

# PERSPECTIVES



a mouchel publication

issue 1 - March 2008

## Our friends electric

*Top Gear* presenter Richard Hammond traces the fall and rise of the electrically-powered vehicle

## City of culture

Warren Bradley looks at Liverpool's 2008 line-up

## What lies beneath?

Richard Oakley goes on site and unearths the Iron Age

ON SITE ■ THE REGENERATION GAME ■ PUTTING THE ART IN ARTERIAL ■ RISING TO THE CHALLENGE ■ A WALK ON THE WILD SIDE ■ PORT LIFE ■ CITY OF CULTURE

# Welcome



Richard Cuthbert, chief executive, Mouchel

As Mouchel has grown over the past few years, and our portfolio of services has become ever broader, we've reflected on those characteristics of delivery that help define us in our principal markets. True, we provide many of the same services as our peers in the industry and with an equal, and we'd like to think better, degree of technical and managerial competency. But what sets us apart from others is the manner in which we work with our clients and their customers, our suppliers and partners, our people and the industry in general. What we've achieved, intuitively and through the way we behave – the way we do business in Mouchel – is an ability to build great relationships up and down the country.

Nowhere is this more apparent than in Liverpool, where Mouchel's joint venture with the city council, 2020 Liverpool, epitomises our approach to partnership working. In many ways Liverpool was this company's big break into the world of 'long and large' local authority partnership contracts. Since 2003, when the joint venture began, Mouchel has been responsible for delivering highways, property and estates services to the city council.

Our team has approached the commission with energy, enthusiasm and a willingness to collaborate with the council and the other stakeholders in the city to simply get the job done. It's an exemplar of how to get public-private partnership right and, as we've continued to expand into services such as business process outsourcing and education consultancy, 2020 Liverpool remains a reference against which we can gauge our effectiveness.

We're particularly pleased that the site of this successful partnership should be Liverpool, the city in which Parkman – which merged with Mouchel back in 2003 – was founded in the late 1880s. While Parkman was involved in the modernisation of Liverpool's Victorian public health infrastructure, Mouchel was also active in the city, being commissioned in 1909 as designer of the iconic Liver Building. To this day, of course, Mouchel remains a major employer in the city and will be celebrating with the city through its 'European Capital of Culture' year in 2008.

So, best wishes to the people of Liverpool, for whom we provide our services and for whom the Capital of Culture will mean the most. This magazine is aptly named *Perspectives* since it is by maintaining a common perspective with the council that Mouchel can contribute most to the culture and community of this unique city.

A handwritten signature in black ink that reads "Richard Cuthbert". The signature is written in a cursive, slightly slanted style.

chief executive, Mouchel

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 Photograph by Arnhel De Serra



## Perspectives – in perspective



Welcome to this first edition of Mouchel's house magazine, *Perspectives* – we hope you'll find it an informative and enjoyable read.

Why *Perspectives*? Well, actually there are a number of reasons. Firstly, because Mouchel has a perspective on the many topical issues that have an impact on the sectors in which we operate and this publication gives us the chance to share our views and opinions with you.

Secondly, because the recent rebranding of Mouchel's business was intended to present a new and different perspective on a company that's grown dramatically during the last few years, becoming the broad-based consulting and business services provider that you see today. And thirdly, because we'll be gaining the wider perspective of others who influence our markets and whose opinions we hope will be of interest to you – in this edition, for example, *Top Gear*'s Richard Hammond presents a view on the future of transportation.

This first edition of the magazine focuses on Liverpool, a city that's significant in Mouchel's corporate heritage and in which we retain a strong presence. This is the year in which Liverpool becomes European 'Capital of Culture' so it's fitting that we should take a perspective on the city and region through the pages of this magazine.

We'd genuinely welcome feedback on this publication and we'd be delighted to hear from you if you'd like to share a perspective with us – or indeed if you might be able to contribute to a future edition.

Ian Parker, director of marketing and communications

If you would like to comment on or contribute to *Perspectives*, please contact the editor directly or email: [pressoffice@mouchel.com](mailto:pressoffice@mouchel.com)

## Architectural jewel to be revealed



Yorkminster James Osmond/Getty Images

The Dean and Chapter of York has appointed Mouchel to project manage the £19m restoration of York Minster, the largest Gothic cathedral north of the Alps.

'York Minster Revealed', the name of the project, has secured Stage 1 Heritage Lottery Funding (HLF) and is currently developing the Stage 2 HLF application. It involves conservation works combined with a number of interpretation, education, access and training initiatives.

'York Minster is an important historical building that attracts thousands of visitors each year. Conserving this intricate Gothic structure is a great challenge and we are proud of our involvement in the project,' says Martin Gamble, director of Mouchel's heritage team.

Work will involve carrying out a major programme of stonework repair and conservation as well as the removal of the famous Great East Window in order to carry out glass conservation. It also includes works in the undercroft and improvements to the approach to the south transept, chapter house yard and mason's lodge.

The project is expected to begin in 2009, pending the successful completion of the Stage 2 HLF application, and to be completed by December 2013.

## Morriss appointed to board



Mouchel has appointed Steve Morriss as managing director of its 'Government and Business Services' division, a £250m turnover operation providing property design and management, highway engineering and business process out-sourcing (BPO) services to a predominantly local government market in Britain.

Morriss joins Mouchel from Serco Solutions, where he was chief operating officer. He takes the helm of a new business division in Mouchel, combining its more established property and engineering business with its recently acquired capability in BPO.

Morriss, who joins Mouchel on March 10, comes from a civil engineering background, having spent his early career at Atkins – where he became managing director of its nuclear power business – before joining Serco about four years ago.



## Healthy schools get the thumbs up

Mouchel has helped the Government to develop and launch its new emotional health and wellbeing guidance as part of the National Healthy Schools Programme (NHSP).

The NHSP is part of the Government's drive to reduce health inequalities, promote social inclusion and raise educational standards in the UK. It is based around

four main themes – healthy eating, physical activity, personal, social and health education, and emotional health and wellbeing.

'The emotional health and wellbeing of children is one of the least understood areas in education, and this guidance is deliberately written in a format that is practical, useful and accessible for busy

teachers,' says Peter Sharp, director of learning at Mouchel.

Around 94 per cent of schools are involved in the programme – ahead of target – which is now in its second year. Nine out of ten maintained schools are involved in the NHSP, more than half of which have already achieved National Healthy Schools status.

## Sunday Times recognises Mouchel

Mouchel has achieved a place on the *Sunday Times* Best Big Companies to Work For' list for the first time.

The league table recognises the 20 most successful employers in the UK among companies which cater for more than 5,000 staff.

Ruth Mundy, HR director, says: 'Mouchel has doubled in size over the last two years so this recognition is a reflection of the improvements we have made to integrate new staff into such a rapidly expanding organisation.'

In February, Mouchel also achieved 'Two Star' accreditation status with Best Companies and will move to the 'outstanding' section in the *Best Companies Guide 2008* – the annual reference guide for graduates and job seekers.



## Scottish emergency response passes the test



Scotland TranServ, the highways joint venture between Balfour Beatty and Mouchel, has responded to a landslide on the A83 Taret to Kennacraig Trunk Road.

When around 400 tonnes of rock and slurry blocked the trunk road, the impact was felt across the entire county of Argyllshire, in north-west Scotland. The only diversion route available to local drivers added 50 miles and at least one and a half hours to a single journey.

Norrie Westbrook, Scotland TranServ business manager, says: 'We soon realised that we had to engineer and stabilise the very steep hillside while managing the consequences and communications of the road closure. In the end we induced a controlled landslip using water pumps, which is not a common engineering solution.'

