



Barhale *news*

Safety | Communication | Quality | Integrity | TeamSpirit | Caring | Trust | Pride

Spring 2016

IOS - Up And Running

Our Integrated Operational Solutions (IOS) Alliance with Anglian Water is fast approaching the 1 year mark, and it is fair to say that the team involved have been on a journey.

This framework sits alongside our @One Alliance, and as such we had to start from first principles when mobilising the contract. This involved:

- Establishing our depot at Gt Billing (Northampton)
- Setting up an office in Peterborough
- Integrating a core team, which grew over the course of the year
- Establishing systems and processes that were fit for purpose.

The Alliance is an integral part of the Anglian Water operational business, helping to maintain serviceability across their asset base, whilst also delivering asset enhancement through TOTEX and capital schemes. This ultimately contributes to Anglian Water's key ODI (Outcome Delivery Incentive) and SIM (Customer Service Incentive) performance measures.

The Alliance are tasked with delivering work across the Water and Water Recycling asset base, both in Infrastructure and Non Infrastructure. Due to the broad spectrum of works covered, the team has to be equipped to deliver a diverse set of projects. In any given day our teams can be tasked with:

- Delivering a £400k water tower refurbishment
- Responding to a 6m deep sewer collapse
- Fitting handrails and ladder guards to filter beds
- Up-grading pumping stations within the sewerage networks
- Changing obsolete instrumentation on water treatment plants

Individual job values can vary from between £10k to £900k. By the end of year one the

Alliance will have delivered 350 jobs, equating to a total value of circa £12million. While work was relatively slow to mature during the first year of the Alliance, we already have good visibility of year two work and are predicting to deliver circa £15million throughout year two and beyond.

The Alliance consists of four partners; Anglian Water, Barhale Plc, Kier Group and Morrison Utility Services. The Alliance has been established in a way which ensures we are all working towards the same end goal – an approach which is underpinned through a unified commercial model. Alliance partners regularly share best practice, and openly discuss utilising the best people for specific tasks. This collaborative attitude will ensure the Alliance will achieve our efficiency targets which have been set at 15% against an AMP 5 baseline.

Of course, all of this good work is only possible because of the brilliant people we employ. This time last year we employed a handful of people who helped establish IOS and

kick-start the growth of the Alliance. Today the Alliance employs 58 staff from the 4 partners companies, who are supported by over 40 skilled operatives, which is set to grow further.

The Alliance develop solutions for Anglian Water's needs by progressing detailed designs at planning stage and providing expert on-site delivery. This process requires us to employ a team with a wide ranging skill set to provide us with the depth needed to deliver the works. The focus is very much on delivering work with our own people, and in light of the projected work load for year 2 we shall be recruiting additional M&E and Civils teams. The people within IOS have been truly fantastic in helping us firmly establish ourselves as a key member of the Alliance during the first year.

I would like to personally thank all of those individuals that have been part of establishing and forming IOS, and indeed those individuals that tirelessly deliver on our behalf on a daily basis, and I look forward to a successful and ever improving year 2. (James Inganells)



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Photography Competition



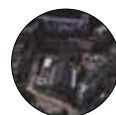
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Be Safe, Be Healthy



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BCS Website Launched



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St James' Substation

Welcome to the Spring edition of Barhale News

As Spring sets in, the green shoots of growth are clearly evident across Barhale. Growth in our client base, growth in our longer term order book and growth in the numbers and diversity of our people. Exciting times are ahead!

New opportunities feature in this edition and whilst we have experienced a slow start to AMP6, there is no doubt the tide has turned as we enter Year 2 and start to benefit from the investment that so many of you made in securing the collaborative frameworks, which fundamentally underpin our longer term business sustainability.

Feedback and learning are key to our 3 Pillars performance and delighting our customers. Our **2016 Be Safe, Be Healthy** campaign was developed entirely from feedback across the business – the near miss reports, incident reviews, climate survey, your ideas and contributions, together with best practice from our partners. Our enhanced focus on **Health and Well-Being** will be a central theme this year. Ill health is becoming the No. 1 issue for the construction industry to face, so let's make sure we play our part.

