



Isle of Man
Government

Reiltys Ellan Vannin



Welcome to the

Isle of Man Government Conference

➤ Building a better future together



Big Infrastructure Projects in Small Jurisdictions:

“Opportunities with Connected Thinking”

21 September 2023

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**MOTT
MACDONALD**

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Introduction to Mott MacDonald

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Setting Up for Success

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**Transforming the World's Most
Prestigious Botanic Gardens - Kew**

4

**Working within an Island Community –
Jersey**

5

Q&A

Introductions



Ian Rowley
Project Director



Adam Rees-Leonard
Maritime Account Lead



Rob Hilton
Programme Director

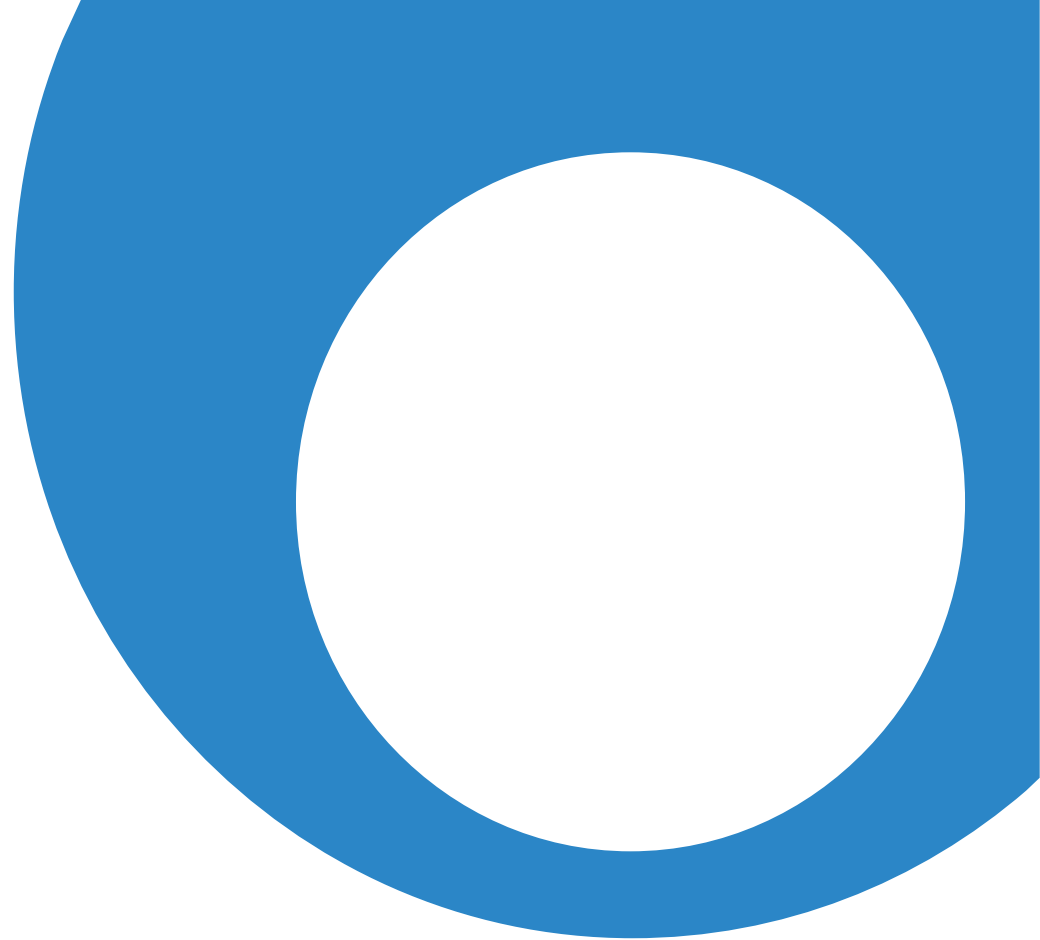


David Brown
Divisional Director



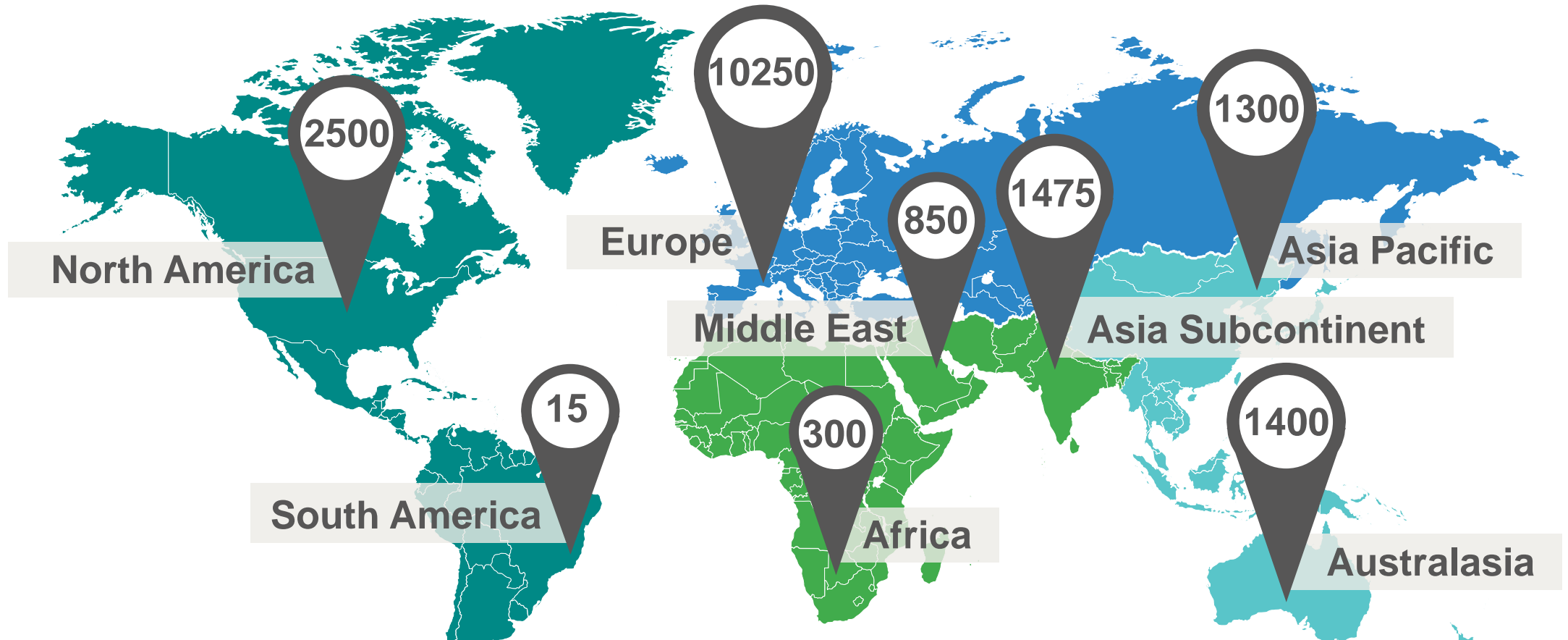
**We are a global advisory,
engineering and
management consultancy.**

Our purpose is to improve society
by considering **social outcomes** in everything we do,
relentlessly focusing on **excellence** and **digital innovation**,
transforming our clients' businesses, our communities and
employee opportunities.



