

# NEWS

SEPTEMBER 2016

**PMc**  
Peter Marsh Consulting Ltd.



Welcome to our Autumn 2016 Newsletter which provides an update on the wide range of projects and assignments we have been engaged in over the last 12 months, with clients based in Hampshire, the south coast and London. Since taking the decision in January 2015 to move to working full time for PMc we now have a dedicated team of six staff who work from our Winchester office, together with our associates based in London and Essex. We combine the experience we have gained working for large blue chip organisations such as KPMG and AECOM with the agility and flexibility of a smaller firm. We care passionately about what we do and believe that passion shines through in the pace, dedication and enthusiasm with which we work.

# WELCOME

## CREATING SPACES AND SHAPING FUTURES

Some of our highlights over the last 12 months include:

**In September** – Fareham College's Bishopsfield Road campus opened on time to new students. This £17million transformation included a 2,000m<sup>2</sup> new performing arts space, IT, and Hair & Beauty studios together with the recladding and total refurbishment of some 7,000m<sup>2</sup> of existing 1960s buildings.

**In October** – we moved into the new PMc offices at 12 Southgate St, Winchester.

**In December** – we were delighted to attend the official opening by local MP Chuka Umunna of Phase 2 of Lambeth College's Clapham Campus which opened to learners in September 2016.

**In February** – Bournemouth and Poole secured a solid 'Good' Ofsted Inspection report. Robert Rees had been appointed interim Vice Principal Curriculum and Quality from October 2015 to January 2016 and helped the newly appointed VP navigate her way successfully to this positive inspection outcome.

**In February** – work started on site at the new Centre of Excellence for Composites, Advanced Manufacturing and Marine on the Isle of Wight. We were proud to play a leading role in identifying cost savings of over 15% on this project to re-align the contract sum to the budget prior to contract award.

**In March** – we provided our Due Diligence report to Southampton Solent University in relation to the potential merger with City College Southampton. Our report considered curriculum performance, financial health, governance, estates and merger options. By working openly and constructively with the College and the University we were able to identify the criteria for a successful future relationship which is now being taken forward by both bodies.

**In April** – we completed our report into the Education & Skills Infrastructure requirements, challenges and opportunities arising from the Manydown & Western Basingstoke extension. By working extensively with private and public partners we helped identify nine key opportunities to make a real difference to the future of education and skills provision in the town of Basingstoke.

**In May** – we commenced work with South Downs and Havant Colleges on a future estates strategy arising from their planned merger.

**In July** – work started on site for the new Future Skills Centre at Bordon. This £4m project is funded by the Enterprise M3 LEP; we are acting as Client Project Managers on behalf of Hampshire County Council.

**In September** – steel frames were erected at both the Future Skills Centre in Bordon and the New Lambeth College site in Brixton.

# SERVICES WE OFFER

We offer a range of services to clients in the education and housing sectors. We know every client and every assignment is different – we enjoy tailoring our services to meet diverse needs. Making a difference is what we are all about. We set out below some of the services we have provided in the last 12 months.

**Estates Strategy** – we are working with South Downs and Havant Colleges to develop a new estate strategy that reflects the ambitions and character of the proposed new College. We are employing our space planning, curriculum modelling, site disposal and capital project planning knowledge to ensure a clear brief is determined, options are fully explored and a fundable future strategy is developed.

**Contract Negotiation** – we have worked with the Isle of Wight College, Hampshire County Council and the London Borough of Tower Hamlets to ‘re-align’ construction project cost plans with available budgets. We have a no-nonsense no-blame action-oriented approach to this work which brings clarity and focus at a critical point to return projects to where they need to be before contracts are let.

**Merger Planning** – our work with both South Downs & Havant, and Solent University and City College Southampton, has given us a good insight into the workings of the Further Education Area Review Process. We have coupled this with our extensive experience in the Housing Sector to develop tailored approaches to making the best out of the complex merger process.

**Mock Inspections** – we have provided short notice mock inspection teams, giving a robust and agile inspection service which examines the overall quality of teaching, learning and assessment and validates the accuracy of Colleges’ own QA processes.

**Master Planning** – our projects in Manydown and Western Basingstoke, at South Downs and Havant and with the London Borough of Tower Hamlets are all examples of how we can develop long term plans for investment in education and housing, tailoring our approach to reflect the politics and priorities of each client we work with.

**Space Planning** – we apply the experience we have developed as a team over forty years to ensure that we optimise the use of space in the buildings we help create. Getting the right brief for space, based on a proven methodology that uses a detailed bottom-up assessment of how each teaching space will be used is how we ensure that our briefs will work and every square metre of new space will contribute to the success of future buildings.