The drive for enhanced **efficiency** to enable out-performance, **profitability** and long term business sustainability needs to be relentless and consistent across all our activities. We are in a unique position to transfer learning and proven transformational skills, not only from one project to the next, but also the same across our key sectors. Getting it **Right First Time** is a simple concept and formula for success, allowing us to be **Recognised as the Best** in all that we do.

Communication is one of our core Values and March sees the launch of the new **BCS website**, updated and made more user friendly, soon to be followed by the main **Barhale website**. We need your ideas to keep them live and relevant so please get engaged and contribute!

Strategic business planning is underway in preparation for our new financial year in July, which will feed into our 5 year strategic plan. The first in a series of workshops took place in March setting the foundations for how we want to shape Barhale going forward and complement our existing frameworks. More will be divulged in the next edition of Barhale News.

Finally we really want to embed within our teams, the concept of having **FUN**, enjoyment and ultimately a sense of real **Pride** and personal achievement on an ongoing basis, as we deliver great service and outcomes for our customers and the wider communities, to their ultimate benefit.

Thank you to you all for playing your part in getting us to where we are. The **TeamSpirit** and collaborative behaviours that you demonstrate day in, day out, truly reflect our core believe that **'Everyone can make a Difference.'**

Andy Jarwood

Welcome to the Barhale Team

A warm welcome to our new starters who have joined the Barhale team:

BCS: Daniel Booker – General Operative, Ali Gazwan – General Operative and Danny Southall – Sales Coordinator

BTU JV: Scott Camplin – IT Field Engineer

Eastern Region: Neil Baird – Design Manager, Alan Beecroft – Senior Planner, Martyn Clarke – Project Engineer, Debra Collins – Cost Clerk, Paul Darrington – Project Engineer, Bryan Gordon - Skilled Operative, Robin Hill – Product-based Delivery Engineer, David Newstead – Skilled Operative, Wesley Prince - Foreman, David Rix – Site Agent, Mohammed Sharif – Quantity Surveyor, Ian Thorpe – Shuttering Carpenter and James Wickens – Project Engineer

Head Office: Paulina Biela – Business Development Assistant and Emma Desborough – HR Administrator

Northern Region: James Barton - TBM Operator, Tim Betts – Regional Manager, Thomas Hemmings-Hastings- Site Engineer, Steve Owen - Miner, Clive Pritchard – Pit Boss, Robert Pritchard – Leading Miner and Kevin Pritchard – Miner/Erector Driver

Southern Region: Colm Dickey – Ganger, Florin Edu - Site Engineer, Paul Gogeneata – Skilled Operative, Ion Hancu – Skilled Operative, Christian Ion – Skilled Operative, Christopher Jones - Project Manager, Julio Navarro-Bethencourt – Site Engineer, Robertas Raguckas – Skilled Operative, Mark Robinson - Foreman, Dariusz Rycerz - Skilled Operative, Catalin-Constantin Sandu – Skilled Operative and Felipe Sousa E Mello – Project Manager

Yorkshire Region: Philip Walker – Project Manager

We hope that you are all settling in well and our doors are open if you have any questions.

Congratulations on your promotion

Join us in congratulating the following on their promotions:

In Scotland, George Gilmour has been promoted to Site Manager.

In our Head Office, Paula Gray has been promoted to Supply Chain Manager, Abbas Mohammed to Senior Engineer and Andrew Proverbs to Group Financial Controller.

In our Southern Region, Hugh Early has been promoted to Sub Agent, Jimmy Gill to Site Supervisor, Tim O'Donoghue to Site Agent, Kevin Power to Skilled Operative and Gheorghe-Cristinel Stan to Foreman.

In our Eastern Region, Adam Degen has been promoted to Design Engineer, Sarah Donoghue to Customer Liaison Manager, Dave Newsome to Collaborative Skills Programme Manager and Chester Short to Quantity Surveyor.

A huge congratulations to you all.

