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Joint venture partners clinch five year Thames Water contracts

OPTIMISE, the joint venture between J Murphy and Sons, Barhale Construction plc, Clancy Docwra Ltd and MWH has been awarded prestigious AMP5 contracts by Thames Water valued at potentially **£500 million over the 5 year contract period.**

The Optimise Joint Venture has been awarded the contracts to undertake capital works on the network infrastructure for both clean and waste water, covering the Thames Valley and North London regions. The scope of works will include continuing to replace London's worn-out Victorian water mains, upgrading sewers to protect customers' homes from sewer flooding and installing asset monitoring equipment (SCADA).

Optimise has also been awarded several operational contracts, including Repair and Maintenance as well as Developer Services works with a potential value of up to £150million in AMP5. Optimise gangs have been working on the networks since May.

Invest

The signing on 7th April marks the start of the new five-year regulatory period, (AMP5) April 2010 to March 2015, during which time Thames Water will invest nearly £5 billion across London and the Thames Valley.

Optimise will be responsible for whole lifecycle programme management and the provision of design and build solutions to Thames Water. This award represents a considerable scope of work and will require close working liaison with a number of Agencies, Authorities, Regulatory bodies and the general public for successful delivery.

The contracts represent a major undertaking and possibly one of the largest and most varied water infrastructure programmes to be carried out in the UK. Ian Noble, Optimise Contract Director commented: "Signing the contract represents

a huge accomplishment for the team. We now are a key part of the Thames Water team helping deliver the biggest ever AMP capital programme."

Extension

Teams of designers and construction staff are already working on Capital Projects to start on site from June this year. One of the early start projects, to protect about 50 properties from sewer flooding in Botley, is an extension to the West Oxford project completed by Barhale in

AMP2. The team has recently moved into Rose Kiln Court in Reading to work on the initial stages of the contract including business management processes and procedures and to establish the Optimise brand.

Andy Alcock, Optimise Programme Delivery Manager for North London, said "There will be workshops and team building events before the summer to communicate these messages to the teams because we believe it is really important to set the right culture from the start."



Watch the birdie...

Barhale's Northern team was in the right place at the right time to be able to help the BBC to capture footage for a national TV programme.

Find out how on page 6.



HERE at Barhale, like many of our competitors, we are facing a period of significant challenge to maintain our sustainability.

However, after a period of sustained bidding, we have been successful in not only maintaining many of our existing water sector clients, but have acquired a number of new frameworks such as Yorkshire Water and Southern Water.

As in previous transitions from the old AMP to the new AMP we suffer a reduced workload until the new AMP is up and running. We are in that period again, and I can assure you we are doing everything

we can to keep Our People employed. Not only have we had to re-tender our existing frameworks, many of our new contracts are now operated with new partners under joint ventures.

This is changing the way we operate within Barhale and provides both challenges and opportunities going forward.

I am sure that many of our competitors are envious of our recent success and we are now in a strong position to continue with our 30 years of successful contracting. I know it has been a difficult time over the past 12 months and I thank you for your support.

In other parts of this Barhale News you will see we have been scooping yet more awards – in Considerate Constructors Awards, from RoSPA for BTU's health and safety, and for communication from the ICE. I think it reflects well on everyone in the company that when we compare ourselves against the rest of the industry in contests such as these, the way Barhale People go to work measures up strongly in almost every case.

Pride for Barhale and Trant at top health and safety award

BTU – the joint venture between Barhale and Trant Holdings which is carrying out the Southern Water Multi-Services Framework (MSF) – has won a prestigious Gold award at the 2010 RoSPA Occupational Health and Safety Awards.

The RoSPA Awards scheme is not only about reducing the number of accidents and cases of ill-health at work – it also encourages organisations to develop robust health and safety management systems.

BTU Framework Director David Welch said: "To win a Gold award at the first attempt is something BTU can be very proud of, and speaks volumes about the strong focus on safety we have inherited from



To win a gold award at the first attempt is something BTU can be very proud of...

David Welch

our Barhale and Trant 'parents'."

David Rawlins, RoSPA's awards manager said: "BTU has shown a commitment to protecting the health and well-being of its employees and others. As well as there being clear ethical reasons and legal requirements for good health and safety management, there is also a strong business case."

Olympic win for Dennis



BARHALE Chairman Dennis Curran was announced as a winner in the Olympic Delivery Authority's Diversity Awards which were announced recently.

