



FROM VISION TO REALITY

Mace Group has an impressive track record in education projects around the UK. But the most satisfying thing is watching the reactions of pupils and teachers.

Mace has helped to deliver an extraordinary variety of education projects over the last 10 years, from one-off extensions to city-wide secondary school rebuilding programmes worth hundreds of millions of pounds.

The services it can offer are just as varied – Mace teams can help to conceive, plan, design, build, manage and maintain new or refurbished schools, a comprehensive offering covering every challenge an education client could face. But whatever project or service Mace is delivering,

its teams never forget the one thing all education buildings have in common: they are part of the wider picture of educational transformation, and that underpins everything Mace does.

“We have a catchphrase: vision to reality,” says David Bill, who heads up Mace’s public sector business in London and the south east. “To ensure you’re going to get the value out, you’ve got to get the educational brief right at the start. We ensure that is carried through into the bricks-and-mortar brief, and take that right through delivery so we don’t lose the

educational vision. We’re making a difference to the environment that people are teaching and learning in – that’s genuinely uplifting.”

School building has undergone a revolution over the last 10 years, with unprecedented investment, great leaps in design, and growing ambitions on the part of local authorities, teachers and students for their buildings. Mace has not only been at the forefront of this step-change, it has been actively shaping it, building up an impressive track record in securing the greatest value from an investment, however it is procured.



For example, Bill worked on the programme management of the Lewisham Building Schools for the Future project, a pathfinder for the government schemes that aimed to refurbish or rebuild every secondary school in the country, council by council.

“It was one of the first in the country, and we weren’t sure how much funding we would get, how much of the school estate it would cover or even if it would go ahead. There was a lot of negotiation. But then our funding was increased from £80m to £220m, and we got all the money in a single rolling wave. ▶

Rob Faulkner, Mace associate director, on Sedgehill Secondary School in Lewisham:

“THE SCHOOL WAS DESIGNED TO DO EXACTLY WHAT THE TEACHERS WANTED IT TO DO.”

“From a personal point of view, Sedgehill was the first school in Lewisham’s BSF programme, so it was the flagship and the culmination of three year’s work. The head and the teachers absolutely love the school itself – it met their vision, and was designed to do exactly what they wanted it to do. The building design was rated BREEAM ‘excellent’, and we also managed to secure additional funding to integrate the hearing impairment unit and an all-weather pitch.”

“There’s lots of intense interaction between the project team and the teaching staff. It’s not something you can do to people, you have to do it with them.”

Mark Castle, managing director of Mace Plus, on Evelyn Grace Academy:

“WHEN YOU SEE THE PUPILS’ REACTIONS, YOU CAN’T HELP BUT FEEL A REAL SENSE OF PRIDE.”

“Mace Plus’ appointment on the iconic Evelyn Grace Academy in Brixton underpins our position as one of the government’s contractors of choice in this market. The £36m design-and-build contract was the creation of Zaha Hadid and is sponsored by Absolute Return for Kids (ARK), a keen supporter and multi-sponsor of the government’s academy programme. Mace Plus is also currently on site as main contractor for ARK’s Globe Academy at Southwark, which includes a large element of new build coupled with the sensitive refurbishment of existing listed buildings.

We get huge satisfaction from creating buildings that will provide a learning environment to promote educational excellence for future generations – when we hand over the keys of the building and see the reaction of the pupils as they walk into their new school, you can’t help but feel a real sense of pride with the part that you play.”



► Our options appraisal tool and business plan template have now been adopted by Partnerships for Schools as the standard for later programmes.”

Mace has also been able to use that expertise to help other councils get the most out of their programme, and has now been involved in 13 BSF schemes in total. “One of our project managers was tendering at another London borough. The interviewer slapped the Lewisham business case down on the table and said: ‘Why do you think you can produce anything as good as this?’ He said, ‘Because I wrote that document’.