Scotland TranServ regularly updated all elected members for the area both at council level and national level through the Scottish Parliament and Westminster; local businesses and community groups were also updated through the media – the first time such a communications strategy had been adopted in Scotland.

# Our friends electric

As pressure to reduce the carbon footprint mounts, and the world looks to greener methods of transport, could we see a revival of the electrically powered vehicle? BBC *Top Gear's* Richard Hammond gives his view



Auto Red Buy S.R. Gaiger/Stringer/Getty Images

On 17 December 1903, Orville Wright made the first powered flight. He flew 120ft, which is less than the wingspan of the new Airbus A380. I'll bet people who watched that flight went home laughing at this new invention that would enable people to travel a very short distance in considerable danger. Flying would obviously never catch on.

Eighty-two years later at London's Alexandra Palace, Sir Clive Sinclair launched the Sinclair C5. Sadly, I wasn't at this momentous occasion so I don't know if people fell about when Sir Clive's electric trike was unveiled, but it certainly made people laugh later on. Mind you, it probably wasn't so funny when the C5's ridiculously short range caught its driver out and he or she had to pedal it home.

Electrically-powered vehicles go back a long way. In fact, the first cars were electrically powered. A Scotsman called Robert Anderson built an electric carriage in the 1830s and several others followed, each using more sophisticated batteries. By the end of the century electric vehicles were very popular in America. The internal combustion engine had arrived but it shook, was a bit of a pain to start and the first cars had gears that were as easy to operate as playing the violin while riding a bicycle.

Then one day someone was digging in the ground in Texas and discovered crude oil. Lots of it. It was cheap, easy to store and transport and the world fell in love with it.

The internal combustion engine continued to develop and the poor old electric vehicle slipped into obscurity. It didn't disappear completely because for some jobs an electric

vehicle was absolutely ideal, such as delivering milk, for example. Dairies tended to be in towns so that the electric vehicles' traditional lack of range wasn't a problem. They are also relatively quiet, which is a good thing when you're driving down a suburban street at four o'clock in the morning.

Electric vehicles don't have to be slow. The first land speed records were made in electric vehicles and today the official electric vehicle land speed record stands at an incredible 245mph with one vehicle managing a top speed of 314mph.

Advances in battery technology and the development of efficient electric motors has not only allowed these enormous speeds, but also improved the performance of electric vehicles on the road. AccordMP, a joint venture between Mouchel and Enterprise, has a fleet of road maintenance vehicles powered by high-energy batteries that enable a two tonne payload to be carried at speeds of 50mph for more than 100 miles from a single overnight charge.

Electric vehicles won't be the total transport solution, but as oil becomes thinner on the ground (or under it, rather) and as we make even more concerted efforts to reduce emissions, the electric vehicle will once again have its day.

Perhaps somewhere in the heavens Robert Anderson will turn around to Orville Wright and point down to the earth at airliners and electric vehicles and say 'See Orville, we were right.'

*Richard Hammond is a television and radio presenter. He currently co-presents BBC 2's Top Gear*

'The first cars had gears that were as easy to operate as playing the violin while riding a bicycle'

# Tripping the site fantastic

From outer space to online-Lego, **Gareth Nutt**, Mouchel's IT director, shares five of his favourite websites



## GARETH'S TOP FIVE

5

### [www.nasa.gov](http://www.nasa.gov)

If you like all things to do with space, as I do, then this is one great site. You can watch all the shuttle launches and see live TV footage from space over the Web.

4

### [www.hubblesite.org](http://www.hubblesite.org)

For the best images of space, this is the site to come to. Look and wonder and then realise you've been on the site for more than an hour already!

3

### [www.halfbakery.com](http://www.halfbakery.com)

If you have a bright idea that you think the world should know about then this is the place to come. Unfortunately, you'll probably find that someone has thought of it first. It's a good forum for daft ideas and a bit of entertainment. Often the reviews of the ideas are better and funnier than the ideas themselves. This site was the inspiration for Dave Gorman's show *Genius* on Radio 4.

2

### [www.epicurious.com](http://www.epicurious.com)

If, like me, you enjoy your food (and your wine) then this is a great site, if a little American. It has great ideas and well written articles, and you'll never be stuck for a recipe again.

1

### [www.lego.com](http://www.lego.com)

Who needs to spend money on computer games for their kids when you can point them here and keep them entertained with online games for free? Also, the best place to get those hard-to-find *Lego Star Wars* kits that your kids always ask for at Christmas (well, mine do anyway).

And finally...

### [www.mouchel.com](http://www.mouchel.com)

OK, so I was only allowed five - but how could I fail to mention Mouchel's brand new website, which was launched in February? You won't get recipes or *Star Wars* kits here, but you'll find everything you need to know about Mouchel and what we do.



# All together now Liverpool Capital of Culture

## Inside

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- Putting the art in arterial
- Rising to the challenge
- A walk on the wild side
- Monumental city
- Liverpool's nest egg
- Port life
- City of culture

The day that Liverpool's was selected as European Capital of Culture for 2008, in June 2003, was an exciting one for both the city of Liverpool and for Mouchel. John Pincock explains

**T**he announcement that Liverpool had been chosen as European Capital of Culture came just two days after Mouchel's appointment as preferred bidder to form a joint venture partnership with Liverpool City Council.

Founded in Liverpool in 1888, we already had a long association with the city, having transformed its public health infrastructure and designed the Royal Liver Building, one of the Three Graces on the city's UNESCO-listed waterfront and next door to Mouchel's base in the Cunard Building.

As the council's partner, Mouchel plays a vital role in the city's regeneration, a programme that has received a real boost through Liverpool's Capital of Culture status.

2020 Liverpool, the partnership between Mouchel and the city council, was set up on October 1, 2003. Around 150 staff from the council's design consultancy and land and development teams transferred into the new limited company, together with 50 staff from Mouchel, mainly on the management and support services side. Since then we have grown organically and by creating a new joint venture with neighbouring Knowsley Metropolitan Borough Council, known as 2020 Knowsley, so that we now have a team of around 320 people.

As preferred supplier for our core services of highways and transportation, project management, estates, and building, we are involved in some of the most important projects in the physical regeneration of the city. These include the City Centre Movement strategy; the refurbishment of historic buildings such as the Grade 1-listed St George's Hall, the renewal of historic parks and other open spaces; and the infrastructure for the new arena and conference centre at the King's Waterfront.

We have also project managed major schemes, such as the spectacular new cruise liner terminal and the Edge Lane corridor, one of the busiest routes into Liverpool from the motorway network.

From the start, we saw our role as being wider than delivering high-quality services to our customers. In growing the business –

**'We support the city's regeneration by creating local jobs, and by using local suppliers wherever we can'**

one of our main goals – we support the city's regeneration by creating local jobs, and by using local suppliers wherever we can.

As an active member of the business community, we take part in local business events. We sponsor local awards, which encourage entrepreneurship, inclusion and pride in the physical environment. We have also raised more than £16,000 to date for local charities.

Most recently, we launched our new Community Fund, which supports employees who voluntarily participate in activities that enrich the culture of their local community; for example coaching children who take part in sports as diverse as handball and orienteering.

So what does culture mean to those of us who work in Mouchel's 2020 Liverpool and 2020 Knowsley joint ventures? Liverpool was selected as European Capital of Culture for 2008 because of its greatest asset: its people. That remains true both for the city and for Mouchel. People are at the heart of our culture, and we aim to continue to create an environment of success, which empowers people and provides opportunities for everyone to grow and develop along with the company.

*John Pincock is managing director of 2020 Liverpool and 2020 Knowsley*

# The regeneration game

# Putting the Art in arterial

The £325m regeneration of the Edge Lane corridor in Liverpool – the main artery into the city – will transform 4km<sup>2</sup> of industrial wasteland into a shiny, new, mixed development. Such plans are grand enough, but the gateway itself is being done with particular panache.

