

Opening DBFO Package 1 The End of the Beginning



Scott Wilson has been assisting Roads Service in the development and delivery of £130m of major roadworks schemes in and around Belfast which together comprise Roads Service DBFO Package 1. In doing so we have encountered numerous challenges which have been successfully overcome and the final opening ceremony took place on the 9th June 2009. This involved the M2 Improvements Junction 4 to 2 and was the last of four schemes to achieve the Permit to Use. It is a credit to all the companies involved, including the contractor HMC, that this has been achieved without major congestion.

While the previous major scheme known as the M1/Westlink opened in January 2009, the widening of the M2 as it sweeps down the hill over 5km and into the heart of Belfast represents an equally important milestone. The challenges here were how to widen the road and replace three sub-standard bridges while keeping the traffic flowing on the arterial route. In addition, the close proximity of residential properties presented a major challenge as the concept was to carry out all works

within the existing road corridor. One of the ways Scott Wilson achieved this was to introduce a concrete barrier to reduce the width of a central reserve and hence allow more road lanes to be provided. This was a more complicated piece of construction than that adopted on the M1/Westlink and utilised the technique of slip forming a continuous wall, not dissimilar to what the Belfast Telegraph referred to as a "sausage machine".

Weather played its part in this scheme, washing away part of the temporary bridge connecting a land locked housing estate. Of course, this was not quite as bad as the flooding of the Broadway Underpass back in August 2008. While attracting considerable international attention, that incident was hailed as a pioneering flood prevention scheme.

While the construction winds down, Scott Wilson continue to fulfil a vital role on site through the Department's Site Representative team under the direction of Alec Patterson. Here the Scott Wilson team monitor the activities to verify that

Another Award for Eden Court Theatre

Eden Court theatre has received yet another award to add to its impressive list. The project received a "Mention" in the 2009 Civic Trust Awards in recognition of its contribution to the "best new buildings, renovations and public spaces." Scott Wilson provided Structural Engineering Services for this project which included construction of a new 250-seat theatre, two 100-seat cinemas, a number of rehearsal studios and a three-storey dressing room block. >

the contractor follows his own quality and management plans. Alec is pictured with his fellow colleagues Kenny O'Hara, Project Director, and Alan Frew, Scott Wilson Director, together with Conor Murphy MLA, Minister for Regional Development.

While this opening represents the end of a challenging and exciting project it also marks the beginning of the next daunting challenge, the £60m York Street Interchange. This recent commission sets out to resolve the last remaining bottleneck in the Belfast motorway network which has ironically been made much more acute by the Roads Service DBFO Package 1 scheme that delivers thousands of vehicles much more efficiently to the signal controlled junction. Scott Wilson were responsible for presenting to Roads Service a solution to the previously unresolved problem to create free flowing links between the M2, the M3 and the Westlink. This has led onto the current commission with Michael Megarry as Project Manager and Kenny O'Hara as Project Director. >

Ballymacool Park Opening

On 24th May Letterkenny Town Council held a family fun day to mark the formal opening of Ballymacool Park, a new 20 acre public park designed by Scott Wilson's Belfast Landscape Team.

In 2003 Scott Wilson was appointed by McWilliams Developments Ltd to prepare a Development Masterplan for lands at Ballymacool that respected the historic landscape to the front of Ballymacool House. In 2005, the 20 acre site of the proposed park was transferred to the ownership of Letterkenny Town Council who appointed Scott Wilson to develop the design and implement the Park project. Scott Wilson (Belfast and Derry Offices) provided a multi disciplinary design team, led by Paul Tully, which included Landscape Architects, Civil and Structural Engineers, Architect, Quantity Surveyor and Project Supervisor (Design Stage). Letterkenny based consultants Wallace Whittle provided the M&E design services. The park includes:

- Gateway entrance and parking
- Children's play area
- Multi Use Games Area (MUGA)



- Formal gardens
- Creation of themed walkways
- Public toilet building and maintenance building
- Opportunity sites for public artworks.

A network of pathways has been designed to create strong linkages with existing and proposed housing developments, adjacent areas of woodland and open space, and high ground which offer the

visitor excellent views over the River Swilly valley and surrounding Donegal landscape. Construction of the Park commenced in August 2007 and was completed in December 2008 within budget to a value of €2.9 million. The park was officially opened by Mayor of Letterkenny, Councillor Victor Fisher who paid tribute to the Scott Wilson team for the design and delivery of such a high quality scheme. >

Trail 100 Challenge

This year members of Scott Wilson staff took part in the Trail 100 Challenge which was held on the 6th June. The members of staff came from a variety of disciplines which included Civil Engineering, Landscape Architecture and Transport Engineering.