Barhale Photography Competition

In the technological age we live in, social media platforms (Twitter, LinkedIn, Facebook) and 21st century designed websites are being used to showcase companies work in realtime. It means that project work and company activities can be covered almost instantaneously across a number of different external platforms (*subject to governance/approvals). These routes are Barhale's virtual shop windows.

Traditional marketing routes are still being used (brochures, case studies, tenders...). Our regional and site offices are our actual shop windows to clients, partners, competitors and the public. We should be Barhale branded (where clients permit) and be showcasing our portfolio through strong photography.

Therefore, the Barhale **photography challenge** is: Photos are to be submitted on a regular basis that showcase Barhale project work and Barhale people working and living to the Barhale values. The higher the resolution the better. We will showcase these images across our various social media platforms and use them in bids to help us win future work. Each month we will pick a **photo of the month** – the winner each month will receive a **prize**. At the end of the year, we will create a **Barhale calendar** with these photos included.

All photo submissions to be sent to: samantha.barratt@barhale.co.uk



An update from BCS

BCS Group – Winning Work – Q1 (2016) – Update

The External Sales Team at BCS Group has got off to a flying start in 2016 and has already secured orders of £800k as of 7th March 2016. We are also working on 127 new opportunities with a combined value of £1.3m. Below is a snapshot of some of the key opportunities that we have won so far this year.

Anglian Water - £23k – Pedestrian Barriers

Back in January 2015, BCS collaborated with our Supply Chain and Anglian Water to finalise two different types of Pedestrian Barrier Systems to be used throughout AMP6 and beyond. To date BCS Group has supplied a number of units both internally and externally but over the past week it has secured its largest single order of 800 units that are being delivered to two Balfour Beatty compounds. The opportunity originated from the Eastern Region who spotted this opportunity and passed it onto BCS Group to close out. This is a fantastic Barhale/BCS Group team effort and well done to all involved with this opportunity.



Centurion Traffic Management - £17k - Signs

BCS Group has yet again beaten off local competition to secure all the Temporary Road Signs for a new location for Centurion Traffic Management as they increase their geographical coverage to accommodate growth within their company. The signs will be delivered to a new location in Stourton, Leeds which will aid this business with a stronger presence in the North. Centurion selected BCS Group based on our historic relationship with this business and the fact that we could supply all their Temporary Road Signs to their timetable.



Road Traffic Solutions – £20k – Signs and TM Equipment

BCS Group has beaten off tough competition to supply RTS with various signs and traffic management equipment to assist them with the installation of over 35 Clear Channel Digital Advertising Boards situated across London for a key client of theirs. A key reason behind why BCS Group won this order was due to the tight timescales in which the signs had to be installed and the speed in which we could manufacture. A special thanks goes out to the BCS Signs Department for working overtime including the weekend of 5th March to ensure this order got fulfilled. Great team effort.



Gaffney-Kroese UK Ltd - £30k – Safety Equipment

After three years of quoting Gaffney-Kroese UK for an Oil and Gas contract in North Africa, BCS Group have finally secured an order to supply 15 Specialist Area Gas Monitors (Detective Nets) and various specialist sensors. The equipment was delivered to Portsmouth recently and exported to North Africa. We have recently received confirmation that our order has been fulfilled and were complimented for our patience in a time consuming procurement process. A special mention goes out to the BCS Safety Department and Transport Department for the extra quality checks that were incorporated into this order.



Be Safe, Be Healthy 2016 update



Following two significant safety incidents in our Eastern Region in December 2015, we have set our **Be Safe, Be Healthy** plan for 2016.

We remain totally committed to achieving our goal of zero accidents and following important lessons from two incidents in our Eastern region in December 2015 we have developed our Be Safe, Be Healthy programme for 2016.

Learning points from incidents

Incident 1

On 14th December a member of public trips over a hose whilst making her way home and fractures her shoulder. The hose was being used to over-pump during a pipe relining operation.