**A**t the main entrance to Liverpool is the M62 Rocket Junction – a concrete flyover that sweeps across the skyline. It used to be grey, very grey; but not any more. It has been transformed into a landmark entrance to the city.

A £1.2m investment, funded by the Northwest Development Agency, has revamped the flyover into a major piece of highways art. The structure has been

cleaned and painted. Artwork and feature lighting have been carefully designed and installed. The flyover supports have been clad in steel, concealing the clever light work.

The results, best seen at night, make the flyover look more like a giant sculpture than a highways structure. Its underbelly is a dazzling blue, with stars highlighting 'Edge Lane' and 'Liverpool'. The once-gloomy bridge piers now glisten with 3m-wide '08 Capital of Culture' logos.

Artwork will continue to line the passage into the city. Elegant pencil lighting will illuminate the route and be accompanied by more than 200 trees.

2020 Liverpool, Liverpool City Council's joint venture with Mouchel, has designed and is project managing the operation of both the Edge Lane corridor and the Rocket.

Chris Founds, project manager at 2020 Liverpool, a joint venture between Mouchel and Liverpool City Council, said: 'This is a unique scheme. There's nothing like it on a live highway junction. It's about celebrating and enhancing the Edge Lane corridor by giving the Rocket Junction its own identity and creating a sense of place that the travelling public will immediately recognise.'

'It used to be grey, very grey; but not any more'

# Rising to the challenge

As Marie Curie Cancer Care approaches its 60th anniversary, **Karen Stevens** looks at some of the ways in which staff at 2020 Liverpool and 2020 Knowsley have helped to raise funds for the charity's hospice in Liverpool

**W**hat inclines a young woman to jump off a lighthouse platform and abseil 34m down to the ground or to launch herself on a zip wire from the 55m-high 'Air Shard' (the tower that forms the entrance to the Imperial War Museum at Salford Quays) 300m across the Manchester Ship Canal?

Of course for those with strong nerves (and a head for heights), there is excitement in taking part in such daring deeds, a flirting with danger which can fuel an 'adrenalin rush', but in the case of Jilly Richardson, landscape architect working for 2020 Knowsley, her motive was money.

Jilly carried out both challenges last year to raise funds for the local Marie Curie Hospice, which had been selected by her employer as its 2007 corporate charity. The £500 that Jilly raised in sponsorship from these two challenges was matched by 2020 Knowsley, making a grand total of £1,000.

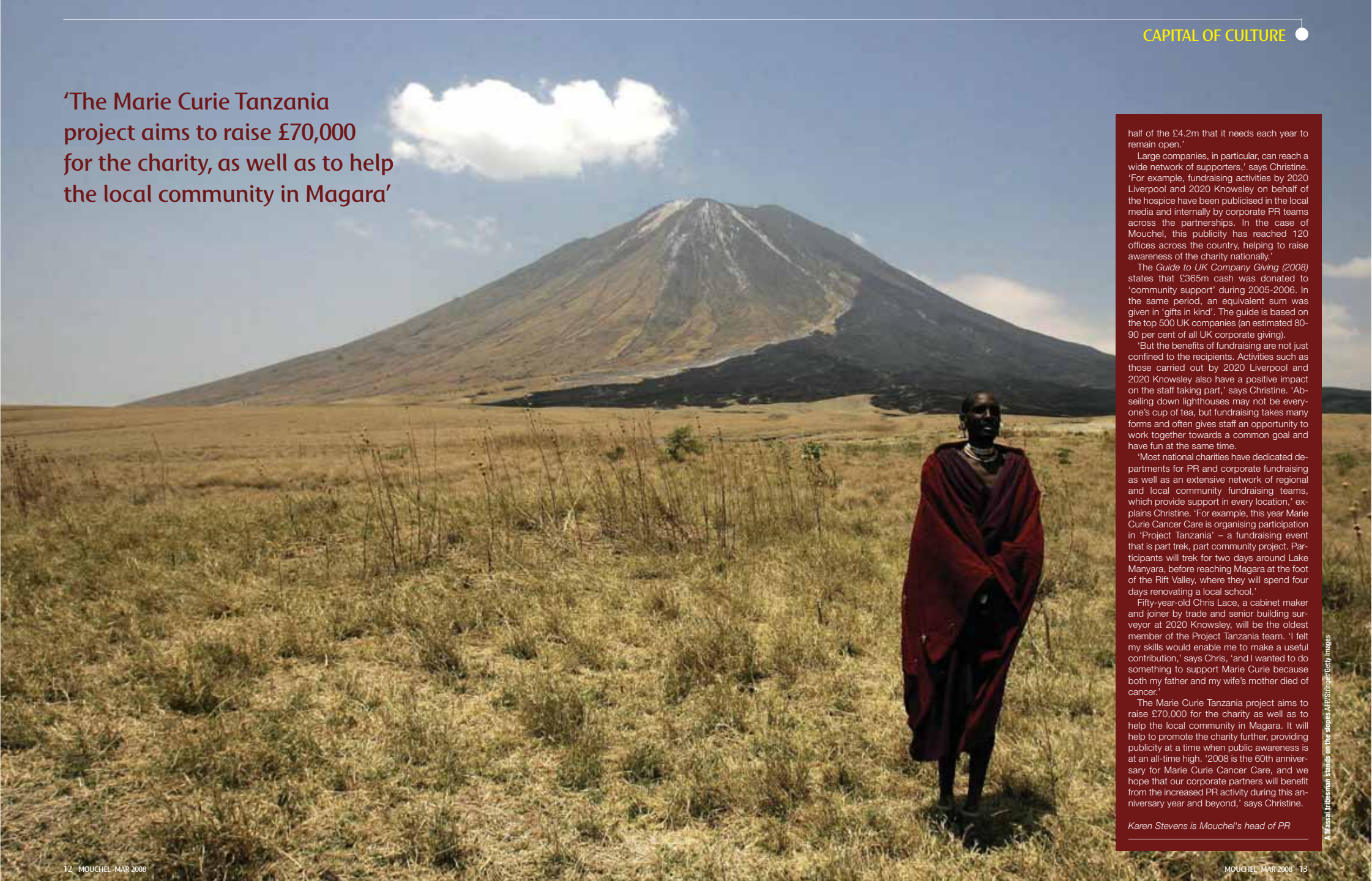
'It was a bit scary jumping from the platform edge of Leasowe Lighthouse, but scarier still was the zip-wire challenge. I felt sick and my legs were shaking, but it was all over very quickly, and now that I've done it, I would definitely do it again,' says Jilly.

The energy and commitment of individuals such as Jilly is vital to charities – national and local – which depend on this kind of fundraising in order to continue their work. During 2007, employees of 2020 Knowsley and 2020 Liverpool collectively raised around £4,000 for the hospice through fundraising events. These ranged from a Liverpool-Chester-Liverpool bike ride, to a 'birthday party' celebrating the 800-year anniversary of the city of Liverpool. The figure was doubled with the contributions of their respective companies.

'Every £20 raised provides one hour of nursing care,' points out Christine O'Sullivan, community fundraising manager for Marie Curie. 'And, with more than 3,500 cancer patients each year requiring specialist medical and nursing care, the hospice relies on this kind of corporate support to raise more than

Jilly Richardson begins her 34m descent of Leasowe Lighthouse on the north Wirral coast

'The Marie Curie Tanzania project aims to raise £70,000 for the charity, as well as to help the local community in Magara'



half of the £4.2m that it needs each year to remain open.'