The Awards recognise and celebrate the efforts made by contractors on the Olympic Park to promote equality.

The award was made following independent evaluation with judges from the Employers Forum on Age, Employers Forum on Disability, Race on the Agenda and Women and Manual Trades.

Construction Manager Tom Hunter received the award on behalf of Dennis, who was out of the country when the presentation ceremony took place.

Flood scheme earns award for public commitment

BARHALE'S work for Severn Trent at Albrighton was again among the award winners when the Institution of Civil Engineers made its annual West Midlands awards recently.

Barhale and partners Grontmij won the Communication Award, which was one of those presented for 'an outstanding example of a civil engineering project completed in 2009'.

Barhale and Grontmij have won four awards for the way they carried out the £8 million flood alleviation scheme, which involved innovative micro-tunnelling driven on a curve through the rock to create an 1800mm tunnel under the length of the High Street.

The ICE West Midlands award praised the way 'the project resulted in every public commitment being honoured, including meeting the council-imposed Christmas embargo'.

Considerate Barhale takes six in scheme awards

BARHALE won six awards in this year's national Considerate Constructor Scheme Awards.

The Olympic Park primary foul drainage scheme for the ODA and Norlands Square flood alleviation scheme for Thames Water both received Silver awards, while Bronze awards went to the Albrighton flood alleviation scheme for Severn Trent Water, the Fisherman's Hut CSO for Scottish Water Solutions, Longdon Green to Gentleshaw trunk main for South Staffordshire Water, and London Road flood alleviation scheme for Thames Water.

Of 7600 construction sites that participated in the CCS scheme last year, just 580 awards were issued nationwide.

An independent panel reviews all eligible sites and decides whether a site has reached the standard required to win a

National Award and what level of Award it should receive.

The selection is based on the points given by the Scheme's Monitor, as verified against the national marking averages, and only after approval from the client. Other points taken into consideration include the manner in which any complaints have been handled by the site.

The Barhale team for the primary foul drainage system for the Olympic Park in Stratford, East London, included Shane Gorman Site Manager, Arthur Guban Environmental Manager, and Luke McDermott Site Operations Manager.

The Norland Square, Notting Hill, flood alleviation scheme for Thames Water was run out of Maple Lodge office. The Barhale/Thames Water team included Chris Smalley Site Manager, Andy Twidale Site



The Barhale teams receive their awards for the Olympic Park (above) and Norland Square (left) project.



Engineer, Prunella Khalawan and Declan Ryan Project Managers Representative.



Support for employees

BARHALE has arranged access to an Employee Assistance Scheme designed to help its people cope better with situations which can impact on work and home life.

WorkLife Solutions can help people to deal with financial stress, personal crisis, relationship problems, health issues and work-related conflicts.

Barhale HR co-ordinator Sarah Smith said:

"It offers various areas of free support including telephone counselling; personal support; legal guidance for issues that cause anxiety or stress; bereavement assistance; medical information and online access to hundreds of fact-sheets, information and links to relevant websites."

WorkLife Solutions can be contacted on Freephone 0800 316 9337, or at www.legalandgeneral.com/worklivesolutions.

Company staff in naming challenge

BARHALE Tunnelling turned to the company's members of staff when it needed a name for the new sludge treatment equipment it has devised.

A competition among staff was won by IS Support Analyst Mark Yelland whose name WASP (Water Absorbing Sludge Pump) will now be officially adopted in promoting the equipment to clients.

Barhale Tunnelling developed the device for making wet sludge easier and safer to handle on site. Mark Brooks said: "Tom Kavanagh came up with the idea to hold a competition, which all members of Barhale could get involved in. The device comprises of a peristaltic pump to pump the sludge and a small dosing unit to add small quantities of Liquid DryAdd polymer. The sludge and DryAdd are then passed through an in-line mixer where

they combine and produce a material that can be transported in a dumper or truck. The pump will remove the need for a 'Gully Sucker' and/or tanker and their associated costs.

There are many uses for this new piece of equipment, including using it to empty the liquid sludge that remains in the bottom of settlement tanks, pump out silted up chambers and culverts, and remove liquid sludge from the bottom of the Tangential Separator and turn it into a solid.

It can also be used to empty heavy silty water from canals and enable the safe movement of liquid sludge excavated from shafts and tunnels.