Mott MacDonald – About Us

UK employee-owned global engineering, management and development consultancy



We work in 135 countries

170 permanent offices in 50 countries

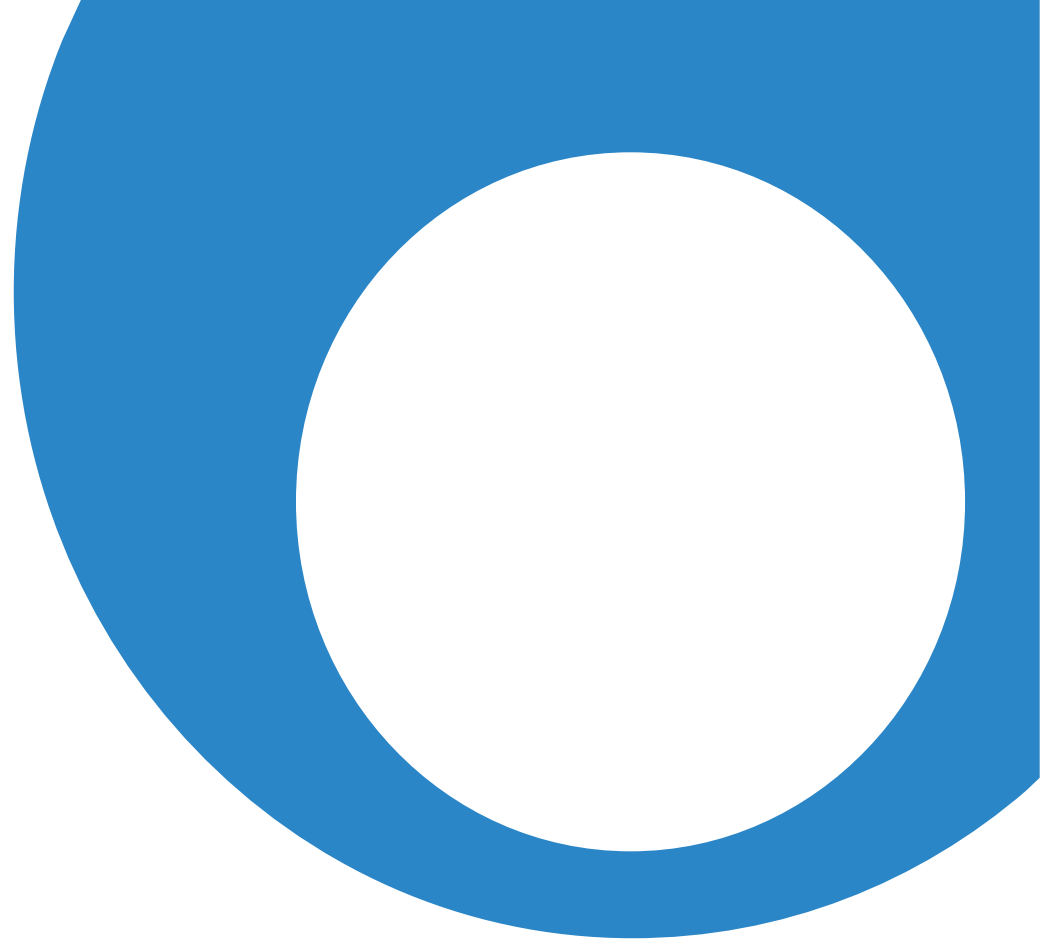
18k staff

\$2 billion turnover

Over 150 years' heritage



Setting Up for Success



Ingredients for Successful Delivery

- **"The Golden Thread"** – clear vision, objectives and benefits
- **Informed Client** – governance and capability
- **Transformational Change** – opportunities, preparation and resilience
- **Stakeholder Engagement** – timely and prioritised with clear messaging
- **Collaboration** – one team (approach)
- **Reliable Funding** – public and private sector (UK & Overseas)
- **Supply Chain** – complementing and upskilling with *off-island* capability
- **Island Environmental Impacts** – understood and mitigated
- **IoM Legacy** – social value/outcomes considered and agreed from outset

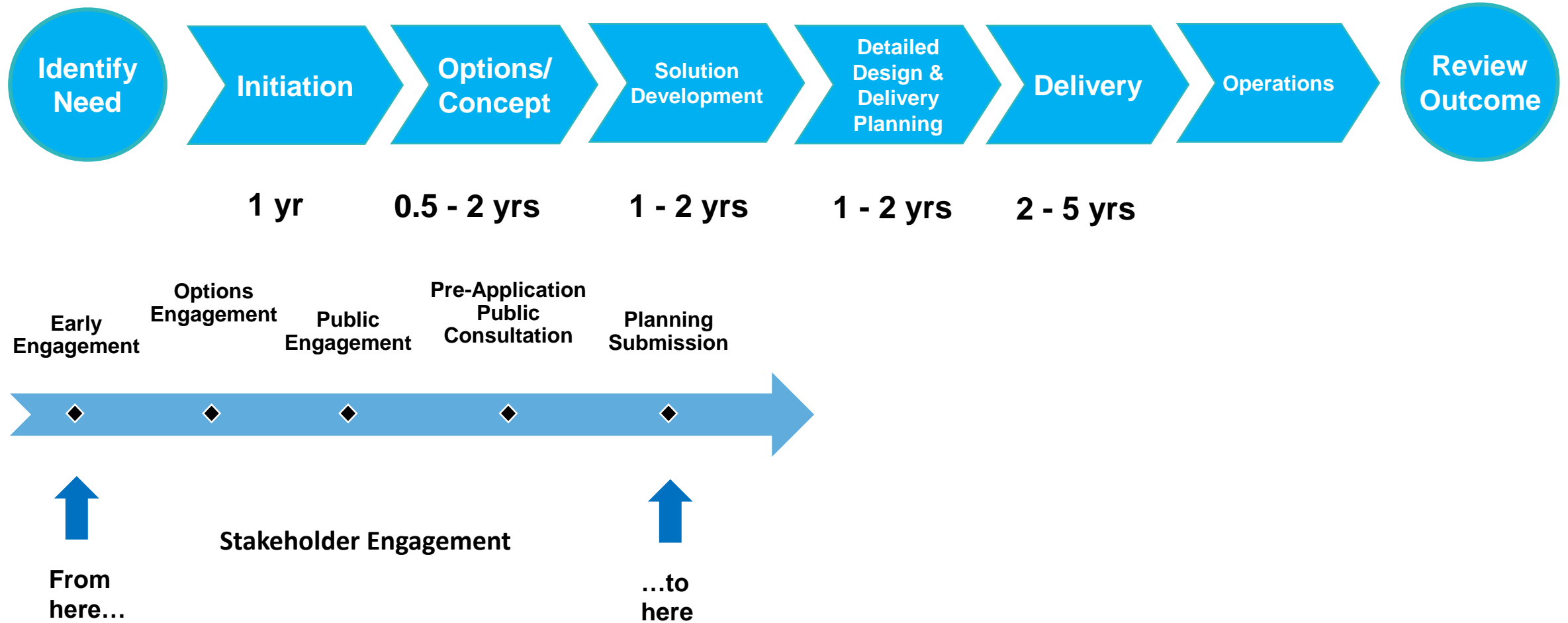
Behaviours & Culture for Success

- **Ownership/Sponsorship** – Government
- **Confidence & Credibility** – build to succeed
- **Develop as a Team** – joint training/upskilling and celebrate success
- **Resilience and Adaptive** – learn and evolve
- **Holistic Approach** – infrastructure, technology, processes and people
- **Community Centric** – developing a sense of place and ownership
- **Communications and Transparency** – open and honest with the challenges