Large companies, in particular, can reach a wide network of supporters,' says Christine. 'For example, fundraising activities by 2020 Liverpool and 2020 Knowsley on behalf of the hospice have been publicised in the local media and internally by corporate PR teams across the partnerships. In the case of Mouchel, this publicity has reached 120 offices across the country, helping to raise awareness of the charity nationally.'

*The Guide to UK Company Giving (2008)* states that £365m cash was donated to 'community support' during 2005-2006. In the same period, an equivalent sum was given in 'gifts in kind'. The guide is based on the top 500 UK companies (an estimated 80-90 per cent of all UK corporate giving).

'But the benefits of fundraising are not just confined to the recipients. Activities such as those carried out by 2020 Liverpool and 2020 Knowsley also have a positive impact on the staff taking part,' says Christine. 'Ab-selling down lighthouses may not be everyone's cup of tea, but fundraising takes many forms and often gives staff an opportunity to work together towards a common goal and have fun at the same time.'

'Most national charities have dedicated departments for PR and corporate fundraising as well as an extensive network of regional and local community fundraising teams, which provide support in every location,' explains Christine. 'For example, this year Marie Curie Cancer Care is organising participation in 'Project Tanzania' – a fundraising event that is part trek, part community project. Participants will trek for two days around Lake Manyara, before reaching Magara at the foot of the Rift Valley, where they will spend four days renovating a local school.'

Fifty-year-old Chris Lace, a cabinet maker and joiner by trade and senior building surveyor at 2020 Knowsley, will be the oldest member of the Project Tanzania team. 'I felt my skills would enable me to make a useful contribution,' says Chris, 'and I wanted to do something to support Marie Curie because both my father and my wife's mother died of cancer.'

The Marie Curie Tanzania project aims to raise £70,000 for the charity as well as to help the local community in Magara. It will help to promote the charity further, providing publicity at a time when public awareness is at an all-time high. '2008 is the 60th anniversary for Marie Curie Cancer Care, and we hope that our corporate partners will benefit from the increased PR activity during this anniversary year and beyond,' says Christine.

*Karen Stevens is Mouchel's head of PR*

# A walk on the wild side

The doors of Merseyside BioBank – one of 75 local biological records centres in the UK – officially opened at Court Hey Park in September 2007. **Gareth Wyn Davies** talks to *Perspectives* about the new facility's role in recording and enhancing biodiversity

**B**iological records in the UK are generated not by teams of professional botanists, zoologists or ecologists but by thousands of volunteers who have a personal interest in the environment. These volunteers range from local conservation groups to individual enthusiasts and they can do much to boost our knowledge of flora and fauna in a given area. The Merseyside BioBank seeks to support volunteer recorders and to help swell their ranks through training and access to resources.

Funded by the Heritage Lottery Fund and the European Regional Development Fund, the new facility is one of 75 local records centres (LRCs) in the UK, which together maintain more than 30 million individual species and habitat records. The Merseyside BioBank office, which was set up with help from 2020 Knowsley – a partnership between 2020 Liverpool (Mouchel and Liverpool City Council) and Knowsley Metropolitan Borough Council – will be the hub of the BioBank. Here, paper records will be converted into an electronic format and

data will be analysed with the latest geographical information software.

Since its launch, Merseyside BioBank has already collated 150,000 biological records, covering everything from the identification of rare plants such as field wormwood, recently spotted among the Sefton sand dunes, to sightings of urban birds, such as starlings, house sparrows, house martins and swifts, all of which are under threat. The house sparrow population, for example, is thought to have declined by 90 per cent since 1975.

Data held by the LRCs is used by organisations, such as local authorities, planners, and developers, to ensure that environmental factors play a part in their decision making, but it is also a resource for anyone wishing to contribute biological records, to have a specimen identified or to find information about species or habitats that have been recorded by others.

The aim is for Merseyside BioBank to become a focal point for biological recorders and recorder groups, a base where they can enter data, or just meet up to discuss their activities over a cup of coffee.

The BioBank also has a dedicated education team, that will develop curriculum-based

materials and activities to encourage the participation of school children in biological recording. These will be available to teachers free of charge. The team will also help to link up teachers with an interest in nature conservation and inform schools about local sites of natural interest.

We want to make biological recording accessible to all and this is where the community liaison officer will play an important role. She will organise training days, short courses and workshops, which will improve the skills of existing recorders and train new recorders, as well as highlight areas in need of monitoring and surveying so that they can be managed appropriately.

Ultimately, the purpose of Merseyside BioBank is to increase knowledge and understanding of biodiversity in Merseyside through improved access to biological and environmental information. The project will promote wider participation in biological recording and establish the recorders of the future.

*Gareth Wyn Davies is manager of the Merseyside BioBank*

# Monumental City

Liverpool boasts more than 2,500 historic monuments and statues, 10 per cent of which appear on English Heritage's 'at-risk' register. As the city prepares for a new period of regeneration and a boom in construction, **Karen Stevens** looks back at its rich, but crumbling heritage, and the work being done to preserve this

In my Liverpool home, in my Liverpool home  
We speak with an accent exceedingly rare,  
Meet under a statue exceedingly bare,  
And if you want a cathedral, we've got one to spare  
In my Liverpool home...' (Pete McGovern, 1961)

This chorus from the 1960s folk song by Pete McGovern sums up, with typical Scouse humour, the innate pride felt by the people of Liverpool towards their city's cultural and architectural heritage. The song, which goes on to cite other monuments such as St George's Hall, quickly became a Liverpudlian anthem. The second line of the chorus refers to the statue above the entrance to Lewis's department store in central Liverpool – a well known meeting place. Officially titled Liverpool Resurgent, the statue has been affectionately renamed Dicky Lewis.

Dicky is one of more than 300 statues and monuments located on, or in, Liverpool's buildings. In addition to these, the city boasts another 300 free-standing monuments and statues within its boundaries – more than any other British city after London. Liverpool also has the highest number of Grade I and II-listed buildings (again with the exception of the capital) and more Georgian buildings than Bath.

This immense architectural wealth, along with Liverpool's important maritime and mercantile history, has no doubt contributed to its status as a UNESCO World Heritage Site (since 2004) and as the 2008 European City of Culture. But it has placed an enormous responsibility on Liverpool City Council, which, as custodian of the city's heritage, has a duty to ensure that each and every monument is preserved for future generations.

In carrying out this duty, the council aims to put in place a management plan to protect Liverpool's architectural heritage from threats such as pollution, vandalism and development. With help from 2020 Liverpool, a partnership between the council and Mouchel, it has already completed a risk assessment for the city's freestanding monuments – one of the most comprehensive projects of its kind.

'The council's approach to the preservation and restoration of its statues and monuments is remarkably forward thinking.'



comments Ian Weir, divisional director at 2020 Liverpool and one of only 22 accredited conservation engineers in the country. 'I don't know of any other local authority which has carried out such an extensive appraisal of its architectural assets,' he says.

The 2020 Liverpool conservation team, led by Ian, based its appraisal of the city's monuments on three criteria: historical importance, physical condition and vulnerability in the face of planned new developments.

'For each monument we produced photographic records, located the GPS position, and assessed levels of deterioration and risk,' points out Ian. The team also gathered historical data from inscriptions, and plaques which were subsequently backed up by additional off-site research,' he adds. Based on data collated, an assessment of risk was made, and the monuments categorised accordingly.

Some of the monuments placed in the high-risk category are already undergoing conservation management, for example the monuments to Edward VII and to Sir Alfred Lewis Jones, shipping merchant and founder of the Liverpool School of Tropical Medicine. These have been removed from the path of the Leeds/Liverpool canal extension and will be relocated, following restoration, on the Pier Head.

The well-known Victoria Monument in

Derby Square, by local sculptor Charles John Allen and erected in 1902 to commemorate Queen Victoria's coronation, was another monument designated 'at high risk', primarily because it had become a target for graffiti. The 2020 team was brought in to manage its restoration and future protection.