The 2009 Trail 100 Challenge features a variety of different hikes and climbs for people of all skills and abilities. The Challenge was to put a team of walkers on top of 100 of Britain's best-loved peaks, between midday and 2pm on Saturday 6th June 2009.

For many years Scott Wilson has supported the charity WaterAid through various sponsored events including the Belfast Marathon Relay and the Munro Challenge.

Water is essential for life, yet 1.1 billion people in the world do not have access to safe water; this is roughly one sixth of the world's population. Wateraid is



a major charity dedicated exclusively to the provision of safe domestic water, sanitation and hygiene education to the world's poorest people. If you would like

to make a donation, please speak to Karol McCusker or Adrian Black (Beechill Office) who will be more than happy to receive your money. >

M6 Missing Link Opened



Back in the cold and wet of December, 9km of new three lane motorway was opened by Lord Adonis the Transport Minister, thereby completing the motorway link from Glasgow to Dover. Over the past 30 years the Highways Agency have investigated a variety of proposals to upgrade the A74 from Carlisle to Gretna to motorway standard but none had been progressed until, in 2000, Scott Wilson Glasgow were appointed to develop a minimum cost scheme for this upgrade. The proposed solution was on-line widening for 2/3rds of the route with a new off-line section encompassing new bridges crossing the River Esk and the West Coast Main Line (WCML) with a new all-purpose route (APR) for non-motorway traffic running parallel to the motorway.

The keys constraints were: the very poor ground along the whole route, being on the flood plain of the Solway Firth, but especially in the area of the bridges; a highly skewed crossing of the WCML; the river Esk which is tidal with a very rapid and high tidal range; adjacent important ecological sites and the inevitable newts, badgers, otters and in this case adders; the requirement to keep two lanes of traffic running in both directions throughout the

construction. In 2002 the project was taken on by the newly opened Newcastle office and at the same time the HA decided to use their new procurement strategy of Early Contractor Involvement (ECI) for the scheme. We prepared the tender documentation, based on the ECC Option C Target Cost contract and then took part in the tender assessment and selection process which included a full day interview with each of the 5 tenderers, at their offices, to assess their capabilities.

Carillion, with Symonds (now Capita) as their designer, were appointed in February 2003. Under the ECI process, Phase 1 involved preparing an outline design, based on the SW proposal, and developing an associated Target Price and then taking this scheme through a public inquiry. Once this had been successfully completed, Phase 2, the detailed design and construction followed. The ECI/ECC contract promotes a partnering approach and during Phase 1 the SW team and HA project manager worked closely with the Carillion team inputting into the development of the scheme, taking part in Value Engineering and risk workshops and validating the cost estimates, and ultimately the Target Price, for the HA.

During Phase 2 there was a site based SW team integrated into the site offices who monitored the construction progress and quality and managed all the commercial tasks for the HA – reviewing the monthly applications, assessing Compensation Events, carrying out a cost audit and giving contract advice. There were two major new structures required on the scheme; the Mossband Bridge, crossing the WCML and the river Esk Bridge. In addition the old Mossband viaduct had to be demolished once the new road was open.

The Mossband Bridge crossed the WCML at a 70deg skew which resulted in a 160m long structure carrying the 3-lane motorway plus the APR. The ground in the area of the bridge was very weak clays and peat which required extensive improvement to support the bridge and the associated 6m high approach embankments. In total some 5,700 piles and 21,000m of band drains were installed, 200,000 cu.m of unsuitable material excavated and 1.1m tonnes of stone imported to construct the embankments. The crossing of the river Esk was achieved by constructing a new bridge to carry the southbound lane of the new motorway and re-configuring the existing bridge to carry the northbound carriageway and the APR. The new bridge was 170m long comprising three concrete piers and the abutments with steel beams and a concrete slab forming the bridge deck. Two of the three piers were constructed within cofferdams in the river. The demolition of the seven span existing viaduct required detailed planning and consultation with Network Rail. The method selected was to use SPMTs (self propelled mobile trailers) to avoid the risk of cranes being unable to operate due to the wind.