Mark Brooks said: "Effectively the equipment turns a liquid into a solid without changing any chemical characteristics. The price of the WASP is yet to be confirmed; however we are estimating that it will be £450 per week on a hired basis."



1. Sludge and DryAdd is pumped through an inline mixer in the pump



2. The sludge is then pumped into a skip...



3. And after a few minutes becomes solid and does not leach.



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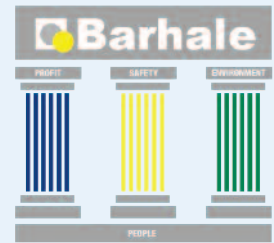
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pillarwatch: profit

In this Barhale News Pillarwatch we summarise the financial results recently announced by the company for the year 2009.



Tremendous confidence for Barhale as orders indicate a healthy future



... success in winning new 5 and 10 year water frameworks, and in developing our rail and waste business streams, means that we can look forward to 2010 and beyond with tremendous confidence.

Dennis Curran

A key performance enhancer for the company has been the introduction of Near Miss reporting – initially in Safety, then in Environment and most recently in Profit performance. On page 8 of this edition of Barhale News we look at some of the successes and benefits arising from recently-reported Near Misses, and look ahead to the crucial role Near Miss reporting will play in Barhale's future prosperity.

BARHALE released 2009 financial results that reflect the general downturn in both construction and its core water sector. Whilst Barhale has fared well relative to many within the industry, turnover reduced to £129 million, against a backdrop of its busiest year bidding for longer term sustainable frameworks.

As a result Barhale is looking forward to a healthy future with an order book of circa £700m to be delivered over the next five years, in addition to which it has achieved an industry leading Safety AFR of 0.14.

Renewing

Barhale Chairman Dennis Curran said: "The recession has had a significant impact on the construction industry and in addition to this many of our utility clients have gone through the process of renewing their five-year Asset Management Plan (AMP5) frameworks for a start in 2010."

However, he believed that "success in winning new 5 and 10 year water frameworks, and in developing our rail and waste business streams, means that we can look forward to 2010 and beyond with tremendous confidence."

Barhale has now secured AMP5 framework contracts with Anglian Water, Southern Water, Yorkshire Water and Thames Water, a number of which will be delivered through Joint Ventures. The company has also secured two framework contracts for Scottish Water, and has developed a strong business relationship with Network Rail across the UK.

Key points from the financial statement were:

- Turnover for the 12 months

to December 31, 2009 was £129m, against £157.7m for the previous 12 months.

- The Group made an operating loss of £283,000, after redundancy costs of £385,000, and a major investment in excess of £1m in securing the long term water frameworks, compared with a £3.3m profit for the similar period in 2008.

- The directly-employed workforce reduced by almost one third in the year.

Barhale measures its business sustainability on the three key drivers of Profit, Safety and Environment, spelled out in its Three Pillars philosophy. During 2009 the company achieved its best safety performance since the company was started almost 30 years ago, reaching its lowest ever Accident Frequency Rate (AFR) of 0.14 – a 56 per cent reduction – and achieved 5-Star British Safety Council safety audit status.

A major drive on environmental performance helped to result in zero Category 1 and 2 incidents, 75 per cent of waste being diverted from landfill through reuse or recycling; and 30 per cent of aggregates used being purchased from recycled sources.

Achieved

Looking forward Dennis Curran said the company had achieved its strategy of remaining a major player in the water industry by securing a number of AMP5 frameworks, as well as widening its portfolio into the complementary sectors of transportation and waste management.

"In the first few months of 2010 turnover has remained low, however this will grow significantly as the AMP5 framework workload comes on

stream during the second half of the year," he said.

"We are fortunate to have pursued a longer term strategy that is focused on the sectors that are most stable in the future and that is underpinned by our People that continue to outperform against our customers' needs."

Reflecting on one of the highlights in 2009 – winning 'Worker of the Year' on the prestigious ODA 2012 project – Dennis said with some degree of pride "with people like that in the team, the future of Barhale will continue to go from strength to strength."

Eastern project



BARHALE Eastern has retained its place along with Skanska/Aker Solutions, Balfour Beatty Utility Services, Biwater, Grontmij/Mott MacDonald and Black&Veatch to deliver the AMP 5 capital programme in excess of £900M for Anglian Water, as part of the @One Alliance.

This is Barhale Eastern's third successive AMP framework with Anglian Water and, according to Eastern Regional Manager Chris Smith "with each evolution we are becoming more integrated".

