Name:	Advantages:	Disadvantages:
Do nothing, minimum or status quo	Low risk of current operational disturbance.	a) Reduces the strategic positioning ability of the College as endorsed through the ABR process. b) Fails to assist beneficiaries from key growth areas. c) Severely limits College support to key food production and commercial growing sectors. d) Severely limits apprenticeship numbers and

¹ Due to the component based approach of this programme a change in scale is possible at many levels within the parameters stated.

		FT employment opportunities for graduating students.
Proposed option	<ul style="list-style-type: none"> a) Multi aspect investment and delivery programme supporting key strategic growth themes. b) High confidence in delivery against targeted outcomes. c) Multiple beneficiary groups. d) Significant funding leverage. e) Creates conditions for ongoing output delivery well beyond the project period. f) Brings forward ABR recommendations for delivery at the same time as increased pressure on independent College status – maintains local benefits of exemplar training and development facilities for local businesses and residents. g) Creation of a highly positive environmental footprint and its emphasis within the modern workplace to employers and students entering employment. h) Development of exemplary student destination and employment transition arrangements. i) Low unit costs per output. 	<ul style="list-style-type: none"> a) Increases transport expenditure beyond the period – mitigated by student numbers growth. b) Tight cashflow projections – mitigated by agreement in principle with Lloyds for emergency overdraft between claim & payment.
Alternative options:	Depending on the scale of the option chosen this programme can mirror many of the advantages of the proposed option but with less reach.	Any reduction in the scale of the project will reduce outputs and raise unit costs.

3.2) Specify the preferred option, with supporting justification for selection.

The proposed option is the preferred option.

It best positions the College to support multiple growth themes both within the project period and, significantly, for years beyond.

Local businesses need access to exemplar training and development opportunities. Elements within this option support facilities improvement and in turn allow best practice modelling and skills development so that students enter the workplace equipped with both knowledge and appropriate professional expectations.

Careful planning has ensured that project elements bear strong relations rather than dependencies on each other. Whilst this measure has been employed to reduce project delivery risks it should be noted that the withdrawal of individual elements impacts upon the collective benefit to students and employers.

The College is a major employer within the area with a widening catchment area that spans all key growth centres. Our own growth is fundamental in the currently changing education landscape and the proposed option creates the conditions for our sustained growth underpinned by our own prudent financial management which would continue to provide a capital investment fund of c£250,000 - £500,000 per year beyond the project period. This cannot be maintained without growth which reduced

scale options may not provide.

3.3) Are there any issues to be resolved before this option may proceed?

We believe that we have already addressed the key delivery issue of project cash flow by structuring an agreement with our long term bank – Lloyds.

We have secured a project coordinator (currently at risk) on a short term contract to track, control and monitor all spend and outputs. As such we have the immediate capacity to deliver year 1 activity.

We have also begun extensive staff and stakeholder consultation on our site masterplan agenda to ensure that agent expenditure is focused on fully informed design and access schemes. Such consultation would ordinarily present a risk to such activity being delivered in a timely manner.

3.4) What are the top 5 risks of this option? A full risk register should also be sent as an appendix which includes quantification, ownership and mitigation for each.

(As taken from the risk register):

1. Contractor availability and suitability.
2. Cash flow.
3. Potential future educational funding changes.
4. Changes in key delivery staff.
5. *Brexit*-related price inflation.

Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available. Please also complete the outputs tab of the supporting excel spreadsheet.

3.5) How does the project positively affect the level of economic activity in a given area?

The projects are based over the main college site and at Stanmer Park near Brighton. There will be a significant positive economic effect over all college activities, particularly in land and water management and in horticulture and woodland.

Initially all the projects will positively impact on employment for a range of businesses. The College engages with over 2000 local businesses to provide a trained new entrant workforce and upskill existing employees, largely with competency based qualifications.

All of the components of this work on land and water management will enhance and improve efficiency of the farming activities. It will improve farm production and ensure better use of the farmland and efficient use of dairy by-products (manures). This will lead to more production hence increased sales activities derived therefrom and will also increase the retail opportunities within the tranche of the project bid for development of Stanmer Park.

