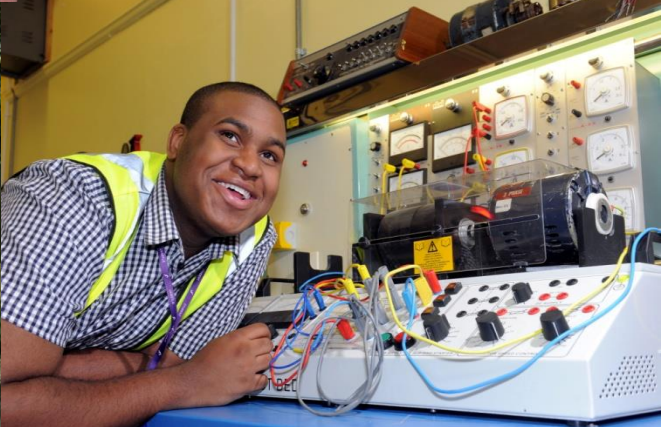


Client Experience on the IPI trial project Advance II



- A long and **well established** further education college.
- The college's history can be traced to the Dudley Institute in **1862**.
- The preferred choice for **12,500 students**, including young people, adults and employers.
- We have **3,900 students** aged 16-18 studying on a full time basis.
- We have **2,700 apprentices** at all levels and ages
- We offer **4,000+** courses.
- We offer a wide range of **vocational** and **academic** programmes.
- We employ **780 staff**.
- **£41 million** turnover.





hands-on
thinking
Since 1862





Dudley
Sixth



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 Dudley
College

 | advance



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- The **Key** reason for choosing IPI was **previous mixed experience** of other procurement models , specifically D and B previously.
- Previous development s had utilised college's reserves and as much **cost certainty** as possible was required to **minimise exposure** on any overspend.
- The project was for and **Advanced Modern Construction training** facility and the of one of the most **modern procurement methodologies** was a **natural link** to future student education.

- Formal inclusion of the **‘Soft landings‘** process appeared to be embedded and previous experience of a **hap hazard after service** should be vastly improved.
- **Independent oversight** with no agenda other than **protecting the future of the asset**, ie the TIRA , FIRA and IF.
- Opportunity to make **savings on waste** by cutting out duplication and extra effort to cover liability, hopefully giving **more facility for the money.**

Lessons Learned

- Try not to re create what you already have.
- Communication with the curriculum, you can never do too much
- Speak to staff at all levels, specialist information is quite often hiding in pockets
- Keep all informed and manage expectation. Not everyone can read plans!
- Allow for change from brief to completion can be 2 years, things change and thoughts develop.
- Get advice on VAT, it makes up to 16% difference.
- **Budget for the economic situation. Contractors 'buying work' and sub contractor insolvency can give problems later in the project.**

- Design and Build, tried and tested.
- Can be difficult with highly diverse specialist facilities to get what you need.
- Traditional contract gives more certainty but can take longer and cost more.
- Integrated Project Insurance,
 - partnering contract,
 - One insurance policy for the whole project,
 - Ring fenced OHP
 - People time and construction paid at cost
 - Pre agreed project investment budget
 - Pain or gain shared amongst all Alliance Members
 - Gain payments are time/completion dependant

The Good Bits

- **Quicker to site** if all goes well as only enough detail for robust cost plan needed.
- **VFM** achieved as the best outcomes were achieved for the cost.
- **BIM finally worked** as it seems it should, fully **federated model** used by all or facilitated for those without the expertise.
- **Project bank account**, although difficult to set up formally direct payments were made **improving team cash flow** and sub contractor payments.
- Financial **incentives changed behaviours** in most cases, but so did a **willingness to work together** for the right outcome.

- **Best for project solutions** even in stretching times where achieved with little conflict and a truly collaborative approach.
- **Elemental trinity groups** for design and cost planning, and construction gave a more focused **joined up solution**.
- **Defined success criteria** to measure against the strategic brief, **gave targets to monitor** throughout and **reduced uncertainty** of the completed facility being **fit for purpose**.
- **SOI testing** before handover meant building **fully operational day one**, minimal snagging and no operational issues.

The could do better bits

- **Appointment of whole team takes longer** which can lead to frustration in wanting to progress in the early stages.
- **Involvement of SME's and supply chain** limited due to lack of knowledge and confidence, though key members did come on board eventually.
- **Costs not always realising** insurance cover and quick payment benefits due to industry scepticism.
- **Savings not made, but weren't expected** due to the **Trial Project** nature, the **learning and development** time was always going negate this.

The could do better bits

- **More time to commercially align** as noble gestures not always best for the team good in the long run, eg **pain gain share based on elemental cost involvement.**
- **Clear roles and responsibilities** with defined leadership and accountability, **collaboration still needs leadership.**
- **Better monitoring** of time and cost in **phase I**, a defined plan with **targets.**
- **Underwriters not engaged** to allow an efficient turn around on the proposal.

Why IPI Again

- Having had a **good experience** we believe the **collaborative approach** is the best way forward
- **Selection criteria** based on the **best for project** not purely cost giving **true VFM**, not the cheapest the contractor can get away with.
- The **reduced costs** should be **realised on future projects** now the **process has been developed**. We want to **reap the benefits** of our previous efforts.
- **Support for a change in the industry**