**Project Management** – with over £300m of education and housing project experience within our team we provide expert advice from briefing, creation of funding bids and leading design teams through to commissioning and assisting with the logistics of moving in. We roll our sleeves up and get projects done – on time, on budget and ahead of expectations.

**Cost Consultancy** – we are now able to supplement our PM expertise with dedicated cost consultancy and we can provide it as part of an integrated service or as a specialist service to support our work on funding bids or contract negotiations as required.

**Interim Executive Leadership and Academic Recovery Services** – we have worked with a number of Colleges, Universities and a Local Authority, providing both long-term and vacancy cover interim executive leadership, quality assurance and improvement consultancy and short term services such as performance analysis and self-assessment writing and validation.



# ISLE OF WIGHT COLLEGE CECAMM

FUNDED BY THE SOLENT LEP



## Isle of Wight College CECAMM

The Isle of Wight College has secured approval to a £11 million bid to develop a new 3,000m<sup>2</sup> Centre of Excellence for Composites, Marine and Advanced Manufacturing from the Solent LEP, as part of its investment commitment to the future skills needs of the Solent economy. The facility will be located in Whippingham, East Cowes, offering specialised education and training for around 600 students.

The bid for funding for this project was led by GKN Aerospace and supported by other local employers in the composites, marine and advanced manufacturing industries.

## Our role

PMc Ltd have been appointed by the Solent LEP to provide project assurance and advice to the College and the LEP on the delivery of the new Centre of Excellence for Composite, Advanced Manufacturing and Marine. We were appointed in September 2015 and we have worked with the College, their contractor and the project manager to close a £2m gap in the project budget, and we're delighted that contracts were entered into in December – on budget and in scope. The Contract with construction partners, Balfour Beatty, was let in December 2015, work started on site in February 2016 with the frame and ground works progressing well at July 2016. The new Centre is due to be open to learners for the summer term of 2017.

During 2016 we have continued to support the College and the LEP in the delivery of this important project – bringing our skills, knowledge and experience to help create an outstanding new learning environment on the Isle of Wight.



# ISLE OF WIGHT COLLEGE CECAMM

FUNDED BY THE SOLENT LEP



## Client Testimonials:

*“Peter Marsh was appointed by the Solent LEP to help the Isle of Wight College and its professional team address a £2m difference between the available funds and the post tender cost packages on the College’s flagship ‘Centre of Excellence for Composites, Advanced Manufacturing and Marine’. His first priority was to clearly understand the College’s strategic priorities for this project and how it would benefit the students and employers. Peter’s comprehensive experience enabled him to quickly identify a broad range of solutions and devise a robust and structured framework for addressing the identified gap which built on the Value Engineering process that the College had commenced. With clear targets set and a timetable for action agreed, the College and their advisors were able to bring the project back within budget whilst preserving the required level of contingency to offset identified risks. Peter’s no nonsense approach and significant experience of working with LEPs and contractors on other projects helped us secure the funding for the project and maintain the confidence of the LEP in our combined ability to deliver.”*

**Debbie Lavin, Principal and Chief Executive of the Isle of Wight College**

*“The Solent LEP is committed to an ambitious programme of investment to support economic growth and raise productivity levels in the Solent. Developing the areas pipeline of marine engineering skills forms an important part of our investment programme, and the Isle of Wight’s Centre of Excellence for Composite, Advanced Manufacturing and Marine is a key project for the LEP. The LEP approached Peter Marsh Consulting to assist the College with delivery of the project. Peter has worked effectively with the College, their advisors and the LEP’s due diligence consultant to ensure the project has a solid basis for delivery.”*