The Stanmer Park woodland and training facilities will provide much needed horticulture training to a wide cross section of students and existing employees who will then use the qualification either to gain employment in the area or start their own enterprises. The Stanmer Park development will enhance local surroundings and bring many more members of the general public into the park. Retail activities will be created and existing retail outlets will not be displaced but will receive higher levels of footfall as consequence of the new centre of excellence.

Engagement with local businesses will enhance skills and feedback on skills acquisition with an enhanced and more relevant training offer. The improved facilities will be central to raising the aspirations and ambitions of students helping them to secure good employment chances.

Given the Government's current push to increase broadband connectivity in rural areas this will mean that Stanmer Park will have significantly better internet access and this improved technology will help to attract students that need additional support and increase their chances of securing local employment. This is particularly critical for this area as it is rural and attracts many students who find the journey to our main site at Plumpton extremely difficult and who therefore would not have the opportunity to gain

the experience and future employment.

The development of the employer engagement system, the website and online shop means that prospective employers can easily see what the College has to offer and will be aware that we can offer bespoke training activities. The online payments reduce the administrative burden of payment by employers and learners. Overall this will make Plumpton a very efficient place for employers to engage and train apprentices.

The site development and employer led development proposed will make the College an exciting place for students to come and with our proposals to make the journey from student into the workplace. This will mean the transition is informative and stress free and will support all students and provide them with the necessary skills to find work locally. For example, development of our skills driving range and vehicle manoeuvring area will develop key competencies that currently act as a passport for students to secure their first employment opportunities.

3.6) What are the environmental consequences, both positive and negative of the project?

Agriculture land and water management

More efficient disposal of farm manures. The project will have a positive effect on the environment in that it will reduce the volume of dirty water and slurry. The clean surface water can be fed into local streams to benefit aquatic life and maintain flow rates at critical times. The reduction in surface water entering the manure systems will result in reduced volume of more concentrated nutrients that can be used more efficiently to fertilise crops and grassland. As a consequence of better use of manures, fertiliser rates will be reduced and upgraded spreading and spraying equipment will support accurate applications and allow variation based on nutrient content of the existing crop and soil. There will be a general improvement in the working environment as a result of the project.

Horticulture and woodland management

Enhancement of the park environment and therefore making it attractive for the general public. Improved facilities and learning environment for learners and staff. Any increased traffic and footfall and some disruption in the park whilst work is undertaken. This is planned to be managed and mitigated within the HLF funded aspect of the project.

Efficiency and sustainability

For the College there will be significant improvement in the student learning environment, improved accommodation and facilities and better access to the College. There will be less congestion through reduced use of cars and better access through digital media. There will be minimum environmental aspects and non over and above those associated with routine buildings works. Procurement and waste disposal will be through environmentally positive routes to minimise disposal to landfill. Sequencing of activity to reduce whole scale disruptions and assist in compartmentalising capital works.

3.7) What are the social consequences, both positive and negative of the project?

In general, the students will have better learning facilities, more up to date technology and an improved environment. The project will support skills development and enhance the technical level of skills thus enabling progression either in education or in finding employment. The project will raise aspiration in young people to engage more fully in their education with clear sightlines into well-paid and productive jobs. It will enhance the link with local employers improving the network through which students develop higher level skills and can secure employment.

The development of the Student Union will support students with social difficulties and will ensure that students learn in a safe and secure environment which will improve confidence and resilience for the workplace. The Student Union will be self-sustaining which is unique in the area and all students engage with to support personal social development and therefore enhance advancement into employability.

The improved networking and use of digital media will enhance the management and communication through our alumni so that students can continue to receive support and guidance when they progress from college to employment.

We do not anticipate that there will be any significant negative social effects of the project.