"Barhale people hold key positions within the Alliance and our reorganised offices at Maskew are now shared with some of the Skanska/Aker people in the Wastewater Non Infrastructure Team," he said.

Chris also reports some key changes in the way the new AMP will be managed and delivered, with new challenges to be met.

"To begin with, purchasing of materials will in future be all through the single Alliance Integrated Procurement Team, known as IProcT, with much of the supply chain paid direct

through a purchase to pay system, that will maximise the opportunity to consolidate our overall spend, drive standardisation and reduce supply chain costs at the same time.

"To improve the accuracy and timeliness of cost and value reporting, the Alliance has introduced a new cost management system, CCS, that tracks projects from conception to handover. Whilst there are bound to be teething problems, once up and running this will benefit everyone involved and help provide more effective and timely reporting throughout the whole life of the projects" he said.

Chris Smith believes major changes will be required to meet the challenge being imposed.

"Affordability is the key word as we go forward, and our aim is to achieve a 20 per cent saving on 2007/8 business plan proposals for schemes. How will we do this? Well it's not all down to construction – or rather assembly as we now know it," said Chris, referring to that part of the Lean delivery process that happens out on site! "We will achieve the

savings via six initiatives of which waste is the one that will anticipate 4.5% and mainly depends upon construction effort during the assembly phase.

There are three factors within this initiative: 50 per cent reliability, which is all about effective planning and doing what you say you're going to do, 25 per cent material waste, and 25 per cent re-work and delay. This is where we can maximise the benefit of Barhale's impressive Near Miss process, which is now up and running for all Three Pillars, including Profit – or cost efficiency as it is becoming known – and has actively engaged with the whole team right to the coalface."

Chris believes there is scope to improve but warns that potential at site level is restricted to certain areas. He said: "Sites will have to comply with the solution analysis and seek permission to vary".

"Thus our opportunities once at assembly stage to make further reductions rest primarily with people and plant. Innovation, no waste, tight controls and having the right attitude, and challenging ourselves will be essential components. Do not go where the path leads, go where there is no path and leave a trail."

Barhale's AMP 5 projects for year 1 are now primarily issued to Wastewater Infrastructure and total potential spend would gross at £23m. "However we are encouraged to deliver more," said Chris.

The four teams delivering Flooding, S101a's, Relining and Growth are now engaged in the new process, defined by Gateways, which are essentially governance checks. By GW3 the Barhale teams are expected to produce a solution that meets the 20% below FBP (final business plan) affordability target. Two projects have already reached this stage and have been committed to assembly and many will follow along the 'trail' that is being created.

Chris Smith said: "Our People have been through very tough times in recent months, preserving a core that will be increased as work develops. Nevertheless this AMP transition has been particularly difficult for all concerned. Let's hope we are now heading toward normal service with a leading edge on efficiency."



Do not go where the path leads, go where there is no path and leave a trail.

Chris Smith

Contract to refurbish sluice gates



BARHALE is carrying out a £320,000 contract to refurbish one of the key sluice gate systems in the drainage and flood defence system of the East Anglian Fens (pictured left).

The Sutton Bridge Sluice between Wisbech and Kings Lynn was constructed in 1938 on the junction of the South Holland Main Drain and the River Nene. The sluice is opened regularly to allow fluvial water from the drain to discharge to the River at low tide.

At high tide the twin sluice doors are closed to provide front-line tidal defence, protecting the 18,500 hectare catchment area which includes large areas of low-lying development and agricultural land.

Barhale has been employed as principal contractor by consultant Hannah-Reed on the Internal Drainage Board project. The two identical sluice doors measure 8m across and 6m high, weigh 20 tonnes and were constructed from thick riveted steel skin plates.

After careful assessment the decision was taken to refurbish, rather than replace the doors, with the work being carried out on site to remove the risk of damage during transportation. Dougie Barnard-Harris, Barhale sub-agent on the project, said: "We set up the entire site compound, including the creation of large concrete pads upon which a 300 tonne crane could rest when lifting the doors.

"Specialist sub-contractor Sean Hodgson Ltd has been employed to carry out the metalworking refurbishment work and to repaint the doors, and a 12m x 14m steel temporary workshop has been constructed on site in which the fabrication work, sandblasting and repainting of the doors can take place."

The project began on site in January and the refurbished doors are set to be back in place and fully commissioned by July. The refurbishment will enable the sluice to operate for at least a further 25 years.