**Stuart Baker, Head of Local Growth, Solent LEP**



# FUTURE SKILLS CENTRE – PROJECT UPDATE

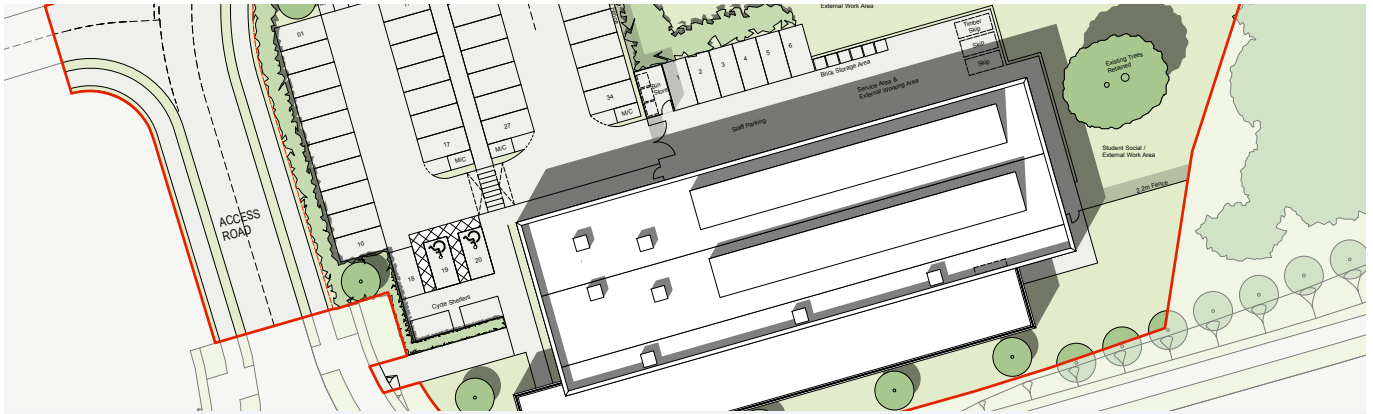
BORDON, HAMPSHIRE



PMc have been appointed as Client Director by Hampshire County Council for the new Future Skills Centre which was designed by Perkins Ogden Architects. This new £4m investment, in Whitehill and Bordon's Louisburg Barracks redevelopment area, will assist in regenerating the local and regional economy by providing a centre of excellence for construction skills training. As the first building within the proposed new Louisburg employment zone, it will mark the entrance to the wider redevelopment area. The Centre will offer a range of construction and other training facilities, as well as conference and other amenities to serve the local community.

# FUTURE SKILLS CENTRE – PROJECT UPDATE

## BORDON, HAMPSHIRE



Site plan

Our role as Client Director has included assisting with the successful funding bid to the Enterprise M3 LEP; advising on VAT liability; producing draft curriculum plans; liaising with CITB on the design and business model for the new centre; chairing regular client side project meetings; assisting with the identification of an operating partner; acting as client for all elements of the design process; helping to manage the appointment of contractors; and preparation for Gateway Review meetings in partnership with HCC Property Services.

The planning application for the new centre was submitted in September 2015 and approved in November. Works started on site in the summer of 2016 and the Centre is due to open ready for learners to start in the autumn of 2017.

*“We chose to work with Peter and his team on this project based on the successful delivery of the CEMAST project in Fareham and his strong understanding of both the construction process and FE curriculum delivery. The project has faced a number of legal, funding and design challenges which Peter has helped us work through with tenacity and drive. We very much look forward to welcoming the first cohort of learners into the new centre in the Autumn of 2017 and for the FSC to become a key part of the local economy - supporting the construction industry and local community in equal measure.”*

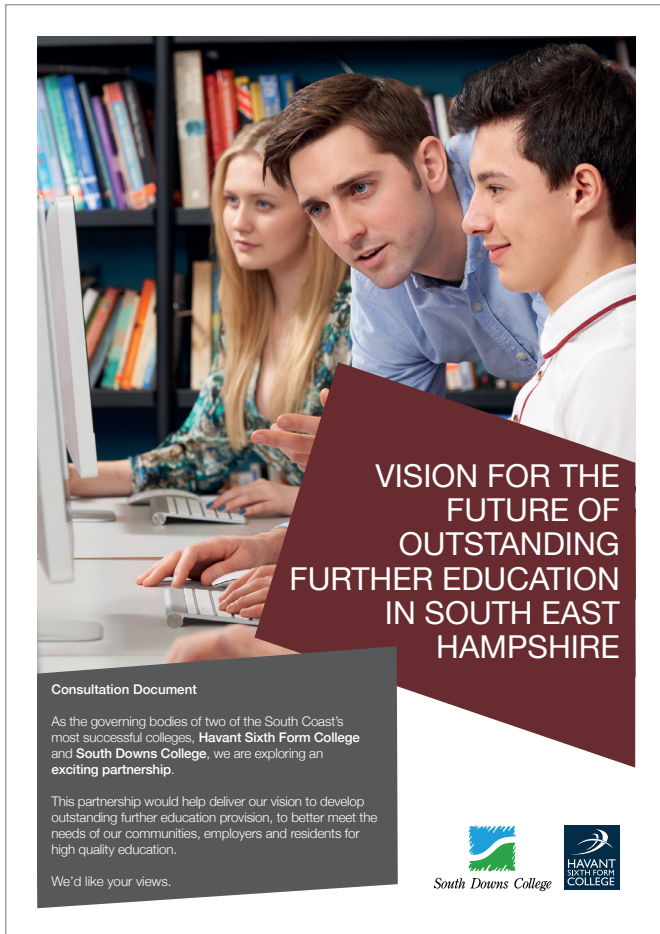
**Phillip Walker, Head of Future Skills, Hampshire County Council**



HCC property services design team members - Nick Collett, Mark Dolan and Andrew Pritchard reviewing external building materials.