Adopting an Approach to Attract Investment

- **Early Stakeholder Alignment** – one vision and one voice
- **Promote Clarity**
 - explain the why
 - be clear of the benefits and
 - the vision will be shared
- **Early Investor Engagement** – know your likely investors
- **Design for Investment** – optimised around inward investment
- **Leverage Investment Support** e.g. Department of Trade and Industry
- **Delivery Confidence** – certainty
- **Reduce Investment Barriers** e.g. clear Government policy position
- **Incentives** – tax, duties, others

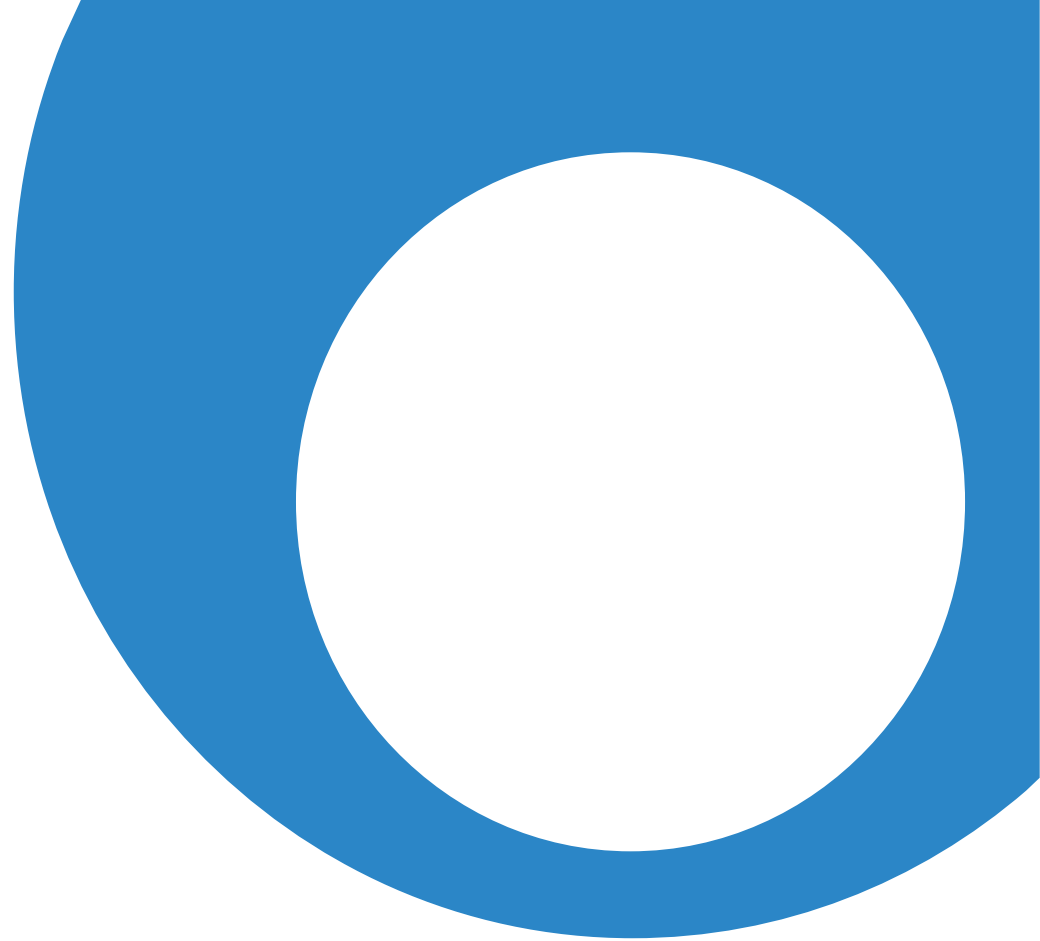
Turning Ideas into Reality (A Typical Project Lifecycle)





Transforming the World's Most Prestigious Botanic Gardens

Royal Botanic Gardens Kew



Palm House



White Peaks Cafe



Childrens Garden

Kew Palace



The Bordered Walk



The Herbarium



Chinese Garden



The Hive



Temperate House

Their 'Abridged' Vision (by me)

"Deliver transformational change, remain iconic and enhance the public's experience"

What they actually wanted help with....

- Secure funding to deliver their long term vision
- Translate their vision into something tangible
- Understand and develop their core priorities...BUT...also help with articulating their key 'and' core issues
- Define their priorities and develop a plan
- Secure capability to deliver the plan to their vision
- Build some new cool stuff within budget, on time, with minimal disruption...EASY!!...
- Fix some stuff

So How.....