Underlying causes –

- Over-pumping risk assessment had not identified trip hazards, risk of not being able to lay the hose in the kerb gutter covered

Root cause –

- Inadequate planning for a change in circumstance resulting in known risk exposure

Lessons learned -

- Flow control for relining works by tankering unless a suitable safe system of work can be established for over-pumping
- Improved dynamic risk assessment of over-pumping arrangements to prevent trip hazards

Incident 2

An Operative setting up road forms on 16th December 2016 struck an HV cable feeding a pumping station with a steel pin. Fortunately no injuries occurred but this incident could have so easily resulted in a fatal injury.

Underlying causes -

- The gang knowingly drove pins into the ground in the vicinity of the HV cable
- Lack of briefings to remind the gang of the presence of the HV cable

- Failure to reinstate marking and locate the cables position

Root causes –

- Failure to apply the necessary controls for breaking ground when penetrating ground with road pins

Lessons learned –

- Permits to break ground mandated for all ground penetration activities

Actively dissatisfied with our performance

The two incidents identified that complacency towards health and safety had set in across the region with other indicators of poor performance such as high level of motor and utility damage claims, lost time incidents and a 'drop off' in near miss reporting. There was active dissatisfaction relating to safety performance identified by regional senior management, it was clear something had to be done to reverse the trends and improve performance.

What actions were taken?

Double HSEQ flash report cascade:

In an unprecedented move, a double HSEQ flash report was sent across the business on the afternoon of 16th December 2015 to provide early learning from both incidents.

Regional stand-downs:

The senior management held a number of stand-down sessions across the region designed to gather feedback from regional staff and frontline personnel to fully understand the problems.

All of the feedback was collated resulting in identification of twenty six actions, which would encourage a step change in performance and become our Be Safe, Be Healthy 2016 plan.

Communication of the plan:

The Be Safe, Be Healthy 2016 plan was established and launched on 4th February 2016 following a series of stand-down events across the Eastern Region.

The aim of the stand-down events was to make sure everybody was involved, confirming responsibilities on the delivery of the plan and to ensure everyone understood their role in the successful implementation of the plan. Regional senior management and site personnel signed pledges indicating their full support towards the plan.

Promise to provide monthly updates:

We made a promise to update progress against all twenty six items identified in the plan on a monthly basis, again through dedicated stand-down events held across the region. The first of these events was held on 4th March 2016 where further feedback received.

What happens next?

The Be Safe, Be Healthy 2016 plan is not for the Eastern region alone, all of the twenty six improvement ideas will be pertinent to all operating areas of Barhale hence we intend to share the plan with all regions. A plan of delivery is being produced and will be communicated shortly.

Be Safe, Be Healthy Programme 2016 - Overview

Behavioural	Management & Leadership	Process & Procedures
<ul style="list-style-type: none"> • Bi-annual climate surveys • Review gang member mix • Closing the Loop on near misses • Education in delivering site briefings • Implement consistent disciplinary model • Recognise good safety performance • Educate and train 	<ul style="list-style-type: none"> • Allowing time for planning & supervision • Senior Management engagement • Operative focus teams • IOSH Directing Safely for Directors & Senior Managers 	<ul style="list-style-type: none"> • Compliance with Cardinal Rules • Awareness of CDM responsibilities • Embed learning from Near Misses in work procedures • Regular procedure briefings
Planning & Risk Assessment	Roles & Responsibilities	Health & Wellbeing
<ul style="list-style-type: none"> • Mandated 'start of shift' briefings • Engaging gangers in RAMS planning • Promote safety in design • Manage change on site 	<ul style="list-style-type: none"> • Define all roles & responsibilities for safety activities • Mandate site staff hand-over process • One 'Black Hat' per gang • Engage Supply Chain and feedback learning 	<ul style="list-style-type: none"> • Train and Establish LIFE/ Be Safe/Be Healthy champions • Manage and monitor workplace fatigue • Focus on respiratory disorders • Maintain best practices in PPE selection

An update from the Northern Region

Scottish Power Energy Networks (SPEN)

Maentwrog/Trawsfynydd 33kV Reinforcement.