# SOUTH DOWNS & HAVANT COLLEGE



Peter Marsh Consulting Ltd have been engaged to lead the development of the Estates Strategy for the merger of these two high performing Colleges based in Havant. PMc were selected due to our extensive experience in the FE capital projects and estates strategy development fields. A key aspect of the merger vision is that the new merged College will develop a centre of excellence for A levels; this has implications for the development of not only the A level provision but also the other key strands of vocational and professional work at all levels to be offered by the College. PMc have identified a number of key opportunities to make a distinctive offer in the local market, including improvements in space utilisation, significant growth potential at both existing sites, plus the opportunity to create a single College vision in the use of IT and digital media.

Whilst some of the Estates Strategy will be short to medium term, much of it operates over a far longer time scale. PMc are working with the LEP and local authorities to ensure that the strategy takes account of key issues for these agencies including the College's place in meeting the needs of higher level vocational skills, the growth of degree apprenticeships and the importance of maintaining a broad and inclusive learning offer.

Both Matthew Surgeon and Michael Paltrinieri have worked closely with Peter on this project to date. Matthew has completed a comprehensive existing accommodation analysis report and will also lead our work in developing a range of future education development options whilst Michael has produced a comprehensive space planning analysis working under the guidance of Dr Grace Kenny, our Director of Space Planning.

Both Colleges have agreed in principle their intent to merge in the autumn of 2017 and our draft Property Strategy is due to be completed by the end of 2016.

*"I appointed Peter and PMc to work with us to lead the estates work-stream and develop our property strategy because of his track record of leading major developments at Farnham and elsewhere, the respect with which he is held by our regulator (the SFA), and the confidence he inspires in potential funders including the Solent LEP and other partners. The PMc team have demonstrated empathy with our vision and have already helped shape the merger advisory board's early thinking. We look forward to working with Peter and his team to develop an accommodation strategy for the new college that is ambitious, deliverable and firmly rooted in the educational mission of the new institution."*

**Mike Gaston, Principal and Chief Executive of South Downs College**

# THE BOURNEMOUTH AND POOLE COLLEGE

## INTERIM VICE PRINCIPAL SERVICES

The Bournemouth and Poole College engaged PMc via Morgan Vincent to assign Robert Rees to the College as interim Vice Principal with executive responsibility for curriculum, quality and student services for three months to January 2016.

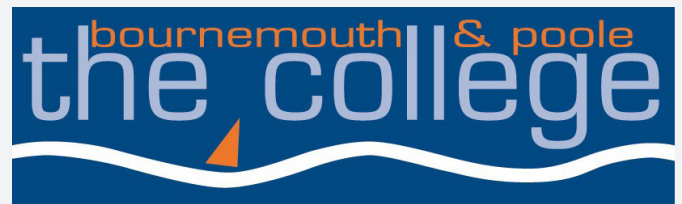
Robert's main achievements during this time were:

- Preparing the final SAR and CIP leading to approval by the Board.
- Undertaking a review of all curriculum areas to inform future business planning.
- Contributing to the design of a new organisational management structure.
- Completing a review of the tutorial system and implementing improvements.
- Identifying some significant weaknesses and initiating action to address them, e.g. organisation of Work Experience placements, tracking of timely apprenticeship completions.
- With the Vice Principal Finance, undertaking a review of key Management Information, implementing changes to standardise reports and introducing new controls covering report development.
- Preparation of Board papers, attending Board meetings and presenting papers.

At the end of the assignment Robert carried out a comprehensive handover and prepared a thorough action plan for the incoming post holder that ensured a smooth transition. Subsequently Robert returned to the College in the spring of 2016 to assist with the Ofsted Inspection and was delighted that the College was confirmed as 'good' following that inspection

*"As a result of undertaking comprehensive preparation before joining us, Rob contributed effectively from the outset and the handover was very smooth. Although he was only with us for a short time, he did more than merely caretake the post, he ensured that issues were progressed and developed as they would have done with a permanent post holder. His experience as a VP Curriculum meant that he understood the role and requirements completely and he quickly gained the respect and confidence of peers, direct reports and the Board. Despite covering a full time post for four days a week, all deadlines were hit and all targets were met with some additional projects also delivered. His proactive approach and outgoing personality meant that he quickly assimilated himself into our team."*

**Diane Grannell, Principal and Chief Executive of Bournemouth & Poole College**



# FAREHAM COLLEGE

## CEMAST & BISHOPSFIELD ROAD CAMPUS



We have worked with Fareham College to create new learning spaces that will help shape the future careers of thousands of young people and adults.