- Developed a robust business case that UK Gov (Department of Environment, Fisheries and Rural Affairs) – DEFRA would assign a budget too....they did!
- Undertake studies and assessments of their assets (loads of them)
- Score/rate their ambitions and consider; nice to have versus essential/imperative (through a structured approach)
- Create a plan...how much, for what, how long and in what order
- Engage with the supply chain, seek their input and then secure the right skills and capability to deliver it
- Have the right capability to develop, design, consult, manage and build
- ...and fix some stuff which is very unexciting, but essential, and keeps assets compliant and safe for all users

KEY COMPLETION DATES/MILESTONES – ARBORETUM NURSERY

RIBA STAGE 4 :	27/11/2017
PLANNING SUBMISSION:	29/01/2018
PRICING	08/01/2018
COMMENCE ENABLING	20/11/2017
COMMENCE WORKS	10/01/2018
COMPLETION	20/06/2018

KEY COMPLETION DATES/MILESTONES – ARBORETUM WELFARE

RIBA STAGE 3 :	04/05/2018
RIBA STAGE 4 :	07/09/2018
PLANNING SUBMISSION:	04/05/2018
PRICING	14/05/2018
COMMENCE WORKS	07/09/2018
COMPLETION	03/05/2019

KEY COMPLETION DATES/MILESTONES EXPLORATION HOUSE

PRICING AND BUDGET COSTINGS:	17/11/2017
COMMENCE WORKS	28/11/2018
COMPLETION	04/05/2019

KEY COMPLETION DATES/MILESTONES PAVILION

RIBA STAGE 4 :	17/04/2018
PLANNING SUBMISSION	20/11/2017
PRICING COMPLETE	30/05/2018
COMMENCE WORKS	12/02/2018
COMPLETION	18/04/2019

KEY COMPLETION DATES/MILESTONES - Palm House-Decant

RIBA STAGE 2 :	15/12/2017
RIBA STAGE 3 :	23/03/2018
RIBA STAGE 4 :	23/03/2018
PLANNING SUBMISSION:	26/01/2018
PRICING	16/02/2018
COMMENCE WORKS	20/04/2018
COMPLETION	17/08/2018

KEY COMPLETION DATES/MILESTONES - Climbers and Creepers

RIBA STAGE 3	18/12/2017
RIBA STAGE 4	24/04/2018
PLANNING SUBMISSION	12/03/2018
PRICING	23/02/2018
COMMENCE WORKS	26/11/2018
COMPLETION	28/05/2019

KEY COMPLETION DATES/MILESTONES - MUNCH BOX

COMMENCE WORKS	11/12/2017
COMPLETION	16/01/2018

KEY COMPLETION DATES/MILESTONES White Peaks REPLACEMENT

RIBA STAGE 4 :	17/04/2018
PLANNING SUBMISSION:	20/11/2017
PRICING	16/11/2017
CONSTRUCTION WORKS	15/05/2018
COMPLETION	25/06/2019

KEY COMPLETION DATES/MILESTONES - BOILERS

COMMENCE WORKS	19/03/2018
COMPLETION	26/07/2018

KEY COMPLETION DATES/MILESTONES - NASH GATE

COMMENCE WORKS	13/02/2018
COMPLETION	29/03/2018

KEY COMPLETION DATES/MILESTONES - CCTV DRAINAGE SURVEY

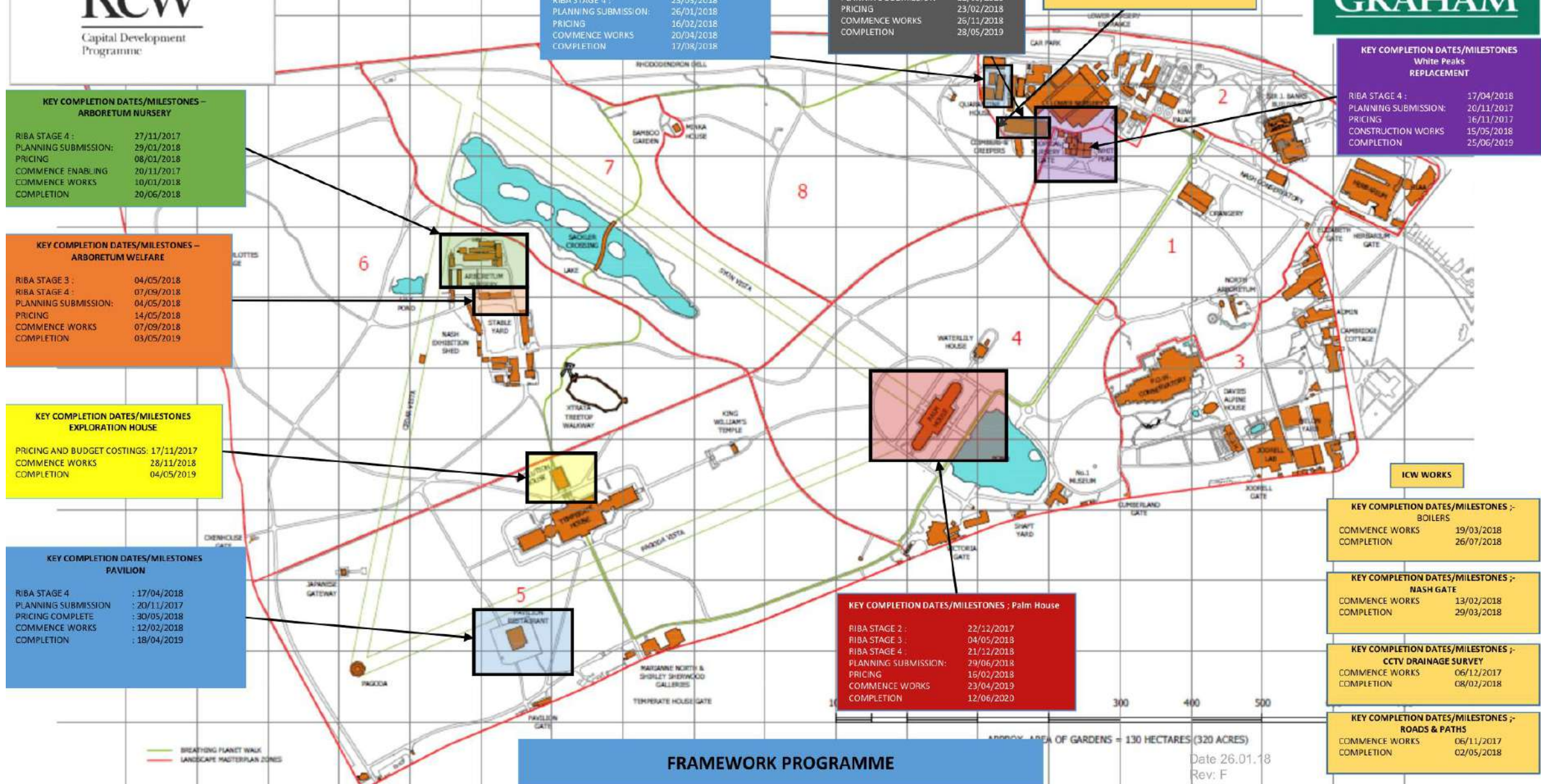
COMMENCE WORKS	06/12/2017
COMPLETION	08/02/2018