Dougie said: "This refurbishment project inevitably involves working at height above the water and additional safety regimes have been in place, including specialist rescue teams and a rescue boat being in place at specific points in the project's progress."

Team helps out nature show with footage of elusive hawks

Value of strong local ties

THE Barhale team acting as Principal Contractor on Thames Water's Clova Road Flood Alleviation Scheme has built very close ties with the local community, including supporting Earlham Primary School's ambitions to become a Sustainable School.

Barhale has donated £1000 to progressing the completion of an ecologically-advanced toilet and washroom building refurbishment at the school.

The donation followed contact made with the school to explain the benefits of the works, which are alleviating foul water flooding affecting more than 90 properties in the area. The team also met teachers, parents and pupils.

During the course of these talks Barhale saw that the school's planned sustainable toilet project was translating the company's own environmental values to the "next generation" and agreed to make the donation towards the project.

The project is at the forefront for environmental awareness and technology in public buildings. Harvested "grey" water is collected into a storage tank, filtered and used for hand washing, and toilet flushing. Treated water is also plumbed in to provide drinking water.

Other measures include automatic "break-the-beam" sensors on the taps to reduce water wastage, automatic movement sensors to activate the lights and solar powered hand dryers.

Barhale has forged strong links with the school through working with Earlham's Emma Ward, Lead Teacher for Sustainability, and Darren Williams, Earlham's Head Teacher.

The sustainable toilet and washroom building will be used as a continuous experiment for the pupils to learn about preserving the environment.

BARHALE stepped in to help the BBC to capture key footage for Springwatch 2010, the TV wildlife programme.

The programme, which is presented by Kate Humble and Chris Packham, was seeking to film sparrowhawks breeding on an island next to where Barhale was carrying out the £1m contract to replace a pedestrian bridge over the River Weaver at Northwich in Cheshire.

The existing wooden Riversdale Bridge has fallen into disrepair and Barhale has been appointed by Cheshire West and Chester Council to construct and install a new steel swing bridge – manufactured by BCS – in its place.

Barhale's Gary Wilde arranged for the BBC Springwatch film crew to use a cherry picker on the Barhale pontoon in the River Weaver to get high above the trees and film down into the woodland to get shots of the birds and their nest.

BBC production assistant Lucy Smith, who is pictured on page 1 with Andy O'Leary and John McHugh, was so impressed by



BBC cameraman Mark Yates films the sparrowhawks from the Barhale pontoon.

the assistance her team received she wrote to Barhale Chairman Dennis Curran to say "thank you ever so much for helping the BBC Springwatch team. We are making a film about sparrowhawks nesting on the Hunts Lock island so these top shots will be great in the film, helping us to establish the setting. "Everyone from Barhale was

extremely helpful – Andy O'Leary, Peter the cherry picker operator, and John McHugh, as well as Gary Wilde who set everything up for us. So thank you very much."

The edition of Springwatch containing the sparrowhawks footage attracted around four million viewers when it was broadcast on June 8.

Out with the old, in with the new...

BARHALE Rail was contracted by Network Rail (LNW, Civils) to undertake a Design and Build contract with its chosen design partner, Crouch, Waterfall and Partners (CWP) to replace a life-expired overbridge situated at Yews Lane in Helsby, Cheshire with a new steel fabricated structure.

Both the demolition of the existing overbridge and the installation of a replacement steel bridge was successfully achieved in a 27 hour OROR possession.

CWP designed the new steel overbridge for BCS to fabricate in-house in preparation for the timely delivery to site for the main possession.

A 1000 tonne mobile crane was required to undertake the removal of the existing bridge during the Sunday possession. Prior to the start of the possession some advanced demolition of the existing bridge deck spans was undertaken to minimize the works necessary within the possession. Brickwork was broken out from the existing deck jack arches to the spans over the drainage ditches in advance of the main possession using a mini digger and pecker with the central span over the railway being lifted out in its entirety during the main possession.

The existing main deck sections were supported by chains/slings from the 1000 tonne mobile crane and the existing connections into the piers/abutments cut through at either end. The deck sections were then jacked clear of the cills with pad jacks and then lifted off the supports. The removed sections were placed in the main compound and



cut up into transportable sections for disposal off site.