We worked with the College to develop an ambitious property strategy that helped raise the necessary funding to invest £28m between 2013 and 2016 in new technology and facilities which will provide learners from Fareham, Gosport and surrounding areas with the very best educational experience.

The College's new £12 million Centre for Excellence in Engineering Manufacturing and Advanced Skills Training – CEMAST – opened in September 2014; it has already exceeded its 900 learner recruitment target and it has won numerous accolades from the Solent LEP and Hampshire County Council as well as awards from the Civic Trust, LABC and Space.

Work on the new £16 million Bishopsfield Road Campus at Fareham College started in June 2014 and the new campus was opened on time to learners in September 2015. Over the last six months the prime focus has been on the completion of challenging demolition works which will prepare the southern site for Bloor Homes who are creating a new residential development with 110 much needed new homes. The £8.5m receipt from the advanced site disposal, together with £5m from the Government's Skills Funding Agency have helped create state-of-the-art

facilities for the College's learners with workshops, laboratories, studios and training suites ensuring that students learn in realistic working environments. The new campus offers workshops for a wide range of Construction trades, a Digital Industries Lab, a fully integrated Media, Music and Performing Arts Suite, plus an on-site Gym and Sports Centre.

The works included a 2,000m<sup>2</sup> new building with a selection of studios for Digital Industries, Hair & Beauty, Performing Arts, Media and Music plus extensive internal refurbishment and re-cladding of four 1960s buildings to create workshops and classrooms to support learners aiming at careers in construction, health, sports, public services, the arts and childcare.

The photographs taken throughout the construction process demonstrate the extent of the transformation while the College continued to operate and expand its apprenticeship learner numbers throughout the duration of the project.



# FAREHAM COLLEGE

## BISHOPSFIELD ROAD CAMPUS



In July 2016 the College provided vacant possession of the south site to Bloor Homes and their final payment was received.

With an average all-in spend of just £2,160 per m<sup>2</sup> (including VAT) the BRC project demonstrates how the re-use and re-modelling of existing buildings can help deliver both value for money as well as environmentally sustainable solutions for education building developments.

*"It had been a strategic objective, some would say a 'dream', of Fareham College for many years to secure sufficient capital investment funds to transform its campus. Its learning environments were dated, tired and inefficient. It needed to create modern efficient and attractive facilities if it was going to compete against local organisations that were already enjoying new and attractive facilities.*

*As Principal, I had a vision, but I needed someone to bring it to fruition. Peter Marsh presented the ideal solution; knowledgeable about further education, an expert in project management and with astute financial management, Peter gave Fareham College the required expertise to deliver the 'dream'. Through the development and implementation of a multi-phase £28m capital investment project, Peter, and the team he led, delivered a combination of new build and refurbishment of the entire college over two campuses in just 1000 days, on time and within budget.*

*The projects included site acquisition and disposal as well as the build projects, their fit out and commissioning. The CEMAST project has gained national recognition for its attractive and efficient learning environments. Fareham College had the vision, Peter Marsh and his team delivered it!"*

**Nigel Duncan, Principal and Chief Executive of Fareham College**



# FAREHAM COLLEGE

## BISHOPSFIELD ROAD CAMPUS



Foundation works took place in autumn 2014.



# FAREHAM COLLEGE

## BISHOPSFIELD ROAD CAMPUS



The new building starts to emerge from the ground and cladding of the 1960's buildings gets underway.



# FAREHAM COLLEGE

## BISHOPSFIELD ROAD CAMPUS



Bishopsfield Road Campus - Transformed

# HAMPSHIRE COUNTY COUNCIL

## EDUCATION & SKILLS STRATEGY

### PROGRAMME AND PROJECT MANAGEMENT

#### **Manydown & Western Basingstoke**

From September 2015 to April 2016 we worked with Basingstoke and Deane Borough Council, the Enterprise M3 Local Enterprise Partnership and Hampshire County Council to review the education and skills infrastructure requirements of a potential urban extension to the west of Basingstoke.

The Education and Skills work-stream is one of a number of projects that have been commissioned with Government support to help create places where people want to live and to help stimulate further economic growth in the town.

We organised a number of workshops with a wide range of interested partners, conducted research into the strengths and weaknesses of the town's existing education provision and interviewed a range of employers and other interested parties to establish an agreed baseline of performance and to agree a set of opportunities for the town's future 'education eco-system'.

In partnership with the Manydown Project Team we modelled the likely future demand for new primary, secondary and post-16 places and helped explore a range of alternative governance models for the development and management of new schools in the town. We also conducted case study research to identify best practice for new education infrastructure development in the UK and overseas.

Our report has now been considered by the three sponsor bodies and the nine key opportunities identified have helped shape a shared ambition for education excellence – not just for the new developments in the local plan but for the town as a whole.