KEY COMPLETION DATES/MILESTONES - ROADS & PATHS

COMMENCE WORKS	06/11/2017
COMPLETION	02/05/2018

KEY COMPLETION DATES/MILESTONES : Palm House

RIBA STAGE 2 :	22/12/2017
RIBA STAGE 3 :	04/05/2018
RIBA STAGE 4 :	21/12/2018
PLANNING SUBMISSION:	29/06/2018
PRICING	16/02/2018
COMMENCE WORKS	23/04/2019
COMPLETION	12/06/2020



FRAMEWORK PROGRAMME

(100m GRID)



The New 'Cool' Stuff
that was built....

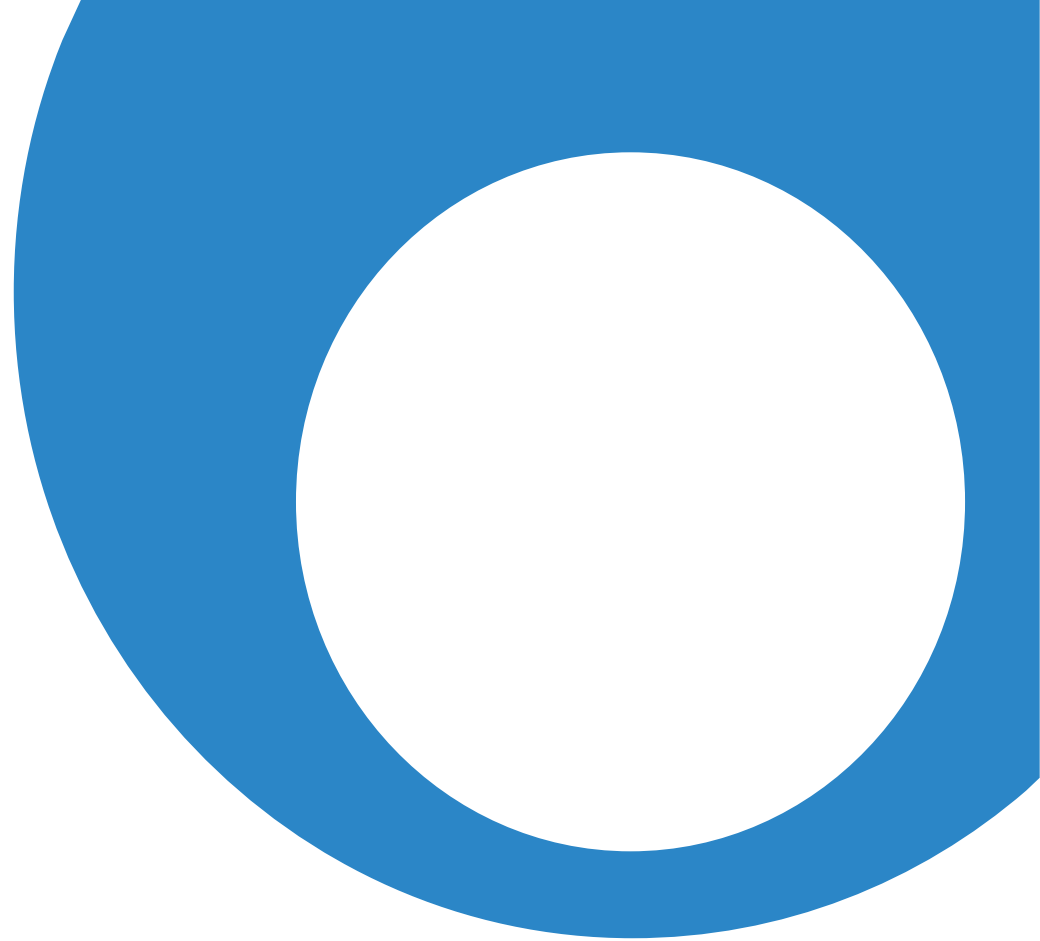




PORTS OF JERSEY
YOUR ISLAND GATEWAY

Working Within an Island Community

Jersey



Our Work on Jersey



40+ FTE (15+ On-Island)
Collocated – ‘One Team’



