



AIREMILLER



Local Authority Capacity Building



Welcome to Airey Miller

Invested in supporting councils build more quality affordable homes.

For Local Authorities remaining competitive requires highly skilled and experienced employees. Assessing staff capabilities can help an organisation understand the current pool of knowledge and identify gaps in critical skills required to sustain optimal business performance. Airey Miller has been providing this important element of support to councils, their development companies or ALMO's, and have enabled many to grow their own skilled resources.

We use technical and project management skills and experience from across our business to support public sector programme and project managers. This enables them to client their regeneration and housing development projects, and understand and navigate the development process, together with their roles and responsibilities in designing, planning and delivering new homes and communities.

We understand the ongoing challenges councils face in not having the required skills or in-house capacity to take developments forward at the pace required to meet local and national housing needs.

This document explores a unique part of our client-side and programme support service to Local Authorities which is designed to provide a holistic view and a standardised approach to project related capacity building and training.

Airey Miller provides a professional management and client-side service which at present is unlike any other consultancy. We have teams of professionals dedicated to meeting the needs of each of our clients on a project-by-project or programme-by-programme basis.

We act as our client's in-house outsourced resource, applying the full breadth and depth of our experience and expertise to supporting client teams.

Our approach can also direct support to inexperienced client project teams allowing them to retain total control of projects with the significant back-up of the Airey Miller professional team and services.



Technical and Client Side Capacity Building Programme

Our experience working for Local Authorities across a variety of development sites and regeneration programmes gives us a valuable insight into public sector processes and the governance structures they operate within. We have dedicated our time and human resources to developing solutions, systems and processes which support and enable development teams to focus on building more homes.

We design and deliver bespoke development, project and financial management training courses covering all aspects of the development process. The courses are tailored to suit each client's business objectives, succession planning needs and staff retention or learning and development strategies. The majority of our trainers are in-house with the added benefit of being highly skilled professional practitioners and all of our courses are CPD accredited.



COUNCILS BUILDING HOMES

Councils Building Homes (CBH) is Airey Miller's own initiative to help support Local Authorities across the country build more quality affordable homes. CBH recently celebrated its first birthday and to date we have helped over 50 councils via knowledge sharing forums and workshops.



One to One Support

As part of our service provision we are able to provide one-to-one support to client-side project managers and development staff. This often involves co-locating to our clients' offices or offering phone/skype support. Our services are not prescriptive but based on the needs of the clients' development team.

The Benefits of a Skill's Audit

Undertaking an assessment of staff capabilities can provide an understanding of the current pool of knowledge and identify and anticipate where gaps in application, experience, knowledge and skills exist.

A formal skills and training audit can help discover the strengths and gaps in staff skills and knowledge and identify where development support is needed. It can also help implement a development strategy, aid succession planning and will help sustain business performance.



Following completion and analysis of the skills audit, a bespoke training module is designed around skills and experience gaps. Training and development can be offered on a one-to-one basis, or through more formal team wide training programmes. Depending on the need identified the modules are available at an introductory level or an intermediate level.

Each module is structured with defined learning outcomes, sequential content and practical implementation of the concepts through group working exercises and are delivered from a client's perspective. The online self-grading assessment offered post training sessions help embed the knowledge gained.

Client Side Services:

We at Airey Miller are invested in driving value from your assets. Whether that be land, buildings or ideas, we specialise in supporting your developments and the growth of your business. Our unique blend of services are executed with the high focus that 23 years of expertise has afforded us, ensuring your project is delivered with the highest levels of proficiency.

Project management

Programme governance

Cost consultancy

Commercial & design management

Programme & development management

Information management, the 'Golden Thread' & BIM

Health & safety professional services

'AMBespoke' financial modelling and viability

Training & capacity building

Process mapping & full business support

Principal designer

Project monitor services

Quality monitor & CoW





COUNCILS BUILDING HOMES

The CBH forum brings together speakers, experts and councils from across the country to share lessons, challenges and successes on how to overcome some of the common barriers to successful programme delivery.

We provide Local Authorities with a platform for informal peer to peer learning and crucial knowledge sharing.

Our mission is to support your mission; using best practice to build and deliver more quality affordable homes for councils.

The initiative has earned endorsements from London City Hall, the Greater London Authority and Homes England.

Supporting Councils' Capacity to Build New Homes

- We provide interim project management resourcing to help scope and bring forward development sites.
- We can provide technical training and on-job coaching to your development teams, providing them with confidence to lead and client effectively.
- We can develop process maps and tools to support your teams to streamline the project development process.
- We can set up your programme management office function helping to equip your development teams with project monitoring, recording and reporting tools and development team skills audits.
- We help develop Quality Assurance Processes.
- Risk review and management - we can equip your development teams with the skills to develop and implement expert risk identification, management and a monitoring or project support.
- We support your teams to gain confidence in driving the development process.

Who we are supporting:





Meet Airey Miller's Service Leads:

Caroline Pillay - Senior Partner

Caroline has a wealth of experience in the delivery of urban regeneration projects, both as a consultant and client side. Her team provides development and project management services and, in conjunction with her colleagues throughout Airey Miller, a complete strategic, commercial and technical advisory service. An example of this is one of the largest regeneration projects in London where we are supporting Homes for Lambeth.

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Peter Airey - Managing Director

Peter leads the technical and procurement service provisions. His support teams of highly skilled consultants can provide technical project management, project monitoring as well as a practical support and administration of contracts, agreements and funding arrangements. Peter also leads on our 'Building a Safer Future' provision.



Celia Esimaje - Project Management

Celia is an experienced project and programme manager with over 29 years' experience within private and public sector housing regeneration and renewal. She has a strong belief in supporting clients with the right tools to be agile in a rapidly changing environment, managing change effectively to ensure business objectives are met.



Homes For Lambeth (HFL)

In 2017, we undertook a detailed skills audit of the team within the newly established wholly owned subsidiary, HFL. We designed a bespoke and anonymous questionnaire for the team to complete. In analysing the results, we were able to develop a programme of training to focus on client-side responsibilities, which included: understanding BIM; the role of the client in relation to CDM and exploring HFL's financial viability assumptions and development through the RIBA stages.

London Borough Lewisham

In 2018, we were appointed to support the client-side team within the London Borough of Lewisham. As part of our role we have designed a new project gateway process and we have been providing one to one support to development staff in implementing the new process. This has involved supporting project managers in producing Gateway reports; presenting project information; analysing risk and financial viability.



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