

CASE STUDY

Predicting successful delivery

A Case Study of Bournemouth University



NEED

In 2012, Bournemouth University set a vision to create the most stimulating, challenging and rewarding university experience in a world-class learning community. The biggest development plan in over 30 years! Bournemouth University sought a robust plan to deliver the agenda effectively and efficiently without compromising on cost, quality, sustainability or community benefits.

SOLUTION

Since October 2012, delivering on time and budget are regarded as the minimum standard. The partnership is delivering real value through working smarter and more efficiently.

With Bournemouth University, Willmott Dixon is demonstrating value for money through the service offering, contractual Key Performance Indicators and Employment and Skills Commitments. The Project Risks are mitigated through early engagement that increases predictability administered through the use of the NEC contracts.

CHALLENGE

1. To rise in The Sunday Times Good University Guide 2014.
2. Realise the 2018 strategy to create world class facilities for students and staff.
3. Manage short term tactical delivery and implement long term strategies.
4. Upgrade the campus buildings which currently fail to meet the long-term aspirations of the University.
5. Manage risks associated with increasing economic activity.
6. Achieve more with less, funding levels reducing but student expectations increasing.
7. Delivering to tight programmes whilst also complying with European procurement regulations, OJEU was challenging.
8. Bournemouth University traditionally tendered all construction projects, had not worked with Willmott Dixon previously and had very little knowledge of using The Scape Framework.

“Thank you to Willmott Dixon for organising the exemplar building visits; these were very successful and provided a great opportunity to test the brief and consider lessons learnt from other projects.”

Steve Cox, Head of Estates Development, Bournemouth University.

“What we have achieved is amazing.”

Jim Andrews, Chief Operating Officer, Bournemouth University.

“Incredibly proud of what we have achieved.”

Stuart Laird, Director of Estates, Bournemouth University.

TIME

Through the use of The Scape National Major Works Framework, the key milestones were:

Nov 2012:	Bournemouth University signed the Access Agreement enabling access to The Scape Framework.
Nov 2012:	Willmott Dixon commissioned to assess the viability of the new Student Centre.
Dec 2012:	Willmott Dixon commissioned to manage the preconstruction stage of the new Student Centre.
Feb 2013:	Willmott Dixon commissioned to assess the viability of the new Academic Building.
Mar 2013:	Willmott Dixon commissioned to manage the preconstruction stage of New Academic Building One.
July 2013:	Build Contract agreed for the £10.47m new Student Centre.
Aug 2013:	Build Contract agreed for the £22m New Academic Building One.
Jan 2015:	Willmott Dixon commissioned to assess the viability of an Energy Centre.
Mar 2015:	Willmott Dixon commissioned for the preconstruction phase of Fusion Building Two.
Mar 2015:	Student Centre open to staff / students.
Spring 2016:	New Academic Building One complete; successful handover.
Autumn 2018:	New Academic Building Two and Energy Centre completed.

OUTCOMES

With pressures on budgets, an alternative procurement solution would have been too unpredictable. Focusing on value for money subcontractor and supply chain savings from by-passing the OJEU process (Scape) allowed for reinvestment into the estate without additional revenue, here are some key outcomes:

- £33m delivered on budget with a further £30m in development and on-target to be within budget.
- Transparent 'open book' accounting with real-time project cost plan, inspected and independently audited from the local supply chain, ensured minimal variations during construction.
- Collaboration on design and methods reduce project costs whilst adding value to align vision and budget.
- Commitment to local spend and annual capital reduction.
- Capital efficiency saving by running projects together as part of one programme.

PERFORMANCE

- An average Considerate Constructors score of **41/50** (Industry Average remains at less than 36/50)
- **98%** of waste diverted from landfill
- **26%** of budget spent within 20 miles, **58%** spent within 40 miles
- **61%** of local labour from within 20 miles, **88%** spent within 40 miles
- Average **93%** client satisfaction score
- **52** apprentice weeks held on site

DELIVERED BY