St. Helier Harbour Re-Development and Jersey Airport Re-Development

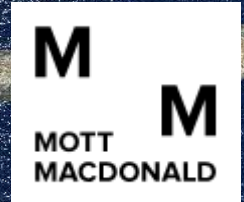
- Services – Programme and Project Management Inc.
Engineer/Design/Procure/Construction, Contract and Commercial Management
- Exclusive Sole Service Provider

What is the St. Helier Harbour Master Plan Programme?

‘Life-line’ Port for the Island of Jersey



Port of St Helier – Existing Layout



The Future Areas for the St. Helier Harbour Master Plan



Leisure, Recreation
and Residential

Commercial Shipping and
Industrial Operations

Realising the Potential of St Helier Harbour

The client's ambitions needed to consider and achieve the following key objectives:

1. Economic growth
2. Connected communities
3. Sustainability embedded within harbour functions
4. Conservation of the heritage and culture
5. Provision of a welcoming, inclusive and accessible space

Without forgetting the importance of:

1. Consideration of the **evolution of future ferry** operations,
2. Maintaining **safe and resilient** harbour operations – **the life-line of Jersey**
3. Understanding the need for a coherent **sense of place** for Jersey's harbour and investing in the public realm
4. Taking cognisance of/complementing adjacent projects
5. Connecting to St Helier
6. Affordability