“With a lot of these business cases, you see a lot of motherhood and apple pie. We put much more rigorous detail into ours and we brought a lot of expertise from our general programme management offer. When you’ve got a big programme with clients who don’t

have a lot of experience, things like the simple dashboard reporting we brought in makes a real impact.”

Mace can claim similar success on its many academies projects. It is currently working with the London Borough of Croydon on the delivery of five academies, working against the clock to win approval from government before a new, less generous, procurement regime comes in. The Harris Academy in Purley is the last to go through the old system and was praised by Partnerships for Schools for having a “model outline business case”, something of which Kelvin Byres, who heads Mace’s academies work is justifiably proud. “We really added significant value to that project. Not many schemes have met those timescales, and those that had their outline business case agreed two weeks later will get £2-3m less.”

Byres is also confident that Mace’s procurement experience will mean it gets the best possible value for that extra investment, as at the Francis Combe Academy in Hertfordshire where tough negotiations with contractors have enabled it to up the ratio of rebuilding to refurbishment from 60% to nearly 90% of the scheme. “Where we add value is to get as much out of the design and the contractor for the money available,” he explains. “A big part of our role is to manage the expectations of sponsors and teachers within the school, and make sure that what we can design, we can deliver. A success for us is delivering a building on time, on budget while meeting their aspirations.”

One of the ways Mace does this is by providing a complete end-to-end service, and assembling multidisciplinary teams of experts who can work together to reconcile the ►

David Bill, head of public sector south east at Mace Group, on The Avenue Special School in Reading:

“TO SEE OUR CLIENTS SO SATISFIED IS VERY REWARDING.”

“At The Avenue Special School in Reading, we achieved a BREEAM ‘excellent’ rating, which is very unusual for a project conceived five years ago. I’m proud of this project because it’s not only very good quality, it also has an unusual mix of uses on site, with 240 of Reading council’s education staff alongside an operational teaching facility. The school’s pupils have a mixture of severe autism spectrum and multiple physical learning difficulties and to have delivered this project and see Reading Borough Council and the parents so highly satisfied is very rewarding.”

Steve Gillingham, director of Sense, on the Manchester BSF programme:

“WE HAVE HELPED TO MAKE AN ASPIRATION FOR PARTNERING INTO A REAL RELATIONSHIP.”

“The £500m BSF programme in Manchester is unique. At face value, delivering 33 schools and academies, co-locating SEN within mainstream high schools and coordinating with a city-wide community library initiative is impressive enough and Mace has been at the core of this programme from day one. The bit I’m really proud of is the way in which we’ve helped make an aspiration for partnering into a real relationship between the council and its framework contractors. We rolled our sleeves up and got stuck in to all the commercial aspects of the framework and found a way to make the NEC target cost contracts really work for both client and contractor.”

Green End
Primary School

“All that we’ve learnt on complex projects like airports or corporate rebuilds makes a huge impact for our clients.”



Stephen Henley, director of Mace Plus, on Garth Hill College:

“THE RESULT IS A SCHOOL THAT THE COUNCIL, TEACHERS AND PUPILS WILL BE DELIGHTED WITH.”

“Garth Hill College was developed under the One School Pathfinder programme, and Mace Plus became involved through the IESE framework. From my standpoint, the main success story was that we took it from stage D design, moved it back to stage C and took it to stage F. This was no easy task, but it ensured that client Bracknell Forest Council got what it really wanted. In addition to being a new high-quality building that will serve more than 1,500 students, the school now has a much more efficient use of space with much shorter transition routes between departments. The result is a school that the council, teachers and pupils will be delighted with.”