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

Many businesses in Sussex are small owner managed with 10 or fewer employees. In East Sussex alone there are over 25,000 businesses with 24,500 having under 50 staff and 40 having over 250 staff. There are over 300,000 working age people in East Sussex and a population of around 850,000. The College currently has around 3,500 students.

We estimate that the efficiency and sustainability development will have a positive impact on all students (3,500). Currently the number of apprentices at the college is 350 and we predict conservatively an increase to 700 one year after the project completion.

In accordance with the business plan for the development work at Stanmer Park through the Horticulture and woodland management part of the project we estimate that the footfall per annum is in excess of 500,000, approximately 30% will be engage with and benefit from the project.

Approximately 30% of the FE students at the college will benefit directly from the developments in land and water management and in horticulture and woodland – approximately 350 annually. Approximately half the students on HE course will benefit – 200.

3.9) Does the project have any follow on investment potential?

The College has already received over half the project cost as either match funding or from its own funds or in kind. The development of the retail unit at Stanmer may present an investment opportunity once completed and operational. There will be a cafeteria and plant sales to generate revenue which will be reinvested to achieve further growth because the College is a **not for profit** organisation.

3.10) Skills projects only- How does this project increase the employability of learners, what sectors will the project impact and does this demonstrate the employment needs of the area?

The project will improve the employability of students by:

- Improving access and engagement with education and training in land based subjects
- Producing more students with higher levels of skills and qualifications
- Improving student resilience and general capability to engage with the work environment
- Developing specific skills in land and water management
- Developing specific sills in horticultural food production
- Developing specific skills in amenity horticulture (greenspace management)
- Training existing employees to develop higher skills levels through locally delivered CPD

3.11) Business and enterprise projects only- How does this project address business growth in terms of a 20% increase in turnover and jobs over the next 3-5 years.

Whilst the college is a not for profit organisation, it is important that surpluses are generated for reinvestment purposes. The Government recommendation (expectation) is currently 3-5% annual surplus for FE colleges. Surpluses will be contributed to by income generating businesses within this project, including:

- Plant sales and cafeteria at Stanmer park
- Full cost commercial training through the facilities for existing and new businesses
- Increased funding from student growth through apprentices, FE and HE students (utilising economies of scale)
- Use of facilities to generate further development investment

Jobs created are set out within the project plan attached.

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?

All site master planning work will be undertaken in full consultation with SDNPA and B&HCC to ensure that sensitive estate development underpins the College's future growth. A key aspect of this is the rationalisation of parking, traffic and access across the site to enhance the aesthetic character of the College and Stanmer Park

The Stanmer Park element in particular will provide a major tourist destination within the Brighton & Hove area alongside accessible skills development in key sector areas.

This project will also demonstrate the possible synergy between commercial food production and the maintenance and preservation of the physical landscape and waterways. It has multiple benefits and will be delivered in full consultation with the Environment Agency and South Downs National Park Authority.

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

Metric	Baseline		What the intervention will achieve	
	Figure	Year	Figure	By when

4. The Commercial Case**4.1) Please provide details of your envisaged procurement route. Will your procurement trigger the OJEU process?**

Due to the levels of expenditure for some components of the project these may trigger the OJEU process. If this is the case the College will engage professional services to manage this.

The College has previous experience of Coast to Capital funded projects and procurement for these and submission of returns.

Otherwise the College Estates department will follow the College's Financial Regulations and Procedures and obtain the necessary quotes and assess these.

The accounts system includes an electronic purchasing order unit which requires the appropriate level of authority before expenditure can be processed.

4.2) If private development partners will be required to deliver the project, at what stage are discussions/negotiations?

The College has been awarded funding from the Lottery Heritage Fund which will be co-managed by Brighton City Council and so the proportion of the Horticulture and Woodland management project relating to Stanmer Park will be managed in conjunction with the Council under the terms of a MOU.

4.3) Outline the procurement plan and timescales, including statutory and other consents.

The bid runs over three years. Some of the expenditure has already been incurred within the current project year 1.

Any planning consents additional top that in place for the deployment of the centre within the walled garden at Stanmer Park will be undertaken by Brighton City Council.