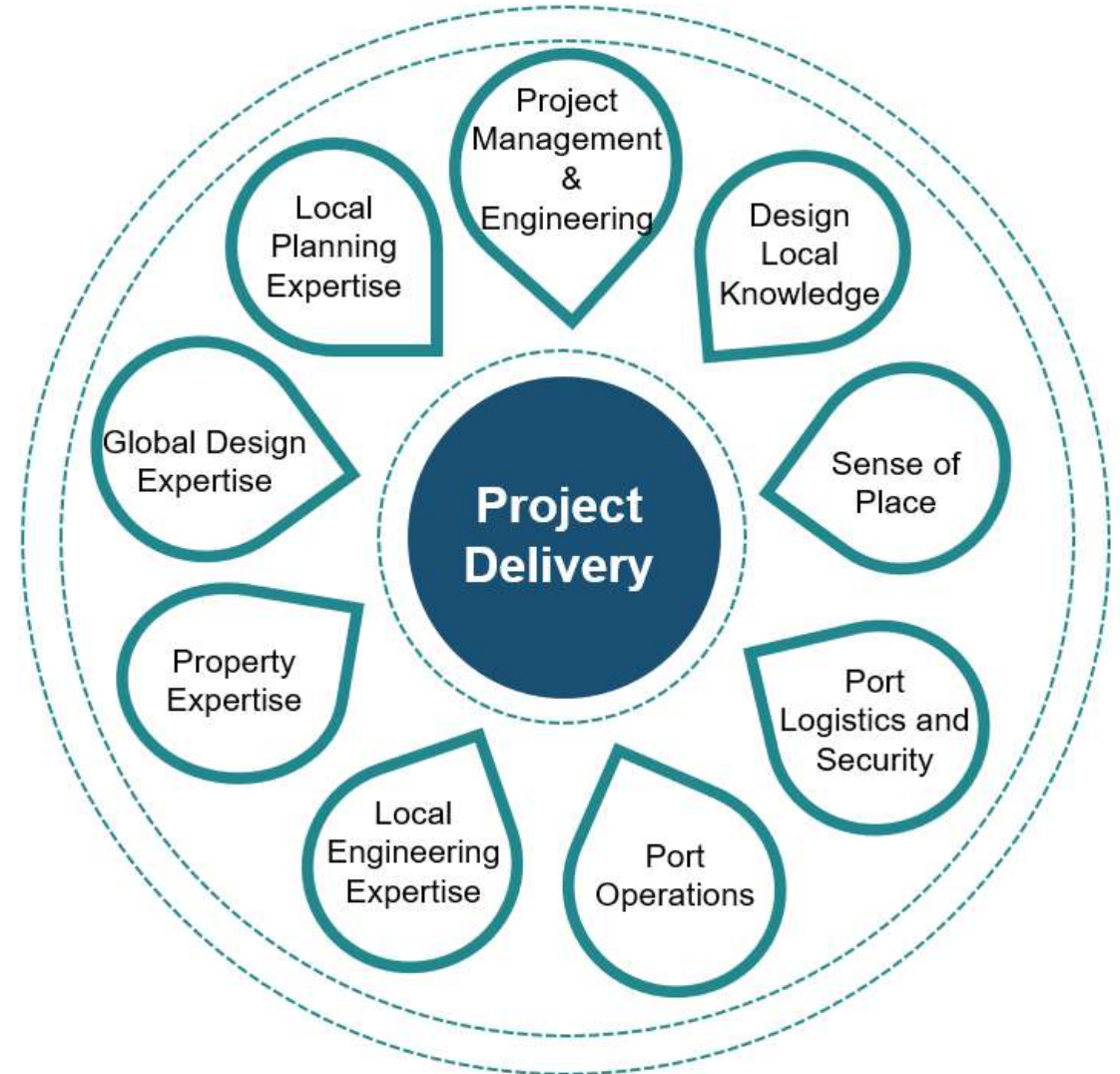


The Team Delivering the Programme with Ports of Jersey

The **Client** is an integral part of the team

Team reflects the skills and specialisms required to drive successful delivery

This collaborative multi-disciplinary approach is key to the successful delivery of Jersey's ambitions