► many complex demands of modern school buildings. Together, Mace, its cost consultancy Sense, contractor Mace Plus, facilities management arm Macro and educational consultancy Place Group can offer every service a school might need during and after a construction programme. Associate director Rob Faulkner has worked in education since the mid 90s, within both the public and private sector, so he understands both how to find out what a local authority is hoping to achieve with a programme, and the best way to set it up for them to deliver that. “Part of my role is getting in there early with local authorities and helping them to understand what they need to do to set up a transformational programme,” he explains. “We can help them with more or less every stage, from background consultancy to actually delivering on the ground. We help them to identify a strategy, fitting in with agendas like the Every Child Matters or sustainability, then assemble a multi-disciplinary design team across architecture, engineering, cost consultancy and project management, through to procurement, or contracting via Mace Plus, and then facilities management. We also play a monitoring role on issues like health and

safety and the security of children around the site, or keeping disruption to a minimum, particularly at exam time.”

Mace has also led the way in supporting its education clients, embedding its teams on their sites so they are always close at hand. “There’s lots of intense interaction between the project team and the teaching staff,” explains David Bill. It’s not something you can do to people, you have to do it with them. So we have a dedicated project manager for every school; they’re like a professional friend to take them right through the process. It was a lot of commitment and a lot of expense by us, but it has worked hugely well and it’s now accepted as the model in the marketplace. The people side of the project is more challenging in many ways than the practical construction. It takes a certain sort of person; it’s almost a vocation. That skill set is very important to us.”

The difference in Mace Group’s approach is its understanding not only of education but of the complexities of major construction projects – it is after all the consultant chosen to oversee the delivery of the Olympic Park for the London 2012 Games. “There isn’t much we don’t know about refurbishment ►

“Having empathy and understanding is really important. Everyone who works on my Mace team has a huge admiration for teachers.”



Rob Ewen, director of Mace in the UK regions, on Five Islands School, Isles of Scilly:

“THIS IS THE LARGEST SINGLE CONSTRUCTION PROJECT EVER UNDERTAKEN ON THE ISLANDS – IT’S LOGISTICALLY VERY COMPLEX.”

“The Isles of Scilly is a very particular and unique place in every sense of the word. The islands have only one secondary school and Mace is leading the rebuild of that school. It’s the largest single construction project ever undertaken on the islands, and literally everything has to be imported 28 miles off Land’s End. It’s a logistically very complex job, as there will be a significant number of people involved and the materials have to arrive in the right amounts, the right condition and at the right time, so the end result meets the highest design standards. It’s a project I take great pride in being associated with.”

► or new build,” says Bill. “Every time you go to a school, the teaching staff can’t believe you understand what they do. Having that empathy and understanding is really important. Everyone who works on my team has a huge admiration for teachers. We’re also aware that what we’re doing is very disruptive to their work, so the Mace experience of the logistics and planning of construction is very important. If you can build a control tower next to the busiest airport runway in the world, as we have at Heathrow, you have a fair idea about managing disruption. All that we’ve learnt on complex projects like airports or corporate rebuilds makes a huge impact for our clients.”