Once the deck sections were removed the piers and abutments were trimmed to the new level to receive a cementitious screed and new PCC cills. These cills were then anchored into the abutments/piers with dowels and grouted into place. The deck was lifted into place in one complete piece with only the parapet cladding to be added later.

Once the new steel deck was placed, the finishes were undertaken including the application of the waterproofing, deck end drainage, run off slabs, and deck surfacing including tie ins and associated fencing to the approaches. The bridge had a final inspection prior to being re-opened to use by the farmer.

Scout support from Barhale

IN MAY over 1000 young people and adult volunteers descended upon Beany in Northumberland to take part in the Barhale-sponsored Medieval Marra Camp.

Marra camps have been a long standing annual event ran by Northumberland Scouts for a number of years with an emphasis on meeting new friends and trying new challenges and each with its own special theme.

This year was a landmark event as the Chief Scout, Bear Grylls, kickstarted his whistlestop helicopter tour of the North East region at the event. He took part in a number of the many activities on offer to the young people including Climbing, a Zip Line, and Zorbing and even held a backwoods cooking demonstration.

Barhale provided all of the



signage for the event which pulled everything together.

One of the event organisers, Barhale's Simon Miller said: "The continued support from Barhale at events such as this really makes a difference in the provision of scouting to young people across the country."

For scouting to grow it requires more adult support than ever before; there are many different volunteer positions available both locally and regionally which range from working directly with young people on a weekly basis, through to management and support roles in a number of different fields, often drawing upon members own personal skills.



Barhale sponsored the signage at the scouts' Medieval Marra Camp.

Winning streak for soccer team

CONGRATULATIONS to the Stourbridge youth soccer team, which is celebrating an unprecedented triple triumph since being sponsored by Barhale.



The company provided complete new kit for the team, which has since won the Worcester County Cup and the Birmingham County Cup as well as being unbeaten in becoming First Division Champions in the Midlands Floodlit league.

Now, just imagine if Barhale had sponsored the England football team...

Edinburgh team raises cash for charity



PULLING himself away from the World Cup in South Africa briefly, the Barhale News soccer correspondent reports:

In the football Parthenon that is the Edinburgh Corn Exchange, 13 weary warriors resplendent in blue and yellow stood firm in honour of the Barhale name against multiple ferocious enemies.

The yellow peril performed well above expectations but unfortunately lost out to the eventual tournament winners. But it was all in a good cause as over £2000 was raised for Cancer Research UK.

After the tournament the strips were donated to Westerton Utd BC, a Glasgow team managed by Northern Contracts Manager Scott McKechnie.

Great turnout for June golf day

TWO Barhale Golf Society Golf Days have now taken place this year, with a third planned for early July.

At the first day, which took place at The Warwickshire Golf Club, 18 golfers turned out, comprising Barhale employees, clients, suppliers, family members and friends.

The prize winners on the day were: 1st Gareth Moss (son of Gary Moss); 2nd Wayne Barker – Winner of the Barhale Trophy and best employee score; 3rd Patrick Boyle; Longest Drive Peadar Boyle (son of Patrick Boyle); Nearest the pin Fionn Boyle (another son of Patrick!).

The second golf day took place at Thorpe Wood Golf Club in June. James Mulchinock said: "We had a much

improved turn out with 33 golfers playing."

The prize winners were: 1st Tom Hunter (Barhale Southern) – Winner and recipient of the Barhale Cup; 2nd Ian Goodfellow (Guest); 3rd Paul Coxon of A-Plant (Supplier/Client); 4th Matt Brodrick (Guest) – played off 16 handicap; 5th Gareth Moss (son of Gary Moss); Longest Drive James Mulchinock (BCS); Nearest the pin Mark Taylor (Guest).

James Mulchinock said: "The Ladies Prize went to Cheryl Charlton, wife of Brian Charlton, and we would be delighted if any other ladies would like to give our next day a go. We are holding our third day of the year at Draycote Hotel, Whitefields Golf Club near Rugby in early July."

It's a boy!

CONGRATULATIONS to the following, who have become parents in the last couple of months:

- Site Agent Lee Callaghan, whose wife Eva gave birth to Thomas Peter.
- Rail Safety and Assurance Assistant Kelly Perry and her partner Martin now have a baby son Jack, who weighed 7lb 9oz at birth.
- BCS Team Leader Ryan Layden and partner Cheryl, who have had a baby boy called Noah. He weighed in at 6lb 13oz.