#### **One Public Estate**

PMc were appointed in April 2016 to provide programme management and strategic leadership support to the delivery of the 'One Public Estate' programme in partnership with the HCC Property Services team. The programme is designed to encourage public bodies to rethink their use of assets, how services can be combined across the public estate and how public bodies can take a lead in the creation of homes and jobs for their local communities.

Our work has included supporting the preparation of the OPE Round Four funding bid to the Government, supporting the delivery team across a wide range of issues from governance to options appraisals and taking on a project monitoring role for a number of strategic land, housing and community infrastructure projects.

We are now supporting the Land and Housing thematic group in partnership with the County, the Enterprise M3 Local Education Partnership and a number of District and Borough Councils across Hampshire.

# SOUTHAMPTON SOLENT UNIVERSITY AND SOUTHAMPTON CITY COLLEGE

In the spring of 2016 PMc were appointed by Southampton Solent University to advise the Vice Chancellor and his senior teams on the opportunities presented by the 'Further Education Area Review' process. As part of that process a potential merger between City College Southampton and the University was proposed. We undertook a preliminary due diligence review of the position and prospects of City College Southampton. That review, which was carried out jointly by Peter Marsh and Robert Rees considered:

- academic performance against national and local benchmarks;
- financial performance - at balance sheet dates and in-year performance;
- comparative staffing costs and risks of amalgamation between the two bodies;
- the complementarity of the College's and University's curriculum offers, and opportunities for closer collaboration and promotion of progression opportunities;
- the quality of the College's estate and its level of utilisation, and subsequent offers presented by a potential merger in the short as well as the medium term;
- the extent of overlap of the respective visions for the merger as expressed by both organisations;
- research into the successes and failures arising from recent FE & HE mergers and the critical issues needing to be resolved to enable the merger to progress.

We presented our findings in draft form to the College Principal and CEO and to the University's Vice Chancellor's Senior Team.



Subsequently PMc were appointed by the University to undertake a review of the quality of teaching and learning at the College. We brought together a small team of current practitioners - all with recent experience of teaching and observing in similar FE environments - and completed a short no-notice observation of around 40 lessons and presented our findings - both strengths and areas for development - to the College and the University teams.

*"We appointed PMc to work with us on this project due to their recent expert knowledge of the financial, funding and academic issues facing further education colleges - and in the Solent and Hampshire area in particular. Their report was clear, direct and analytical; it provided a solid basis for our ongoing discussions with the College."*

**Graham Baldwin, Vice Chancellor Southampton Solent University**



# SOUTHAMPTON SOLENT UNIVERSITY AND WARSASH MARITIME ACADEMY



Warsash Maritime Academy (WMA) provides first class education, training, research and commercial services to all maritime sectors worldwide. As part the Southampton Solent University (SSU) School of Maritime Science and Engineering WMA is a core part of the University's offer to the increasingly important maritime sector.

PMc have been working with SSU and WMA since November 2015. Our work has included:

- a review of the curriculum offer and opportunities for improvements in efficiency and effectiveness;
- an assessment of the future space needs of the WMA based on a detailed assessment of its course offer; student numbers and the specialist nature of its provision; and,
- acting as Client Representative for the potential relocation of parts of the Academy to Southampton City Centre - helping to shape the brief and generating a number of options for potential configuration of parts of the WMA offer in partnership with WMA and its SSU 'parent' body.

*"Peter and his team have worked closely and collaboratively with the University and leaders at WMA to present a number of options in a considered manner. Their ability to work with an evolving brief has enabled us to develop our thinking and produce realistic options for the relocation of parts of the WMA to the Centre of Southampton."*

**Steve Carter, Chief Financial and Operating Officer  
Southampton Solent University**

# LAMBETH COLLEGE

## BRIXTON CAMPUS

Since April 2015 we have provided Capital Delivery Services to Lambeth College. Our work has involved contributing to three major projects:



### Clapham Phase 2

We acted as Client-side Project Managers on this £8m new build project including organising the procurement of all loose fixtures, fittings, IT and AV in partnership with the College. By working collaboratively with Grahams, the contractor, we were able to open the building for learners just one week after the building had achieved practical completion.

### Vauxhall Exchange

We provided extensive space planning support to the College and their architect team and enabled the planned education space requirements of the new building to reduce from 13,000 to 9,250m<sup>2</sup> whilst still providing significant expansion potential – saving a potential £15m in construction costs in the process. The project received growth funding support from the Greater London Authority and is due to start on site later in 2016.

### Brixton

We have acted as the Client Representative on this innovative educational redevelopment, designed by Jestico and Whiles Architects, which will see Lambeth College share a new-build space with Trinity Free School and a new UTC sponsored by Southbank University.