Agricultural and Management – Total cost £1,377,000 of which £1,159,000 will be spent in the current year to 31 July 2017. To date £675,000 expenditure has been incurred. The remainder will be spent in

the year ended 31 July 2018.

Horticulture and Woodland Management - Prior to commencement of work at Stanmer Park a lease will be issued between Plumpton College and Brighton City Council.

£120,000 to be spent in this current academic year. £950,000 in the year to 31 July 2018 and £1,275,000 in the following year.

Efficiency and sustainability

£444,000 to be spent in this current academic year. £544,000 in the year to 31 July 2018 and £147,000 in the following year.

A full breakdown of individual cost elements is shown in Annex 3.

4.4) How will the project contribute towards social value?

The project will contribute significantly to social value through:

- Enhancement of the student population.
- Enhancement to working populations through better trained and more resilient new entrants
- Engagement at both sites, especially Stanmer of hard to reach people, including NEETS
- Improved understanding of the value of the positive use of digital media
- Improved social awareness of the value of health and wellbeing through earning outdoors

4.5) Please provide a detailed explanation of how your project is State Aid compliant and how you came to that opinion?

Plumpton College has not received De Minimis aid nor does it expect to received 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

5. The Financial Case

5.1) what is the estimated total project cost and the amount of LGF being applied for? **Please complete the funding breakdown tab in the supporting excel spreadsheet.**

Year	Total project cost	LGF
16/17	£1,735,250	£784,000
17/18	£1,730,750	£1,002,500
18/19	£1,450,500	£512,000
19/20	Nil	Nil
Total	£4,916,500	£2,298,500

5.2) Please set out the project costs using summary spend areas in the table below. LGF will only fund capital expenditure.

State date of this estimate-

Projects costs (delete as appropriate)	Total cost (£)	LGF (£)	Match funding (£)
Land Acquisition	N/A	N/A	N/A
Planning and Feasibility studies	90,000	73,000	17,000
Surveys	N/A	N/A	N/A
Construction, inc-materials, equipment	1,895,000	843,750	1,051,250

and labour			
Fit out (inc. equipment and furnishings not included in construction)	1,120,000	516,250	603,750
Project management	50,000	20,000	30,000
Consultancy	22,084	8400	13,684
Specialist equipment	360,000	245,420	114,580
Digital & physical infrastructure	360,000	195,800	164,200
Contingency*	200,000	12,797	187,203
Total Net Cost	4,097,084	1,915,417	2,181,667
VAT (819,416	383,083	436,333
Total Gross Cost	£4,916,500	£2,298,500	£2,618,000

***Note-Contingency:** where an element of contingency has been added on of individual cost elements it is assumed that there is a significant level of doubt about the future costs (the level of contingency is influenced by the extent of the doubt)

5.3) Please provide a Net Present Value cash flow analysis for each of the options. Workings should be included as an appendix.

Options	NPV
Do nothing, minimum or status quo	N/A
Proposed option	£190.05
Alternative option	£128.48

Please detail your project assumptions and discount rate used-

Please see annex 5 for full details.

5.4) Please detail how the project offers value for money. You should look to address the following. Cost per job, cost per home, deadweight, displacement, benefit cost ratio and any other evidence of value for money.

The project offers exceptional value for money because:

- The LGF is matched at 53% match
- The beneficiaries are significant – see Annex 3. Due to the wide ranging impact of the elements of this project, the cost per beneficiary depreciated over a 5 year life span is approximately £40 per beneficiary.

5.5) Please confirm the VAT status of the delivery body that would be in receipt of LGF. If VAT is irrecoverable on this project please state why.

The College is an exempt charity and whilst registered for VAT, input VAT is not totally recoverable. This is because the provision of education is exempt. We operate a partial exemption basis but the amount recoverable is negligible.

5.6) How will the project be sustained financially after the investment of LGF is completed?

The College receives both educational grants and commercial income. Each year a budget is prepared and this will incorporate the operational costs of its activities.