This was a very successful project for all concerned, finishing on programme and within budget. It was one of the first ECI contracts to be awarded by the HA with very limited guidance on process and procedures and so it was a learning process for all involved. We developed a number of procedures to use in the management of our role and several shortcomings and improvements were identified which have since been incorporated into the latest contracts. >

Stoke Connectivity 3D Virtual Animation



Scott Wilson was commissioned to create an ambitious animation by Stoke City Council for North Staffordshire Public Transport Network. The animation was used as a tool to communicate and promote the benefits of regeneration in Stoke-on-Trent and to highlight the importance of a Rapid Transport System connecting the City.

The theme of the animation was 'connectivity'. In order to communicate this key message, the Team used the idea of coloured ribbons moving from outside the city to the city centre core. This theme continued throughout the animation.

The Digital Media Team incorporated the best multimedia software available in order to tell a unique story of how the proposed regeneration will look. By fusing together

3D Modelling, moving images and 2D graphics, the team enhanced the overall look of the animated virtual experience.

The Stoke Connectivity story begins at the Railway Station and moving past the University and Hanley Park through to Broad Street before arriving at the proposed new Rapid Transport Bus Station. The viewer is able to watch a brightly animated presentation which contains a mix of visualisations, photography, music and voice over.

Our Client has been extremely pleased by the results as the innovative animation of the proposed scheme has provided a fantastic opportunity to present a new urban environment, not only to funding bodies, but also as a source of information for all sections of the community. >

Scott Wilson Awards

Much of the design and production work for Stoke was undertaken by Suzanne O'Toole, who also project managed the commission. In recognition of the innovation brought to the scheme, Suzanne was awarded with the Divisional Scott Wilson Award for Innovation and the Scott Wilson Global Award for Innovation.

The Stoke project was also shortlisted for Best Business to Business Innovation Award in the Digital Media Awards 2009. >

Opening of Rothesay Pier and Harbour Development

Back in February Stewart Stevenson MSP, Minister for Transport, Infrastructure and Climate Change, visited Scott Wilson's site at Rothesay Harbour on the Isle of Bute, where he attended a ceremony to mark the official opening of the Rothesay Pier and Harbour Development. He was invited to unveil a plaque commemorating the Works after which he passed on his congratulations to all those involved in the project and also made mention of the strong local support much in evidence during the course of the Works. Peter Ward, our Client from Argyll and Bute Council, Alistair Napier, Scott Wilson's Project Director, Russell Rennie, Balfour Beatty's Contracts Manager and Steven Neilson, the Harbourmaster, were amongst those in attendance on the day.

Scott Wilson was responsible for design and supervision of the Works, while Balfour Beatty were main Contractor. Commencing in 2006, the project comprised an £8M redevelopment of the ferry terminal, to accommodate the new, larger ferry vessels recently introduced on the island's principal ferry service between Wemyss Bay and Rothesay, together with a £2M development to provide a transit marina for visiting yachts in the Inner Harbour.

Central to the ferry terminal project are a new linkspan bridge providing vehicle access to the ferry, a pedestrian access gangway, new fendering on the berth and enlargement of the vehicle marshalling area. There were also seen to be significant safety advantages in diverting pedestrian traffic between the town and the ferry terminal away from the vehicle traffic and, to achieve this, a new pedestrian lifting bridge is provided across



the entrance to the Inner Harbour. To create sufficient depth for the marina, the Inner Harbour had to be dredged down to 2m below Chart Datum (lowest tide level) which is significantly below the foundations of the existing masonry walls of the 19th Century harbour.

To support these walls, low level sheet piling was driven in front of the wall toe and tied back with ground anchors. The Inner Harbour provides 36 additional berths for yachts moored to floating pontoons held in position by tubular guide piles. >

Newcastle Office Move

The Newcastle office staff have now moved to their new office located on Grey Street, opposite the Newcastle Theatre Royal. Admittedly, it is 'just around the corner' from their old office, but provides the much needed additional space required, retaining a City centre location close to all public transport amenities .

Telephone numbers remain the same and the new address as follows:

Earl Grey House
75-78 Grey Street
Newcastle upon Tyne
NE1 6EF >

Scott Wilson Ltd

A reminder to all staff that as from 1st June the Scotland & Ireland Division will be operating as part of Scott Wilson Ltd.

This doesn't affect the Divisional structure, but you should be careful not to use Scott Wilson Scotland Ltd anymore. >

Scott Wilson Sponsors Scottish Young Planners Annual Conference

When debating the topic for the annual Scottish Young Planner's conference, the Steering Group faced a development climate completely altered to that of 12 months ago. In 2008, we discussed whether Scottish planners were up to the challenge of delivering 32,500 homes every year. It feels like a hideous irony now.

