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To whom it may concern

Date: 30<sup>th</sup> May 2014  
Your Ref:  
Our Ref: SR/sr/ 300514  
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Dear Sirs

**Reference – Alterego Construction & Interiors (Consultancy) Ltd**

NHS Greater Glasgow and Clyde have worked closely with the above Project Managers for several years in both our Acute and Primary Care sites.

The nature of our business requires our PM partners to be flexible delivering schemes within highly sensitive areas while respecting the dignity, confidentiality, expectations and needs of our patients, staff and the general public. In order to achieve this they are required to intensively communicate with client groups, project teams and end users. Additionally, PMs must maintain and produce regular feedback including progress against programme, budget and cash flow analysis.

We expect and require our partners to consistently provide quality and deliver projects while operating within complex environments. Communication is a key factor to achieving a satisfactory outcome and preventing unwelcome surprises, therefore successful project delivery necessitates a solid management foundation with a responsive and proactive on-site approach. Key client considerations are also focused around the PMs ability to maintain an ongoing stringent attitude towards Health and Safety, Infection Control and the application of permit systems whilst ensuring projects are delivered on time and on budget.

I'm happy to advise that Alterego Construction & Interiors (Consultancy) Ltd consistently deliver all of the above and in doing so retain this Board's support and consideration for their involvement in our future Capital and backlog maintenance schemes within NHS Greater Glasgow and Clyde. I have every confidence their abilities can be equally applied within similar challenging settings.

Yours faithfully

A handwritten signature in black ink, appearing to read 'S Russell', written over a light blue wavy background element.

Steve Russell  
Senior Project Manager  
NHS Greater Glasgow and Clyde