'Cleaning stonework is a complex and contentious undertaking, particularly in the case of graffiti, which appears in many forms: acrylic/water/oil-based paint, felt-tipped pens, permanent markers and Biro, each requiring different products to effect their removal,' explains Ian. 'Conservationists tread a delicate path when selecting cleaning products, as some contain aggressive chemicals which are damaging to stonework.'

A similar dilemma faced Ian and his team when specifying the protective coatings. 'The council didn't want to install a physical barrier to the monument, opting instead for a protective coating, which would make the future removal of graffiti much easier. Unfortunately, many of these coatings tend to seal in moisture, which then freezes during the winter, expanding and causing the stone to disintegrate. Our job was to find a product with the least physical, environmental and visual impact, which was durable and which did the job,' he adds.

In addition to its risk assessment work, Ian's team has contributed to the restoration

Liverpool Resurgent by Sir Jacob Epstein/photograph Amalia De Souza

**'I don't know of any other local authority which has carried out such an extensive appraisal of its architectural assets'**

## CAPITAL OF CULTURE

of almost 40 historical/listed monuments during the past 12 months. These ranged from the £23m restoration of St George's Hall, designed by 23-year-old Harvey Lonsdale Elmes in 1842 and believed to house the world's first air-conditioning system, to the façade retention of the listed Georgian and Victorian houses on Seal and Shaw Street, which was undertaken as part of the council's 'Buildings at Risk' programme.

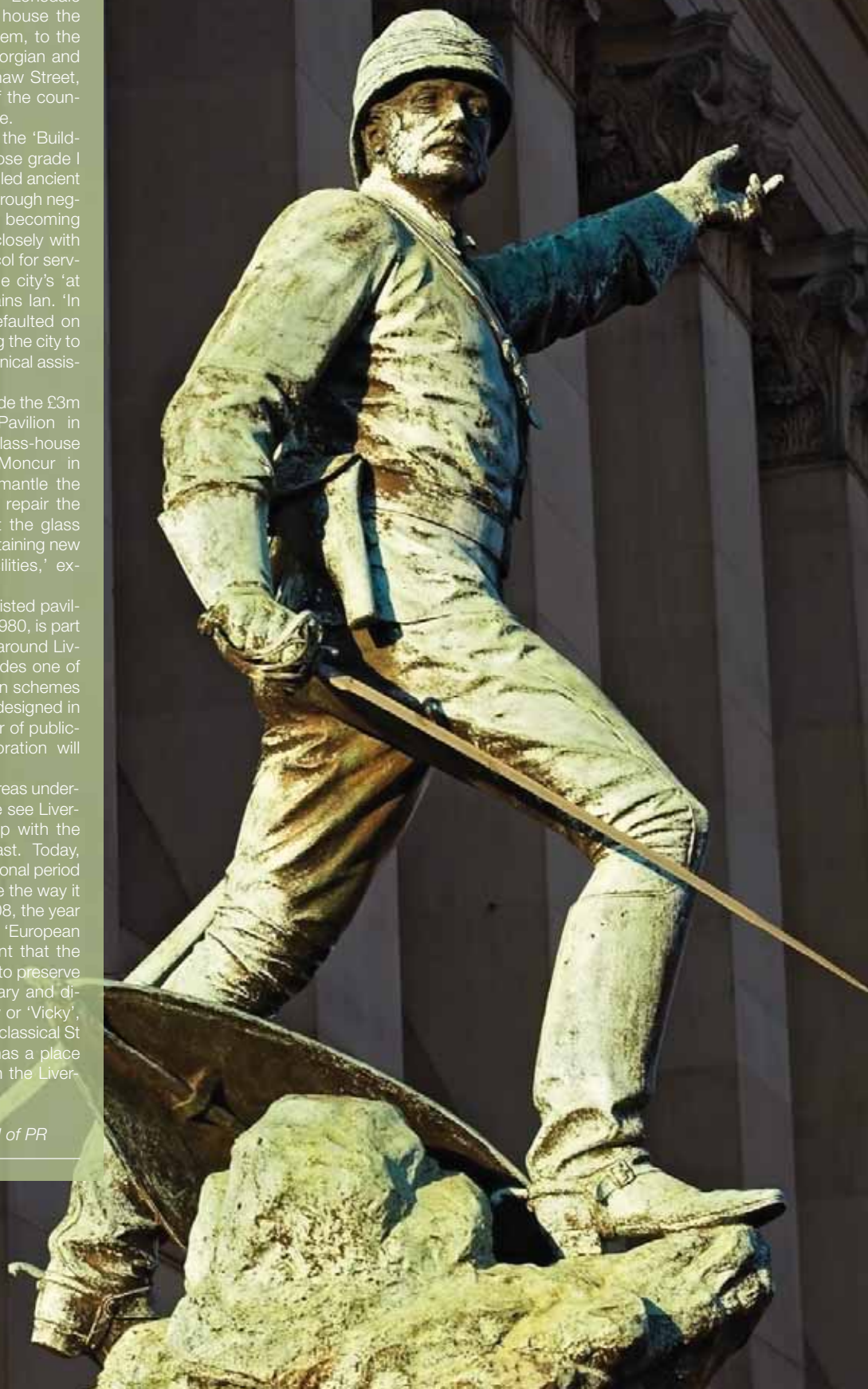
Instigated by English Heritage, the 'Buildings at Risk' register identifies those grade I and II\* listed buildings and scheduled ancient monuments known to be at risk through neglect and decay, or vulnerable to becoming so. 2020 Liverpool has worked closely with the council in developing a protocol for serving 'urgent works notices' for the city's 'at risk' buildings/monuments, explains Ian. 'In some instances owners have defaulted on the "urgent works notice" requiring the city to undertake the works with the technical assistance of 2020,' he says.

Other challenging projects include the £3m restoration of the Gladstone Pavilion in Stanley Park (built by Edinburgh glass-house manufacturer Mackenzie and Moncur in 1870). 'The 2020 team will dismantle the existing structure, refurbish and repair the metal work off site and re-erect the glass house on a new substructure containing new visitor, café and community facilities,' explains Ian.

The restoration of the grade II-listed pavilion, which has lain derelict since 1980, is part of a £14m regeneration scheme around Liverpool FC's new stadium. It includes one of the largest urban parks restoration schemes in the country. Stanley Park was designed in 1866 by Edward Kemp, a pioneer of public-park landscaping, and its restoration will follow his plans.

At Stanley Park, as with other areas undergoing development in the city, we see Liverpool's future intimately bound up with the celebration of its distinguished past. Today, Liverpool is undergoing an exceptional period of regeneration, which will change the way it looks forever and, as it enters 2008, the year in which it assumes the mantle of 'European Capital of Culture', it is important that the Council and its partners continue to preserve and protect the city's extraordinary and diverse heritage. Whether it's Dicky or 'Vicky', a Victorian glass house or the neoclassical St George's Hall, each monument has a place in the city's vibrant history and in the Liverpoolian's heart.

*Karen Stevens is Mouchel's head of PR*



# Liverpool's nest egg

One of Liverpool's most iconic structures, the Royal Liver Building, can trace its history back to the early days of Mouchel, says **Richard Oakley**

**H**ailed at the time of its opening as 'Britain's first skyscraper', the Royal Liver Building in Liverpool is believed to be the inspiration for New York's Manhattan Municipal Building and Moscow's Seven Sisters. It has certainly been an inspiration to the people of Liverpool.

Built in 1909 by Nuttall & Company for the Royal Liver Friendly Society (now Royal Liver Assurance), the Royal Liver Building is one of the earliest examples of a multi-storey re-inforced concrete building. Mouchel was contracted to provide the technical design for the project.