To Summarise

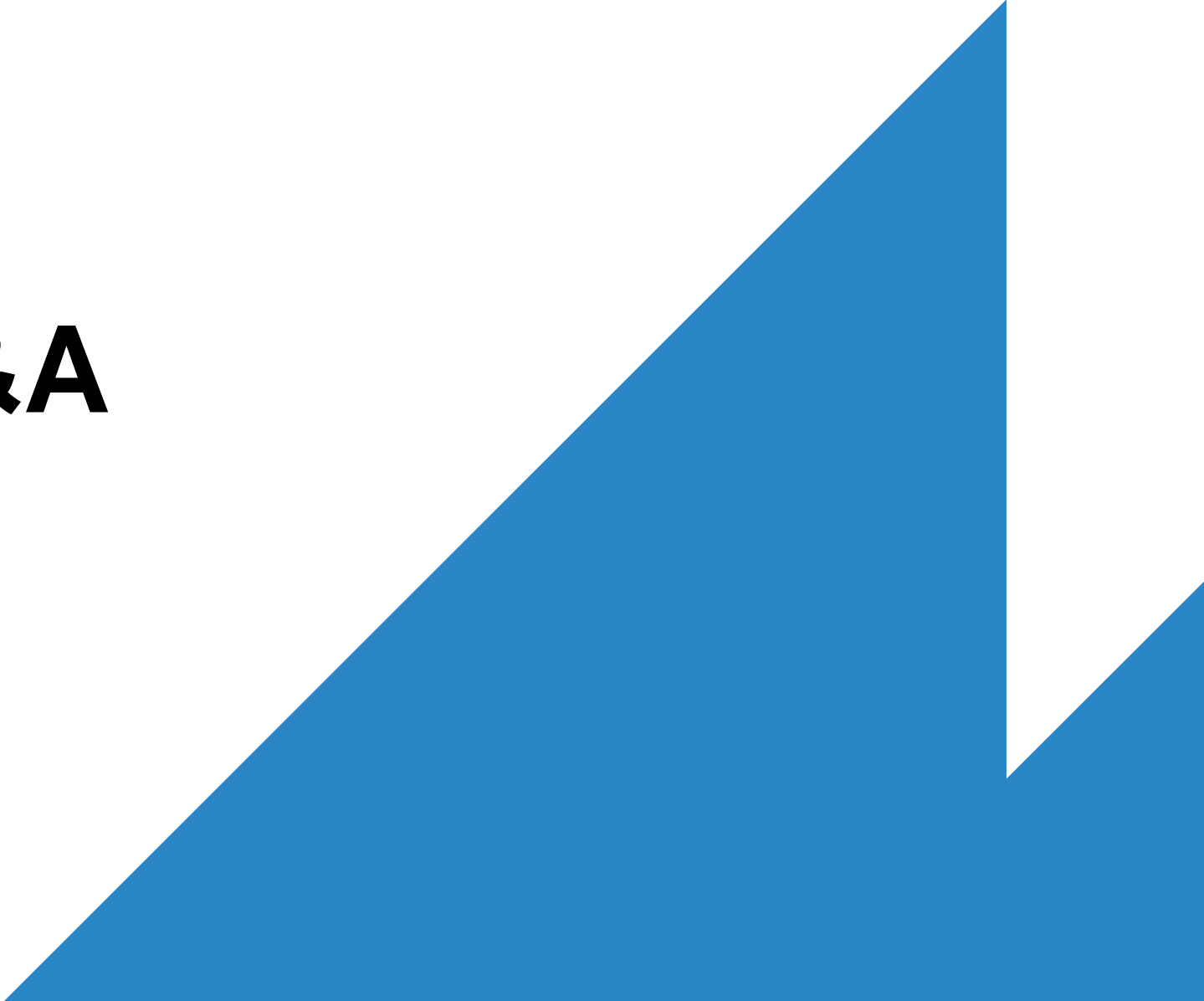
"ACT IN A SPIRIT OF MUTUAL TRUST AND CO-OPERATION"

A BALANCING ACT THROUGH THE APPLICATION OF INDUSTRY BEST PRACTICE TAILORED TO THE COMMUNITIES WITHIN WHICH WE WORK





Thank You / Q&A





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