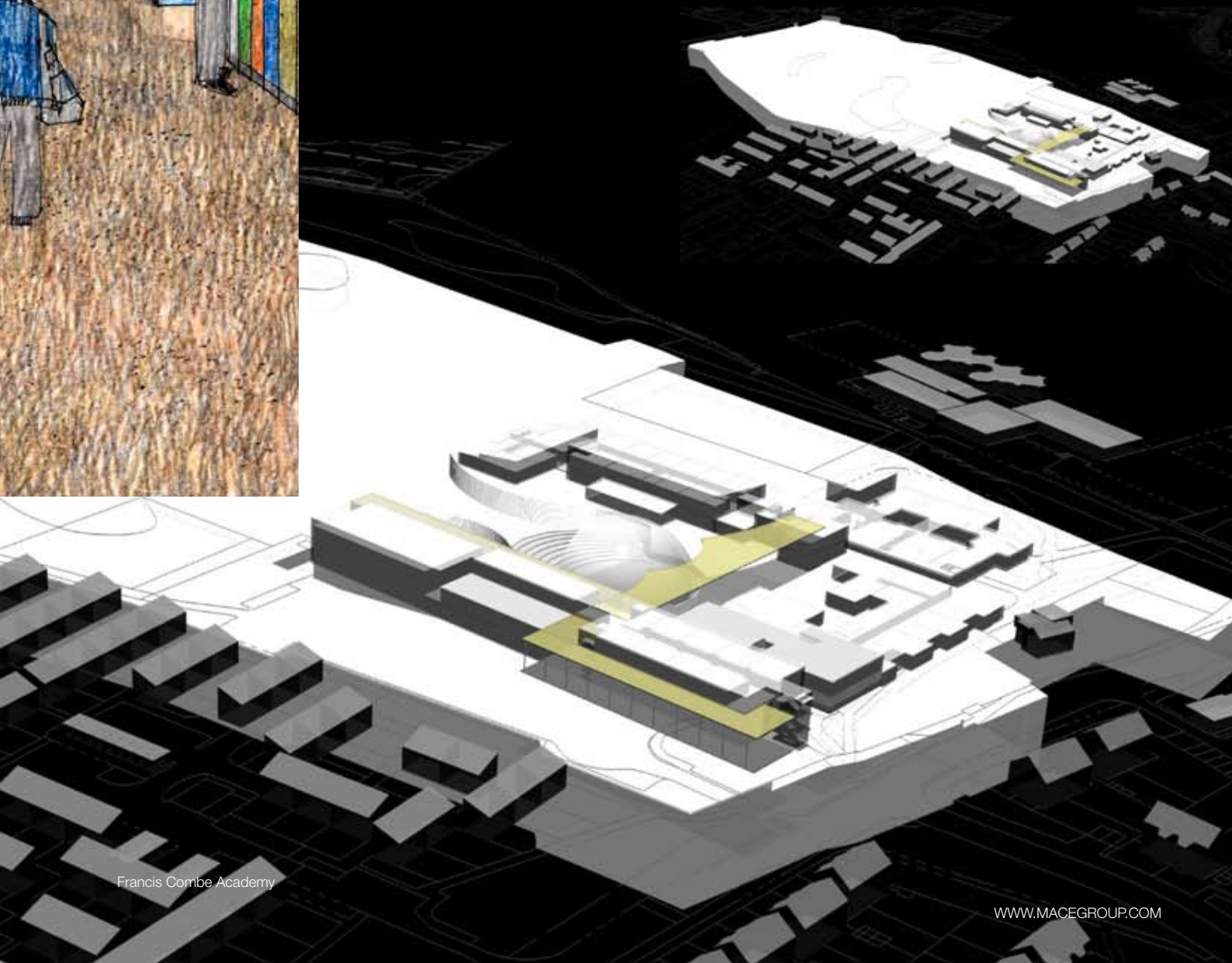
And when a project is completed, Mace teams take everything they’ve learned and make it available to the rest of the business, so colleagues can build on that success. “Schools are quite complex schemes,” says David Rumsey, operations director for education projects in London and the south east. “Government policy moves quickly so you’re reacting quickly all the time. There’s always one of our projects that’s at the forefront of current thinking. It’s really important around our part of the business to be sharing knowledge, so we can make other projects pick up that learning and run with it.” ■



Kelvin Byres, associate director at Mace, on Francis Combe Academy in Hertfordshire:

“WE COMPLETED THE BUSINESS CASE WITHIN FOUR MONTHS TO THE ABSOLUTE SATISFACTION OF PARTNERSHIP FOR SCHOOLS.”

“I’m especially proud of how Mace has delivered value for local authorities on our academies projects. At the Francis Combe Academy in Hertfordshire, we worked very closely with the two shortlisted bidders and encouraged a really good level of competition, so the winner ended up offering a significantly higher proportion of new build than the original funding allowed. At the Harris Academy in Purley, we also managed to secure around £3m in extra funding by getting the outline business case completed within four months to the absolute satisfaction of Partnerships for Schools, before new inflation indices were applied.”