Delivery of more efficient, effective services

profit near misses

The concept of reporting and analysing Near Misses was introduced into Barhale a number of years ago as part of the company's efforts to improve safety performance.

By identifying and recording occasions and situations where a potential accident could have happened but fortunately did not, helped the company to identify trends and proactively address areas for improvement.

It also led to a far greater involvement from everyone in the business, proving that everyone can make a difference in Barhale, with over 65% of NM's coming from the frontline workforce. This was a key element of improving behavioural safety performance and the real value of the Near Miss philosophy is evident in the fact that the Safety AFR at Barhale reached its lowest ever figure of 0.14 during last year. That same technique has been applied to the Environment Pillar with equally encouraging results.

Last year the company introduced Near Miss reporting to the third of the Three Pillars – Profit – which in practical terms

reflects cost efficiency. And, according to Financial Director Geoff Pearson, the benefits from receiving Profit Near Misses is very encouraging.

"Bearing in mind that we have had a recent dip in workload, we are very pleased, that in the first four months of this year, we actually received 965 Profit Near Miss reports. An excellent start to the year.

So what are we doing the Profit Near Misses?

The Near Miss reports are analysed into six categories:

- Defective/wasted materials
- Inaccurate or late instructions
- Poor planning and scheduling
- Waste of money/overpayment
- Defective/wasted plant
- Lost or stolen plant/materials

"It is clear from analysing the reports that better planning and scheduling can have a major impact in reducing unnecessary expenditure," said Geoff.

Profit Near Misses (PNM) reported cover a very wide

range of topics, from plant not starting to incorrect items being delivered to site, and from poor communication between office and site to lost keys causing delays.

Geoff Pearson said: "We have now started to put an approximate financial value against each of the Profit Near Misses so that we can begin to add up the potential cost saving – and therefore profit increase – of doing things right first time."

This article highlights how your reporting of Profit Near Misses is helping the company not only to save money but also to be more efficient and effective in delivering services to our clients, which is key to securing a sustainable future together.

One of the key messages from the Near Miss reporting to date is the huge overlap between all Three Pillars and that many of the Near Misses have some degree of effect on the other two Pillars. Hence the good news is that a Near Miss improvement in one Pillar can also lead to benefits in the other Pillars at the same time.



It is clear from analysing the reports that better planning and scheduling can have a major impact in reducing unnecessary expenditure.

Geoff Pearson

Case studies: Profit Near Misses

PNM: Many near misses recorded are due to a defect or breakdown of hired plant.

Proposal: Whilst we already record NM defects and use as a KPI with our plant hire suppliers as part of their SLAs, we are now introducing pre-use checks to be able to spot before they affect operations and also post-use checks to ensure any defects are picked up before plant is transferred to other sites.

PNM: A number of costly near misses associated with inflatable pipe stoppers were recorded across the business

Proposal: The root causes were due to a combination of not testing before use and incorrect installation method of larger stoppers. As a result we have delivered training to key users and introduced a strict pre- and post-use testing regime after we found we were being charged for pre-existing damage.

PNM: Failure to put an item of plant off-hire when no longer needed is a costly reported near miss.

Proposal: As well as the daily reconciliations of plant on site that should be carried out, we are actively encouraging all members of the site team to be proactive and to ensure all items – including smaller items, are constantly challenged as to ongoing hire.

PNM: Problems with some of our new dumpers breaking down is causing delays and losing money on sites.

Proposal: BCS identified an inherent problem and worked closely with manufacturer Barford to come up with a retro fix. They have now modified the earth lead, upgraded the battery to an 800 amp unit, fitted larger isolator switches and uprated the starter relay to 70 amp. By modifying the whole fleet, BCS has proactively avoided more potential delay cost.

PNM: A number of delays have been reported due to lost keys. The loss of the diesel key or stores key can be so vital as to delay the whole job.

Proposal: We are investigating alternative 'coded locks' as well as a simple site rule of a secure duplicate key cupboard, together with better 'nominated' control of keys.

PNM: Many examples where late requests for materials and plant have resulted in both poor buying due to lack of time to secure best price and potential for delay on site.

Proposal: We are analysing the information about causation, frequency and location and will be publishing the results to help address the issue. Quite often poor planning and change to plan is the immediate cause and this is now a key element of Senior Management Three Pillar Inspections. We are rolling out a series of toolbox talks highlighting the real cost of failing to plan properly to help raise awareness and improve focus on this issue.