For an office building in the early 20th century, it is generously proportioned. It is 300 feet by 177 ft in plan, and 170 ft in height to the main roof. It stands 300 ft tall at the top of its two towers and has a 16ft deep basement. It was to remain Britain's tallest building until the advent of tower blocks in the 1960s. Its two clocks, 25 ft each in diameter, are bigger than the clocks of London's Big Ben and remain the largest electrically driven clocks in the UK.

Ferro-concrete beams were certainly a necessary requirement for architect W Aubrey Thomas' ambitious conceptual design. Hundreds of beams with up to 50-ft spans were required, as well as 60-ft arched beams which carried loads of up to 1,500 tons. The floors were also a new concept, comprising tubular units with an arched top space to allow for the casting of ferro-concrete ribs. With a screed of plaster laid on top, the overall floor thickness was eight-and-a-half inches; thus the hollow-tile floor was invented under a Mouchel patent.

*Richard Oakley is Mouchel's utilities press officer*

# Port life

From muddy puddle to one of the largest ports in Britain, **Melanie Bright** traces Liverpool's maritime history

**T**he city of Liverpool began as a tidal pool next to the Mersey. Its name probably evolved from 'lifer pol' meaning muddy pool or puddle. Too small to merit a mention in the *Domesday Book* (1086), the port of Liverpool sprang to life when King John granted it a Royal Charter in 1207. The English had recently conquered Ireland and he needed another port to send men and supplies across the Irish Sea.

Liverpool's early growth was slow, but by the late 1500s it had overtaken Chester as the largest trading centre in the North West and within two centuries it was the country's third largest port, after London and Bristol, becoming the 'second city of empire' by the late 1800s.

The first dock in Liverpool was built in 1715. Previously, ships were simply tied up by the shore, but, as the port grew busier, this was no longer adequate. Four more docks were built in the 18th century, as the city benefited from the growth of industry in nearby Manchester.

Over the last 300 years, dock designers have built seven and a half miles of docks and associated buildings in Liverpool, keeping up with evolving shipbuilding technology and building materials: from sail to steam and paddle to screw, from timber to brick, cast iron to steel and, finally, modern concrete.

During the early 19th century, the size of ships was growing considerably, both in length and beam, so the docks were lengthened to accommodate these 'giants of the sea'. Railways and canals connected to the port, significantly improving the transport links to the rest of the country.

The port of Liverpool was now placed firmly on the international map and a large number of shipping lines chose to make their homes there. These included famous passenger lines such as the White Star Line, known less for the successful *Olympic* than for the ill-fated *Titanic*; and the Cunard Line, whose *Carpathia* came to *Titanic's* rescue, and whose steamship *Lusitania* was sunk by a U-boat during the First World War, killing 1,198 of the 1,959 people on board.

The first regular luxury transatlantic passenger service began in 1818 aboard a sailing ship that took two months to travel between England and the US. In 1837 the use of sailing ships for international travel became a thing of the past when railway engineer

Isambard Kingdom Brunel's steam-powered *Great Western* crossed the North Atlantic in 15 days.

In the 1850s Canadian entrepreneur Samuel Cunard, who had contracts to deliver post from Liverpool to North America, moved away from the wooden hull and launched the first ever iron-hulled paddle steamer, *Persia*, which enabled him to capture the Atlantic speed record (later to become known as the 'Blue Riband').

**'Over the past 300 years, dock designers have built seven and a half miles of docks and associated buildings in Liverpool'**

Before Cunard died in 1865 he had the foresight to branch out from the mail trade into the migrant trade, as more and more people were leaving Europe to seek their fortunes in North America. Ships were built with vast third-class accommodation below the waterline, in 'steerage', to accommodate migrants on their journeys to Halifax, Boston and New York.

Over the next decades, all major lines recognised the importance of the passenger trade and competition became fierce. By the end of the century, competition for the crowded transatlantic shipping lanes led to calls for bigger, more luxurious, more efficient and faster ships; marking the beginning of the 'golden age' for ocean liners.

A number of new ships were built after the First World War to replace ships from all sides sunk by enemy action, but the introduction of stricter immigration laws in the US in 1922



'The cruise liner terminal alone is expected to bring an additional 25,000 people to Liverpool each year'



led steamship lines to look at the emerging 'passenger cruising market', which grew out of competition among companies to add more and more luxuries to attract passengers.

Before 1900, cruising for pleasure was the province of people wealthy enough to sail their own yachts. The first passenger ship built exclusively for 'cruising' was the *Prinzessin Victoria Luise*, commissioned by Albert Ballin, general manager of the Hamburg-America Line, and completed in 1900. Ballin was the first to introduce the idea of sending passengers on long southern cruises during the winter months.

The Great Depression hit the liner companies hard, putting even some of the biggest players out of business. Cunard and the White Star Line managed to survive, but only by merging their businesses in 1934.

The liner industry had one last blast of energy before the Second World War when ships such as the Cunard Line's *Queen Mary* and *Queen Elizabeth*, both 80,000-tonne ships, were taken up from trade to become

troopships. *Queen Mary* and *Queen Elizabeth*, fast enough to compete for the Blue Riband, were also fast enough to outrun submarine wolf packs. After the war, technological advances in the shipping industry and the jet aeroplane led to the decline of routine travel by ocean liner.

A small niche cruise liner market remained, but, apart from that anomaly, the market crashed in the 1960s. It was the 1970s US television show *The Love Boat* that helped spark a renewed interest in 'cruising' and in the 1980s the Mersey Docks & Harbour company in Liverpool made some changes in order to attract cruise ships to the city.

At the time, only three cruise ships visited Liverpool each year but, following these changes, at least 30 liners visit the city annually.

In recent years, the city council has looked at its port facilities and the prospects that the cruise liner market could have for its tourism industry. After much consideration, the council and its financial backers decided to extend the landing stage at Pier Head.

Staying true to form, Liverpool added another chapter to its maritime history in September 2007 when the city launched its new £19m extension of the Princes Dock landing stage with the arrival of the 300-metre long, 70,000-tonne Cunard liner, *Queen Elizabeth 2*.

The new floating pontoon, project managed by 2020 Liverpool, a joint venture between Mouchel and Liverpool City Council, ensures that the largest ships in the world can now slide into the Pier Head's quay.

After more than a decade of general economic and civic revival in Liverpool, there is no question that this is a city worth visiting. No longer is it a stop over on the way to a better place. It is now a destination in its own right and the cruise liner terminal alone is expected to bring an additional 25,000 people to Liverpool each year.

*Melanie Bright is Mouchel's deputy head of public relations*

# City of culture

After five years of intense preparations, Liverpool's year in Europe's cultural spotlight has finally arrived. Council leader **Warren Bradley** outlines the highlights in the year ahead

**F**or the next few months, Liverpool will hold the title 'European Capital of Culture 2008', heralding an unprecedented programme of activity, celebrating almost every imaginable art form.

Liverpool's non-stop year will celebrate the life and work of local, national and international legends including The Beatles, Bill Shankly, Shakespeare, Gustav Klimt, Le Corbusier and Donizetti. More than 300 events will take place – many of them free – ranging from the start of the Tall Ships Races in July to the Liverpool biennial international festival of contemporary art in September.

Unsurprisingly for a city dubbed 'world capital of pop', music will take centre stage. On June 1, Sir Paul McCartney will appear at Liverpool Sound, a concert at Liverpool FC's Anfield Stadium. In November, the city will host the fifteenth annual MTV Europe Music Awards, bringing the biggest names in popular music to Liverpool. And for those who like their music a little more refined, there are plenty of other options available, with the Royal Liverpool Philharmonic Orchestra's year featuring no less than 30 new commissions.

