

Scott Wilson Scotland

Extracts from Business Plans

Ireland

This data has been abstracted from Business Plans. It relates to events and organisation/reorganisation in Ireland. Typically an event recorded in a Business Plan relates to the previous year.

FY 1996-1997 SWKC(S)L

3.3.7 Northern Ireland

- Contacts with local consultants resulted in an informal relationship with a small firm which assisted us in bidding and prequalifications for potential Highways/Bridges projects none of which came to anything.
- The return to violence and political uncertainty makes this market potentially hostile yet again.

FY 1999-2000 SWSL

- Expand on success in N Ireland, and into Eire (with SWKCL approval).

FY 2001 – 2002 SWSL

Ireland

- For the past 9 to 12 months, JPMcC has been Chairman of the SW Ireland Group and Co-ordinator of all Scott Wilson activity in Ireland, although most of the current work is the responsibility of other OU's. particularly C, SP and PPA.
- There is a formal JV with Malone O'Regan of Dublin for Roads related projects and an informal partnering arrangement with T J O'Connor of Dublin for Structural, development and other projects.
- It is now intended that JPMcC will play a greater role in Ireland with a view to advising HMB concerning the establishment of Scott Wilson Ireland in the most appropriate way.
- In N Ireland, there is an informal JV arrangement with Ferguson & McIlveen for Roads and other projects where SW input is exclusively from Scotland. RTH is the Regional Controller for N Ireland. Other OU's are involved in non roads work, notably PPA in Airports.
- We have been successful in extending our relationship with Ferguson & McIlveen in N Ireland and across the border into Monaghan and Donegal. Concern over the peace process does not seem to be an issue.
- Our participation in the Malone O'Regan/SW JV in Ireland has yet to provide us with anything of substance. The work is currently being done either in Ireland or by the SWKCL OU's.

FY 2004-2005 SWSL

Ireland

- JPMcC continues as Chairman of the SW Ireland Group and coordinator of Scott Wilson activity in Ireland. He also continues on the Board of the Malone O'Regan/Scott Wilson JV for road and road related projects.
- Scott Wilson Scotland is the prime mover in N Ireland while New and Central are the prime movers in the Irish Republic. Scott Wilson Scotland had minimal involvement in the Irish Republic during this financial year.
- Activity in the Roads market remains high in N Ireland and looks set to continue this way for some time although there is now more competition in the market place. The good relationship with FM continues.

- Activity in the Roads market in the Irish Republic continued but at a very low level although there are now signs of an upturn of sorts with Central and the MOR/SW JV likely to carry on with the design stage of the N8 project. Predicted difficulties with NRA concerning their perception of SW being a semi-detached player in the Ireland Roads market came to a head in December when a meeting was held between the MOR/SW JV and NRA. The outcome of that meeting and subsequent probing into the problem areas make it likely that JPMcC will need to

take over as Project Director for the N8 project and that SW will need to invigorate its interest in this market.

- Activity in the Building/Development sectors continued throughout the year and resulted in the setting up of SW Ireland as a branch office of SWKCL New Division in a new Dublin Office. CJS has responsibility at Director level and Niall Kavanagh is the Manager in Dublin, splitting his time between business development and the TJO'C/SW JV. Confidence is currently running quite high but there is a need for wider publicity and some real projects. There is a possibility that the MOR/SW JV N8 Roads team might locate in the SW Ireland Dublin Office to provide room for future growth.
- Relationships with TJO'C and FM remain very good but that with MOR is tinged with disappointment and suspicion on both sides. There is no easy alternative to the MOR/SW JV at this time so it must be made to work.

FY 2005 – 2006

Ireland

- JPMcC is currently Chairman of the SW Ireland Group. Participants from Central and New Divisions are asked each year if they wish to continue with this arrangement or propose a new regime. At the meeting in January 2005 it was confirmed by those present that they were content with the current arrangement.
- JPMcC also continues on the Board of the MOR/SWJV for road and road related projects. Paul Bracegirdle has taken over the Board seat vacated by William Kemp earlier in the year.
- Scott Wilson Scotland is the prime mover in N Ireland while New and Central are the prime movers in Ireland.
- The Roads market in N Ireland remains buoyant but there is more competition and new methods of procurement for framework contracts, all of which results in some uncertainty about short-term prospects. This good relationship with Ferguson McIlveen continues and may yet blossom into something more significant. Plans are being put in place to provide a permanent office and to 'occupy' the region.
- Activity in Roads in Ireland continues at a low level. The N8 project received a favourable result at the recent public inquiry but there are signs that the construction phase could be delayed.
- The lease arrangements for the new Dublin Office have still to be resolved with MOR. That apart, the relationship is currently stable with MOR being more active in Business Development.
- It is difficult to see how the current Roads team from Central can be kept busy in the short to medium term unless work is imported from Central. The key players all wish to return to England and PB is finding it difficult to allocate time to Ireland. Central Bridges, Geotech and Environment have yet to make an impact.
- Activity in the Building/Development sectors has maintained a steady pace and the relationship with TJO'C remains good despite recent difficulties over fees. Niall Kavanagh is working hard to promote Scott Wilson and has submitted many bids and expressions of interest and is courting developers. All this has been with the assistance of other SW Divisions where appropriate. Niall is Office Manager for the Dublin Office which is a Branch Office of New Division sharing space and costs with Central and the MOR/SWJV.
- A Business Plan for Ireland is being coordinated by NK with input from New and Central Divisions which report on Ireland activity and Projects through their respective Divisional Reports to Main Board.
- As this Business Plan is being introduced, the Group approach to Ireland is under review and it is likely that Scotland will take responsibility for activities throughout Ireland.

FY 2006 – 2007 SWSL

Scotland and Ireland Division is one of six Divisions in the Scott Wilson Group. The Divisional structure was introduced on 1 May 2005 and at the time the Division was known as Scotland Division with responsibility for operations in Scotland, North of England and Northern Ireland. In July 2005 a restructuring took place and the Division was renamed Scotland & Ireland Division with additional responsibility for operations in Ireland. In March 2006 the Group floated on the London Stock Exchange and became

Scott Wilson Group plc. However, the Divisional structure was unaffected by this event.

FY 2007 – 2008 SWSL

On 1 November 2006, the Group acquired Ferguson McIlveen LLP. Over 85% of their workload fell within the operational area of Scotland and Ireland Division. The Division had worked in JV with them in Northern Ireland since 1998. Operating from Belfast, Dublin, Glasgow, Londonderry and Middlesbrough, they brought a complimentary set of skills which considerably widened the sector activities of the Division. The integration effectively doubled the turnover and staff numbers in the Division.