The planning application for this development was submitted in October 2015 and we managed the decant of the College into temporary accommodation in December 2015 to enable work to start on site in January 2016.

In April 2016 PMc were appointed to provide an end to end Client Advice, Project Management, Cost Consultancy and Employer's Agent service to oversee the £3m fit out of the shell and core space that is due to be handed over to the College in June 2017.



# LAMBETH COLLEGE

## BRIXTON CAMPUS



We continue to work collaboratively with the College, Trinity Free School, the EFA and their partners to ensure that the decant works are properly scoped and planned, transport and travel plan information is supplied to support the planning application, and staff are kept informed of developments.

We have worked with the College to select a design team comprising STEM architects and King Shaw Mechanical and Electrical Consultants. We intend to let this contract as a JCT Design & Build contract with architectural design taken to the new RIBA stage 4.2

On this project Mo Poswall is leading our cost consultancy work, Matthew Surgeon our programming and procurement and Claire Quint our project administration. Peter continues to provide leadership to the team and prepares the regular monthly reports for the Governing Body's Capital Projects Advisory Board.

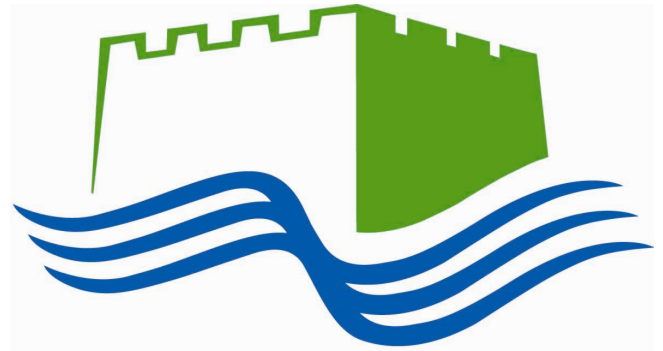


# LONDON BOROUGH OF TOWER HAMLETS

## HOUSING PROJECTS

Over the last year we have worked with the London Borough of Tower Hamlets Regeneration and Renewal Teams on a variety of projects including:

- Client & delivery roles review – we completed a review of the respective roles of the Council's ALMO (Tower Hamlets Homes), the Strategic Housing Team and the Capital Delivery Team. As a result of our review, responsibility for larger projects was passed from the ALMO to the Capital Delivery team and new governance arrangements were set up to promote improved oversight and co-ordination of inputs into the design, consultation and delivery of major projects.
- In-fill housing schemes, viability appraisals – we completed a short 'task and finish' review of the cost plans on a number of 'in-fill' housing developments that have been designed to provide much needed additional affordable housing on spaces that are available within the Council's existing housing stock. We worked with the Capital Delivery Team, the architects, and the cost consultants to identify a range of target savings within the build costs, procurement, consultancy and contingency lines in order to reduce project costs by over 12% and return the collection of schemes to a position where they could be taken forward for member approval.
- Estate Regeneration Options Review – we are currently working with the Council to explore the potential to create additional affordable housing within its existing retained housing estates in support of its ambitious housing strategy.



## TOWER HAMLETS

*"Having worked with Peter from his time at the Housing Corporation and the Tenant Services Authority, I was delighted to be able to appoint him to help advise the Council on the delivery of a number of important housing projects in Tower Hamlets. Peter has a strong strategic approach to his work and a very clear understanding of the political and commercial drivers to our housing and regeneration work in the Borough."*

**Aman Dalvi, Director of Regeneration and Renewal**



# PARTNERSHIP FOCUS

At PMc we know the importance of working in partnership. We actively seek to develop a clear vision for the delivery of the projects we are engaged in, to share our passion for creating spaces and shaping futures and to help manage conflict – recognising that transformational outcomes often come about when teams are asked to deliver the impossible by working creatively together to push boundaries and discover new ways of working together. We are proud to have worked with the following key partners in the last 12 months:

## Contractors



## Architects



BELL PHILLIPS ARCHITECTS

## Project Managers & Cost Consultants



## Funders



## Clients





**PETER MARSH**  
Managing Director

Peter is a seasoned senior executive who combines a passion for learning with substantial experience in leadership, project delivery and organisational change in the housing and education sectors.

Peter has a wealth of experience acting as a client for the design and commissioning of further education buildings.

He has served as the Deputy Principal at Fareham, City & Islington, and Gateshead Colleges, was the Chief Executive of the Tenant Services Authority and was Deputy CEO of the then Housing Corporation.

Peter is a transformational leader with substantial experience of change management and project delivery in both the education and housing sectors.