AN END-TO-END SERVICE

Mace Group's multi-disciplinary approach is at the heart of the business. Its teams are experienced in delivering projects from the very earliest stages through to delivery and maintenance over the life of a school building, and they draw on expertise from across the business. Education clients can take advantage of an integrated service encompassing many disciplines or choose a tailored set of services from an unrivalled portfolio.

Strategy and business services

Mace, and its sister company Place Group, work with central government, local authorities and schools to help them develop and implement strategies to create 21st century learning facilities. From the start of a programme, Mace can support clients to improve outcomes for young people, providing advice on creating an education vision, strategic and business planning, feasibility, funding, stakeholder consultation and ICT. Place Group also provides a range of services to new and existing schools including recruitment, human resources, finance, project management, marketing and procurement.

Programme management

Mace has extensive programme management experience in both the public and private sectors, on some of the most challenging projects in the world. It brings multi-disciplinary best practice to the delivery of major educational change projects, enabling its local authority clients to achieve the highest standards in governance, planning, execution and monitoring, even where their own resources and experience are limited. Mace's bespoke systems and processes are valued by clients because they offer control, transparency in reporting and confidence in programme outcomes, in a sector where priorities and budgets are shifting all the time.

Project management

Mace has built up an enviable reputation for project management, and its multi-disciplinary approach means it can add value to projects from pre-planning to design and delivery. Its robust and rigorous processes allow local authority and school clients to demonstrate value for money at every stage and ensure that tough timescales, budgets and quality standards are always met, regardless of the procurement route. Mace also understands the need to engage with the many interests involved in education projects, and provides a dedicated on-site project manager at every school, trained to work closely with all stakeholders.



Cost consultancy

Cost consultancy is a vital service on any construction project, ensuring budgets are met and best value is achieved at every stage of design and construction. Mace Group includes an independent cost consultancy and quantity surveying business, Sense, which works with local authorities and schools directly providing impartial, specialist advice on managing the many diverse elements of an education project and keeping them under control. Sense can work either alone or alongside colleagues within Mace to provide an integrated service.

Design and sustainability

Mace's multi-disciplinary consultancy includes specialist design services that can help education clients achieve genuinely transformational school environments, and fulfil the many agendas that continue to shape school provision, including ICT, sustainability and community engagement. Mace's design teams include architects, mechanical and electrical engineers, landscape designers, master planners and urban regeneration specialists, as well as specialists in environmentally friendly building and health and safety who can ensure that education projects meet the highest standards throughout construction and beyond.

Contracting and construction management

Mace offers high-quality building and refurbishment services, and prides itself on an innovative and collaborative approach to projects large and small. Mace's contracting teams are renowned for their skill at finding new ways of solving problems and adding value to the benefit of the whole team. Construction management, where risk is shared between client and contractor, is at the core of the business and gives maximum control and flexibility for the client. Mace Plus, the contracting arm of Mace also offers design and build and traditional contracting, which provide greater cost certainty, and it will work with local authorities and schools to determine the most appropriate route.

Property consultancy and facilities management

Mace can not only help at every stage of planning, designing and constructing schools, it can also offer specialist facilities management services for the life of the building. Macro, its facilities management division, provides operational, strategic and technical advice for education clients on getting the best out of new and existing school buildings, and can provide interim managers to take care of short-term needs. It also offers a complete outsourced service, where the exact levels and type of support are tailored to a school or local authority's needs.

**To find out more about
how Mace Group's
education team can help
your school or college
project, contact
Ross Gates**

ross.gates@macegroup.com

t +44 (0)117 929 4143

m +44 (0)7973 490 890

Mace Group

Falcon Drive

Cardiff Bay

Cardiff

CF10 4RU

t +44 (0)2920 50 40 30

info@macegroup.com

www.macegroup.com