Other highlights for the year include: The Open Golf Championship at Royal Birkdale from July 14-20; a free, international children's festival from August 1-10; and an outdoor spectacular of street animation from September 28-29.

But 2008 is much more than a year of outstanding cultural celebrations – it's also a once-in-a-lifetime opportunity to create a lasting legacy for the city and its people. Liverpool already has an outstanding cultural offer, and 2008 will showcase the city's vibrant arts and creative sector, while helping to reposition Liverpool as a truly world-class destination.

The Capital of Culture celebrations take place as Liverpool undergoes one of Europe's greatest renaissances of the 21st century, with £5bn being invested in its infrastructure. In September 2007, Liverpool's brand new cruise liner terminal opened with a visit from the *QE2*, allowing the world's great cruise ships to return to the River Mersey on a regular basis. Also along the waterfront, a brand new 10,000-seat arena and conference centre will open its doors at the start of the year. 2008 will also see the launch of Liverpool One – a £1bn retail and leisure development covering 42 acres in the heart of the city centre.

It all adds up to an extremely exciting time for Liverpool and we look forward to welcoming millions of extra visitors to the city during 2008 and beyond.

*Cllr Warren Bradley is leader of Liverpool City Council and deputy chair of the Liverpool Culture Company*

# Plugging the skills gap

Following the election of New Labour in 1997 and its drive to increase the number of 18-30-year-olds participating in higher education, there has been a dramatic growth in the number of students graduating from UK universities. Unfortunately, this trend has not extended to engineering and technology graduates. Nikki Nir explains



'I'd like to see an increase in hard hats!'

**D**uring the last six years, the number of engineering undergraduates entering higher education has remained fairly static, with the undergraduate population in this subject area growing by just 0.8 per cent since 2000. Furthermore, in the context of an expanding undergraduate population, the proportion of engineering and technology undergraduates has fallen from just over nine per cent to just over six per cent during this period.

Mathematics has enjoyed significant growth in student numbers, which could be due to the number and popularity of vacancies within investment banks, accountancy or professional service firms. Careers within the investment sector are still the most popular choice for students, who are attracted by the competitive starting salaries and benefits.

The number of higher education qualifications achieved from 2000 to 2006 by females has steadily increased, with more women achieving degrees than men. They also achieve stronger A-level results which lead to more of them being accepted for university.

There has also been a large increase in the percentage of women undertaking science, engineering and technology degrees in the UK and this would indicate that women now see engineering as a valid option. Eighteen per cent of engineering graduates are women. There still remains a national skill

## 'Employers need to widen the recruitment pool and attract and retain more women'

shortage of around 30 per cent, and UK engineering employers need to widen the recruitment pool and attract and retain more women. As a result, several large companies and professional organisations, such as the ICE have mentoring programmes for women.

In spite of the enormous expansion of the UK higher education system during the past decade, the number of acceptances on to engineering degree courses has fallen over the same period and engineering is still a male-dominated industry. There will be a continued demand for new recruits and for engineering skills as the pace of technological development increases and with developments in health, education and transport

having a huge impact on the outlook for civil engineering jobs. However, when you consider the predicted one-in-six drop in people of school leaving age over the next decade, you realise the scale of the problem in providing companies with the range of skilled engineers that they need to compete globally.

We need to work with the Government to bring about increased capacity in the further education sector to cope with teaching 60 per cent more apprentices by 2010/11. We must also continue to encourage and enable wider access to engineering training at all levels and for all age groups, particularly 'career changers' and the over-25s.

Finally, we must develop programmes to ensure that more of those engineering graduates and apprentices who complete their courses and apprenticeships go on to build careers in engineering. The challenges surrounding the education, training and employment of engineers across the UK are many and varied and the goal must be to attract and retain more high-calibre individuals, who are able to understand, appreciate and ultimately build careers in engineering.

*Nikki Nir is Mouchel's head of graduate recruitment and training*

Source: HESA Student Record 2000/01 to 2005/06. HESA cannot accept responsibility for any inferences or conclusions derived from the data by third parties.

# What lies beneath?

Construction projects often unearth unexpected surprises, as **Richard Oakley** discovers

**W**hen JCB driver Neil Johnson chanced upon a glass jar in a chiselled out 'coping stone' in Hind Hill Community Centre in Heywood, outside Rochdale, he originally thought it to be discarded waste. However, on closer inspection he found the jar contained a variety of fascinating objects. What Neil had unearthed was a 'time capsule', thought to date back to 1894.

The demolition work in Heywood was being carried out through the Impact Partnership – Mouchel's strategic partnership with Rochdale Metropolitan Borough Council – which was designing and project managing a new car park. The time capsule was taken by the demolition team to the curator of nearby Touchstones Museum, where it was opened.

Inside, experts discovered a copy of the *Heywood Advertiser*, which had been rolled up alongside a copy of the long-gone *Heywood News*, both dated February 9, 1894. Along with the papers were a handful of corroded coins – including a crown, shilling, penny and half-penny – and a faded letter, which mentioned architects and a number of councillors, whose names were not identifiable.

Although the copy of the *Heywood Advertiser* had disintegrated, the *Heywood News* was still intact. Among the stories making the news in February 1894 was one item about a grocer being fined for selling adulterated butter to the public and another in which a man was fined for being drunk and disorderly.

Building for the future often leads to discoveries from the past, and Mouchel has unearthed its fair share in recent years.

In November 2005, Mouchel's property team in Cambridge was instrumental in unearthing the remains of an iron-age woman, while carrying out a site investigation prior to the development of Granta Special School in nearby Linton.

'Archaeologists had initially expected to

find some Roman pottery or mosaic fragments at the site, but after digging some sample trenches at the perimeter met with little joy,' recounts Paul Dixon, who managed the project. 'They then moved closer to the River Granta and uncovered the skeleton, which dated back more than 2,000 years.'

The dig also revealed a minor Roman road, and other Roman settlement remains, including a bronze brooch, coins and several iron objects, as well as pottery shards that included finely decorated Samian ware, animal bone and tile.

Reaching even further back in time were the discoveries made between 1996 and August 2007, when Mouchel worked on the £60m A1/N1 cross-border scheme – a 14km stretch of road which connects the A1 in Northern Ireland to the N1 in the Republic of Ireland. The decade of planning and construction which went into the site proved the area to be one of the richest archaeological landscapes in the whole of Ireland, with structures and objects being found dating back to the Neolithic period up to 5,900 years ago.

The most remarkable find of the A1/N1 project was the unexpected unearthing of 872 skeletons dating back to the early medieval period, around the fifth to sixth century AD. 'The medieval period was notable for seeing the introduction of Christianity to Ireland,' explains technical director Peter Edwards, based in Mouchel's Dún Laoghaire office. 'The bodies were contained within an ecclesiastic stone fort, which appears to have evolved from a simple pagan burial ground. The Faughart skeletons probably represent one of Ireland's first Christian burial grounds.'

The nature of Mouchel's work is as much about interpreting a site's history as chancing upon some of Britain's local heritage. 2020 Knowsley – Mouchel's joint venture between Knowsley Metropolitan Borough Council and 2020 Liverpool, the group's partnership with Liverpool City Council – carries out bridge inspections in Merseyside, one of many services which it provides. In

‘The most remarkable find of the A1/N1 project was the unexpected unearthing of 872 skeletons’

July 2007, as part of a routine inspection, Tania Jones and Colin Coslett paid a visit to Woolfall's Bridge, which carries the A57 in Prescot across the River Alt. Their visit gave them the opportunity to reveal more than two centuries of renovation techniques.