[peter@petermarshconsulting.com](mailto:peter@petermarshconsulting.com)



**ROBERT REES**  
Director

Robert is an experienced senior manager with a passion for the life changing opportunities provided by the further education sector. With a successful track record of leadership in curriculum development and quality improvement gained in urban and rural settings, Robert is a highly articulate and personable leader with a robust student-centred approach to his work.

Robert has successfully acted as the Nominee for a number of Ofsted and QAA inspections and has worked closely with the FE Commissioner in his recent role as Interim Vice Principal at Lewisham and Southwark College.

[robert@petermarshconsulting.com](mailto:robert@petermarshconsulting.com)



**DR GRACE KENNY**  
Director of Space Planning

Grace is a world renowned expert in educational space planning; she ran the R&D programme for the Department of Education's Architects Branch and helped the FEFC and HEFCE establish national space standards and planning methods.

She has advised the LSC, the OECD and dozens of institutions of further and higher education in the UK and overseas.

From conducting baseline space utilisation surveys through to assisting in the briefing process, Grace brings an expert yet sensitive approach to help clients with their space planning; she aims to optimise both efficiency and effectiveness.

[info@petermarshconsulting.com](mailto:info@petermarshconsulting.com)



**MATTHEW SURGEON**  
Senior Project Manager and Cost Consultant

Matthew comes to PMc with significant experience in the education sector having supplied a range of services which include project management, fund monitoring and risk management to a number of leading education providers across Hampshire. Some of Matthew's recent projects are: the Arts and Design Centre at Bedales School, Petersfield (£6m); the New University Centre at Farnborough College of Technology (£7m); a new build Science Block at The Gregg School, Southampton (£4m).

In addition to his undergraduate degree (BA Hons), Matthew holds an MSc in Quantity Surveying and is a graduate member of the Royal Institute of Chartered Surveyors. Matthew is a former teacher, having taught in leading international schools across Europe.

[matthew@petermarshconsulting.com](mailto:matthew@petermarshconsulting.com)





**MICHAEL PALTRINIERI**

Assistant Project Manager

Michael is an ambitious graduate starting his career with PMc following his undergraduate (BSc) and postgraduate (MSc) studies in civil engineering from the universities of Modena and Bologna. Michael took the opportunity of a six-month placement at the University of Southampton to write and submit a dissertation on the economic appraisal of the impact of coastal flooding using Cowes Isle of Wight as a case study, as part of his Master's degree. Michael brings to PMc a skill-set which includes a high mathematical aptitude, financial appraisal skills and data analysis. Michael supports Peter and Matthew in the delivery of a number of high profile, high value projects across the education and housing sectors.

[michael@petermarshconsulting.com](mailto:michael@petermarshconsulting.com)



**MOHAMMED POSWALL**

Cost Consultant

Mo is a graduate of the University of Portsmouth having studied BSc Property Development with Quantity Surveying. He has joined PMc on a part time basis from AECOM as a cost consultant supporting a number of our projects in the housing, education and development sectors. Mo is currently studying towards his APC and has gained substantial experience working on projects as diverse as the £8 million Terminal Building at Southampton Docks and the £30m teaching building at the University of Southampton.

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**RACHEL WEBB**

Associate Director – Logistics

Rachel is a highly regarded and respected moves and logistics manager who takes the stress and hassle out of the fit out and moving process. With tight construction timescales, the quality of the fit out and moves process can make or break a new building project. Rachel has a deep understanding of both the logistic pressures clients face at this critical juncture and the emotional challenge staff face in moving into new spaces.

Rachel brings energy, passion and dedication to ensure staff feel supported, and furniture suppliers deliver on time and budget every time. She has significant industry experience working for a diverse range of clients including leading law firms, City accountants and a wide range of education clients including City & Islington, Lambeth and Fareham Colleges.

[rachel@petermarshconsulting.com](mailto:rachel@petermarshconsulting.com)



**CLAIRE QUINT**

Project Support

Claire is based in our Winchester office and provides first class support to the execution of our wide range of projects: she manages the PMc office and company administration, assists with the production of project newsletters and updates to the PMc website and generally helps to keep us all organised. Claire was previously a Personal Assistant to three Directors at Fareham College and has acted as the Project Support Officer for both the CEMAST and BRC projects from their inception. Before turning her hand to public and project administration Claire was a successful florist in her home town of Lincoln.

[claire@petermarshconsulting.com](mailto:claire@petermarshconsulting.com)

We bring the experience we have gained in senior positions in the housing and education sectors, the professionalism of approach we have developed whilst working for blue chip organisations such as KPMG and AECOM, together with the agility, responsiveness and passion of a smaller firm to make a real difference to the projects we lead and the clients we work with.

Contact us now to find out how the PMc team can make a difference for you.

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