For 2009, we decided the theme needed to be irreducible, something that was relevant and necessary no matter what challenges the development industry faces. Making better places should be at the core of what we do, therefore, the conference would examine "Placemaking – A Planner's Role". The conference was held on the 11th March in Edinburgh. The event was sold out and the big crowd brought with them the buzz and sense of expectation associated with the SYPG (Scottish Young Planners Group) conferences.

Scott Wilson agreed to sponsor the conference this year in return for a marketing stand and also wide use of our logo on the brochures, delegate's packs and holding slide on the day.

The event was attended by 150 young planners from across Scotland from both the private and public sector. The conference was opened by the Cabinet Secretary for Finance and Sustainable Growth for the Scottish Government, John Swinney, and the delegates were fortunate to have the chance to hear the current RTPi President Martin Willey speak. Scott Wilson's stand provided information



on the range of services the Planning and Environment team offers and had project portfolios of recent work carried out by the Edinburgh office. The brochures and leaflets were very popular with people very keen to understand the range of work we are involved in; in particular the SW pens were a real hit! The exposure gained through the conference was invaluable in terms of marketing and promotion of the multi-disciplinary teams and skills we can offer.

The feedback received so far include: "Inspirational, uplifting and motivating"; "Very thought provoking, refreshing and inspirational"; "Considering placemaking at all levels"; and "Offered scope to learn new ideas and to meet friends and former colleagues". These are all the things the SYPG hoped for and more.



Zoë McClelland from the Edinburgh office is part of the SYPG Steering Group who as part of their remit organise the annual conference and a variety of other events throughout the year in Scotland. Zoë was accompanied by the new graduate planner in the Edinburgh office, Sean Fallon. >

Between the Bridges Fun Run

The Between the Bridges Fun Run marked the official opening of the M1 / Westlink upgrade in Belfast. Due to Scott Wilson's involvement in this very successful project, it seemed only apt that on the 8th March 2009, 30 of the most athletic (or should that be enthusiastic) employees give up their Sunday morning lie in to put themselves through the paces. With

a choice of either a 5km or 10km run, runners and walkers alike took to the road to raise money for the NI Hospice. The event as a whole attracted nearly 4,000 participants and not even the wind and the rain (and the odd flake of snow) could dampen their spirits. The 3 year £104m scheme, including the construction of two dual 3 lane underpasses and

a temporary bridge, was one of the most complex and challenging projects undertaken by the Roads Service. Even still, the project was completed 5 months ahead of programme and has received excellent public response.

Congratulations and well done to all our participating colleagues! >

Business Development

Going for Gold

How attention to detail will improve our success rate



When Chris Hoy, Bradley Wiggins, Wendy Houvenaghel and the rest of the British Olympic Cycling Team returned from Beijing last summer they brought with them Britain's largest ever haul of Olympic Cycling medals. In fact, the team secured the biggest British medal return from a single sport since the London Olympics of 1908. Consequently, the cyclists are seen as a model for other sports to follow as they prepare for London 2012. All very interesting, but what has this got to do with business development?

There is no doubting the inherent talents and dedicated hard work of the individual cyclists, but one aspect that has helped them to stand out from the competition is their planning and attention to detail. Dave Brailsford, the team's Performance Director, has introduced the concept of "aggregation of marginal gains". In other words, winning is not always about making the big decisions, but about attention to detail. Brailsford and his team have looked at every aspect of performance including training, nutrition, equipment, clothing and mental preparation. In each area he has sought to bring even the smallest percentage improvement, his theory being that when all these marginal improvements are aggregated together they will deliver a significant overall performance improvement.

None of us need to be reminded how difficult the current economic climate is and how vicious the competition for work has become. Our current challenge is to make sure that we win more than our fair share of work, without always having to resort to lowest cost bidding. Planning and attention to detail will help us deliver this goal. We should seek to maximise our marks in every aspect of every

pre-qualification application or tender; a percentage point here and there can make all the difference between winning and losing.

"... aggregation of marginal gains ..."

Tenders should be treated with the same professional approach as our fee earning commissions. They should not be left to the last minute and prepared in a rush, but planned out and compiled in an efficient and thorough manner. It would take a book to cover all aspects of the bid process, but the following are some areas that teams consistently get wrong:

Bid Manager – every opportunity should have a Bid Manager allocated to it. He or she should be experienced in bid preparation and is responsible for managing the bidding process.