The College's strategic plan envisages increases in both its commercial and grant income. Developments at Stanmer would contribute towards this as well as continued growth in its Apprenticeship and short course provision. These would result in an additional contribution to the College surplus.

In addition, the College sets aside a sum each year to cover capital expenditure. The amounts set aside for

the last three years have been £250k per annum. This will continue for the foreseeable future and depending on cash flow is likely to be increased.

6. The Management Case

6.1) In which financial year do you expect your project to commence?	2016/17
6.2) What is your expected on-site start date?	01/08/16
6.3) In which financial year do you expect your project to complete?	2018/19
6.4) Please set out the key milestones related to the project in the table below, adding more rows if necessary. Please attach a project plan as an appendix if one is available.	
Please see Annex 3	
6.5) Please set out the project management arrangements that will be used to successfully manage the project to time and budget.	
<p>This project will be managed within a PRINCE2 framework.</p> <p>All change requests will be presented to SMT through a fortnightly reporting schedule.</p> <p>The college has successfully managed LGF projects of multi-aspect nature and is familiar with the C2C delivery expectations.</p>	
6.6) Please set out the project roles and responsibilities.	
<p>Project Manager – Deputy Principal; overall responsibility for project delivery. Project Coordinator - day to day project delivery and tracking. Reports to the Deputy Principal. Accounts assistant - support with procurement, expenditure tracking and claim consolidation. Director of Finance – signs of all claims and monitors project cashflow.</p> <p>The Project Board will be the SMT (members of which are PRINCE2 trained).</p> <p>Key delivery staff to whom certain delivery aspects will be delegated include: Estates Manager, Farm Manager and relevant Heads of Faculty.</p>	
6.7) Please explain what governance, oversight and accountability arrangements will be put in place if your project is awarded Local Growth Funding.	
Project governance will be provided through the Corporation's Finance & General Purposes Committee and be subject to external audit through <i>Masars</i> .	
6.8) Please set out the strategy and plan for communications and stakeholder management?	
<p>Project update reports will be circulated to key stakeholders on a quarterly basis. This will provide the opportunity for further individual or group consultation directly with SMT if required.</p> <p>As shown in Annex 3 the management and buy-in of stakeholder groups is set as clear project milestones.</p>	
6.9) Please set out the strategy and plan for dealing with the management and delivery of benefits.	
<p>Benefits will be tracked on a variety of platforms base on the nature of the activity funded:</p> <ol style="list-style-type: none"> 1. Skills and employment transition outputs will be recorded and tracked on the ILR. 2. Refurbishment and construction work, waste management, site efficiencies and building category changes will be recorded and tracked on our E-Mandate. 3. Project expenditure and receipt of match funding will be recorded on ABW. <p>We have employed a SEQUEL script writer capable of further modifying each system to produce bespoke reports for this project.</p>	
6.10) Please set out the arrangements for a post project evaluation.	
Due to the many elements within this project our evaluation will take a holistic approach which extends beyond the reporting and analysis of project benefits. This project has the ability to significantly modify the College's business plan and land based sector provision within the area. As such the post project	

evaluation will take place in June/July 2019 using the Area Based Review questionnaire template.

The evaluation will be independently commissioned in three stages:

1. Completion of the questionnaire as at June 2019.
2. Analysis and apportionment of impact and benefit arising for the LGF. This will be achieved by comparison on multiple fronts with the questionnaire as submitted during the ABR process which closed this year.
3. A statement of post-project sustainability achieved and forecasted outputs for the 2019/20 academic year.

This template has been externally validated and used nationally to evaluate operational effectiveness, sector impact and business case possibilities for colleges nationally. A copy of this is attached as Annex 4.

Recommendation/ Declaration

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

Declaration:	I certify that the information provided in this Outline Business Case is complete and correct at the time of submission.
Signature:	J M Hibbert
Print Name:	James Hibbert
Title:	Deputy Principal, Plumpton College
Date:	6th January 2016

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**
- **Any other Supporting documents and evidence required**