‘The oldest form appeared to be a stone masonry twin arch,’ explains Tania. ‘At some point the bridge was widened using a single-brick arch, which allowed for a water main to be laid across the bridge during the 1890s. A brick arch, added later, more than doubled the original width before the bridge was ultimately widened again, this time with a concrete box structure to carry the weight of the A57 trunk road.’

The earliest reference to the road dates to 1726, when the Liverpool Turnpike was constructed to make it easier to bring coal to Liverpool to support the rapid development of the city; it is possible that the stone twin-arch bridge was constructed at that time.

Even the name of the bridge told a story. Although now known as ‘Woolfall's Bridge’,

there are indications that it was previously called ‘Woofal's Bridge’. Local speculation tells that Woofal was the name of a local landowner, perhaps someone who funded the bridge's construction and then recouped his costs through tolls. Initial charges when the road opened were half a penny (0.5d) for a horse, up to 4d for a cart, 6d for a wagon with six or eight horses, and a shilling for a coach.

‘I love looking at structures that show the history of the area in which they are constructed and this bridge is a great example,’ adds Tania. ‘It's fascinating to see how Woolfall's small masonry turnpike bridge has been converted into a structure that now carries three lanes in each direction, two footways, a central reservation and enough verge to further widen the carriageway if necessary in the future.’

*Richard Oakley is Mouchel's utilities press officer*

April	<p><b>1-4</b></p> <p>Intertraffic 2008 Amsterdam</p> <p><a href="http://www.amsterdam.intertraffic.com">www.amsterdam.intertraffic.com</a></p>	<p><b>15</b></p> <p>Urban design conference The Ibis, Earls Court, London</p> <p><a href="http://www.haymarketevents.com">www.haymarketevents.com</a></p>	<p><b>23-24</b></p> <p>ParkEx 2008 Manchester</p> <p><a href="http://www.parkex.net">www.parkex.net</a></p>		
	<p><b>13-15</b></p> <p>S &amp; H Expo NEC, Birmingham</p> <p><a href="http://www.safety-health-expo.co.uk">www.safety-health-expo.co.uk</a></p>	<p><b>20-22</b></p> <p>RTIC 2008 Manchester</p> <p><a href="http://www.theiet.org">www.theiet.org</a></p>	<p><b>20-22</b></p> <p>Sustainability Live NEC, Birmingham</p> <p><a href="http://www.sustainabilitylive.com">www.sustainabilitylive.com</a></p>	<p><b>23</b></p> <p>Regeneration and Renewal National Conference 2008</p> <p><a href="http://www.haymarketevents.com">www.haymarketevents.com</a></p>	
	<p><b>4-6</b></p> <p>ECOMM London</p> <p><a href="http://www.ecomm2008.eu">www.ecomm2008.eu</a></p>	<p><b>5</b></p> <p>Highways Maintenance Nottingham</p> <p><a href="http://www.surveyorevents.com">www.surveyorevents.com</a></p>	<p><b>11</b></p> <p>TMAP Manchester</p> <p><a href="http://www.mipim.com">www.mipim.com</a></p>	<p><b>18-20</b></p> <p>RCM 2008 Manchester</p> <p><a href="http://www.theiet.org">www.theiet.org</a></p>	
	<p><b>1-3</b></p> <p>LGA Conference Bournemouth International Centre</p> <p><a href="http://www.lga.gov.uk">www.lga.gov.uk</a></p>	<p><b>4</b></p> <p>Building better bridges 2008 Barbican Centre, London</p> <p><a href="http://www.nce.co.uk">www.nce.co.uk</a></p>	<p><b>15</b></p> <p>National Transport Awards London</p> <p><a href="http://www.transporttimes.co.uk">www.transporttimes.co.uk</a></p>	<p><b>28-29</b></p> <p>NUREC 2008 ACC, Liverpool</p> <p><a href="http://www.eton-events.com">www.eton-events.com</a></p>	
September	<p><b>11-12</b></p> <p>IHT Annual Conference Portsmouth</p> <p><a href="http://www.iht.org">www.iht.org</a></p>	<p><b>23</b></p> <p>InnoTrans Berlin</p> <p><a href="http://www.messe-berlin.de">www.messe-berlin.de</a></p>	<p><b>24</b></p> <p>HBS PPP Conference Dons Stadium, Milton Keynes</p>		

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# What's in a name?

The decision to rebrand a company is not one to take lightly, particularly when the company has 11,000 employees and more than 100 offices globally. It's a big task and the implications are huge. Nevertheless, it's one which Mouchel undertook in 2007. **Eleanor Winterborne**, Mouchel's head of brand, answers a few questions about the motivation behind the rebrand

## Why is a brand important?

Having an established, recognisable and respected brand is an organisation's most valuable asset. It is a way of leveraging success, expanding market share and fending off competition.

## Why did Mouchel rebrand itself?

Mouchel has transformed itself as a business over the last five years and the rebrand reflects the scale of this change. We spent a good deal of time looking at the way we position the company in its core markets and the rebrand was far more about messaging – about how we accurately describe the company – than about logos and the company's visual identity. What we've aimed to show is that the company, which describes itself as a 'consulting and business services group', differentiates itself through the strong relationships that it forges with its customers in every sector.

## What is the significance of the name Mouchel?

Mouchel was originally an engineering consultancy, formed in 1897. The name is certainly distinctive and is synonymous with ingenuity; more than a century ago the business introduced steel-reinforced concrete to the British construction industry.

## Why did Mouchel opt for the new logo?

A great deal of thought went into the new logo, which needed to be distinctive and relevant. It comprises the company name and an associated marquee, which represents a stylised letter 'M' and depicts the diverse range of people that Mouchel employs and

the 'great relationships' that are at the heart of the business; a three-fold partnership between its people, its clients and society.

## What were the implications of the rebrand?

The fact that the company had grown and changed so dramatically in recent years meant that the starting point for rebranding was a comprehensive research and consultation exercise to help us define exactly what kind of company Mouchel is today. Only once we'd achieved some clarity around how we describe and differentiate the business could we begin the next step – creating a new brand and visual identity that would help us to build a strong and consistent profile for Mouchel that reflects the company today and that will provide a solid foundation for continued brand development as the business grows.

## What obstacles did you face?

The main obstacle was the speed of roll out across such a large organisation. Once a decision to rebrand has been made public, it needs to be implemented as soon as possible to give everyone the best chance of achieving success and working in a consistent way. We decided that the Mouchel rebrand needed to be completed before the end of the calendar year – a challenging timescale of just two-and-a-half months.

## How did you go about undertaking such a large task?

Like any project, the easiest way to manage a rebrand is through carefully controlled phases – from public announcements and changes of website domains, through to the migration of email addresses and the intro-

duction of new stationery and signage. All rebranding tasks, of which around 160 were identified, involved the close co-operation of a number of different functions, including IT, HR, finance and business assurance. Additionally, being a public company, legal factors needed to be considered for City purposes; although Mouchel announced its name change in October 2007, the decision to change the company's legal name could not be ratified until after the company's AGM in December.

## Were any other factors considered?

Sustainability – an increasingly important area for modern organisations – played a key role. Where possible, we selected more environmentally-friendly materials to be used in the production of branded items, whether paper stock used for print material, mouse mats made from old paper, or pencils produced from old plastic; and we also went to great lengths to manage the disposal of stock featuring the old brand.

## Have you seen any initial benefits from the rebrand?

Six-months on, one of the main benefits of the rebrand is that people have a better understanding of the type of business that Mouchel has become and are better able to describe it clearly and consistently. In addition, the visual aspects of rebranding have provided a welcome opportunity to review and refresh the company's image and to raise our profile in the marketplace. We know that great brands continue to evolve, and the approach we've taken to the rebrand activity will help to ensure that Mouchel's brand development is managed effectively in future.