Plan ahead - as soon as you obtain the documents read them thoroughly. Make sure you understand what is required.

Ask early - most clients will require banker's references, auditors statements and sometimes job-specific insurance forms signed by our brokers. These can take time to obtain so don't leave asking for them to the last moment.

Allocate responsibilities – the BM manages the process, but that doesn't mean he or she has to write everything. The BM should allocate duties to those best placed to carry them out.

Set targets – set intermediate dates, review progress and keep moving it forward.

Get your strategy right – often when we look back at jobs we didn't win it can be traced back to fundamental decisions

about the team, sub-consultants etc. Spend time on this and make your choices carefully.

Don't over-strategise – this is a fault many bid teams fall into. They spend weeks having meetings about meetings, without ever having written anything. More doing and less talking is always best.

Get the easy things out of the way – get your covers done, your letters written and your CV's prepared asap. These can start immediately.

Answer the question – read each question carefully along with any explanatory notes. Answer it in a methodical manner and makes sure it is clear what you mean. You'll get more marks for simple to the point text than for elegant, but meaningless prose.

Use the SW Gateway processes – G1 (Go / No Go) and G2 (Tender Board) should not be seen as necessary evils, but as tools to improve the tender. The Tender Board especially should be used to challenge the tender, to make sure all the bases are covered and that we have presented ourselves to our best ability. Therefore it has to be organised well in advance of the deadline so that you will have time to make changes.

Use the force – remember that the tender is being submitted on behalf of Scott Wilson, not your MOU or office. This means that you can draw on the full resources and track record of the whole Group.

Finally, a reminder that the Business Development Section is here to help you. Whilst we can't get involved in detail with every bid we are available to give advice, review your work and source skills or experience from elsewhere in Scott Wilson. >

STAFF NEWS

Congratulations to Jacqueline McNamee (Glasgow) on passing her final stage CIMA examinations in January 2009.

Congratulations to Katrin Velmans (Belfast) and Joerg Schulze (Dublin) who have both passed their Landscape Institute Professional Practice examinations.

Congratulations to Pauline Bradley (Belfast), Volker Muhme (Belfast), John McBride (Stockmans Way) and Richard Donnet (Glasgow) who have all achieved the status of Chartered Engineer with the ICE. Soraya Khalifa (Londonderry) also passed her Chartered Review with the IEI.

Congratulations are also due to Katerina Braun (Glasgow) on passing her examinations and becoming a Chartered Geologist.

Gordon Bathgate (Glasgow) has been appointed as an ICE Examiner in Civil Engineering Law and Contract Management Procedures for 2009 and to the ICE CPD Review Panel.

Gordon Clarke and Trevor Leaker have both been appointed to the Ministerial Advisory Group Panel of Experts for Design Reviews. MAG sits under the Department of Cultural Arts and Leisure and is broadly equivalent to CABE in England. >

Scott Wilson Scores ICE Success



In April 2009 a team representing Scott Wilson won the Belfast regional heat of the annual ICE 5 a side football competition. There were 20 teams overall in the competition with three teams competing from Scott Wilson. Ironically it was Scott Wilson A who were eliminated at the group stages, with Scott Wilson B and C both winning their respective groups undefeated and drawn to meet each other in the semi final. In a very tight encounter the game

finished 0-0 and was decided by penalties when Scott Wilson C held their nerve to go through. In the final they were drawn to play their fierce local rivals Atkins, who had a score to settle having already lost to the Scott Wilson 11 a side team in the final of the Design and Build shield. Having gone a goal down they produced an excellent come back to equalise and eventually win on penalties with the goalkeeper making a fine save from Atkin's last penalty. >

New Arrivals

Congratulations to Cathy Williamson from our Belfast office who gave birth to baby Mia on 6th March 2009 weighing 7lb 7oz. >



Congratulations to Jill Michael from our Belfast office who gave birth to baby Ben. He arrived 5 weeks early on 1st May 2009 weighing only 3lb 12oz. >



Congratulations to Gareth Briggs from our Belfast office, on the birth of baby Rachel Violet on 2nd March 2009, weighing 6lbs 3oz. >



Cragside Bridge

Cragside Bridge has been chosen as a winner in the International Green Apple Awards for the Built Environment. Our Structural Engineers in Newcastle were responsible for designing the refurbishment works for this 130 year old, cast iron bridge. The scheme had previously received a Commendation in the Robert Stephenson Awards 2009 for Project Value <£4m.