Work has started on this £700k scheme in North Wales, which involves the construction of various civil engineering works including the foundations and base for a large new transformer within the substation area. Other works are to be carried out within the high voltage substation adjacent to the Trawsfynydd nuclear power station, which is currently being decommissioned.

National Grid Flood Defence Framework

Staythorpe (near Newark, Nottinghamshire)

Detailed design has been submitted for the protection of this high voltage substation against flooding from the River Trent, which flows just to the south of the National Grid installation. This £2million scheme is the first to be delivered under the National Grid framework, with site works due to start in June. The mechanical and electrical elements of the contract will be designed and constructed by Barhale Response as a partner to Barhale.

Other schemes:

There are around forty National Grid substations that are under threat from flooding in the UK. This is a major issue as each of the substations supplies power to tens of thousands of homes and businesses. Our

estimating team are in the process of pricing another four of the proposed schemes with many more in the pipeline for construction over the next 3-4 years.

Yorkshire Water AMP6

With year one of the five year framework drawing to a close the Yorkshire Water team are adjusting to an influx of proposed schemes. Our design partners, GHD Livignunns, are working hard to finalise several detailed design packages so that works on site can go ahead. The team is based at Yorkshire Waters Livingstone House office close to Leeds city centre. Several batches of sewerage schemes are being worked on at any one time and the contracts range in value from £20k for repairs to a domestic sewer, to £2million for a replacement rising main along a busy 'A' road into Leeds.



▲ Haneen Al-Abrahaim delivering the Barhale AMP5-6 story so far

The Livingstone House office has just hosted a Collaboration Conference, which gave all of the Yorkshire Water delivery partners an opportunity to meet and understand the diversity of the work carried out. Our own Haneen Al-Abrahaim delivered a presentation on the Barhale story so far, from AMP5 through to the current AMP6 programme. Haneen put a great deal of effort and enthusiasm into the sessions and the presentation was popularly voted as the 'most creative' on the day!

Management Change

We would like to extend a very warm welcome to Tim Betts who has joined Barhale as the Northern Regional Manager reporting to Dave Shaw. Based in the Walsall office Tim is currently acting as the interim manager for the Yorkshire Water AMP6 framework. Tim has worked in the civil engineering industry for over 25 years, starting as a graduate engineer in the midlands and more recently as a construction manager on large highways projects.



Project Update from the Elan Valley Aqueduct for Severn Trent Water

Following on from our front page coverage in the last edition of the Barhale News, the EVA project has been progressing smoothly. Here is a quick update as to how the project has progressed in the last quarter. Work on site has progressed well and we are ahead of programme. Following the completion of the piling works we needed to construct the ring beam before any excavation could take place.

The first stage was to break out the top of the piles.

Next we had to level and blind the underside of the ring beam.



▲ Munching piles using a hydraulic pile breaker

▲ Blinding ready for Ring Beam construction

Approximately 20 tonnes of steel was fixed.



▲ Reinforcement being fixed for Ring Beam

The ring beam was poured in one go using a concrete pump for the 270m³ of concrete.

Internal struts had to be installed to prevent deflection of the ring beam.



▲ Concrete pump for Ring Beam pour

▲ Struts being installed in Ring Beam

With the ring beam and struts now complete the excavation can begin.

The manufacture of the TBM is complete and we have finalised our route from Germany to the site in Wales. The final sign off has been given

by Powys County Council for us to travel safely over their various bridges, which was a challenge due to their various widths, curves and weight restrictions.



▲ Ring beam completed with struts in place



▲ TBM manufacture complete. Sign off completed in the Herrenknecht Factory

The arrival of the TBM is being finalised but is being estimated to be around the third week of April.

Upon arrival, various events are being planned including a naming ceremony with the local school children and the installation of a viewing gallery to allow select members of the public to watch it being lowered into the shaft.

A further shutdown has taken place from the 29th February to the 3rd March to allow us to install further monitoring equipment and to carry out some NDT (Non-Destructive Testing) analysis of the existing structure. STW again used this opportunity to invite some visitors along to show them the EVA project.

► Visitors from STW, Environment Agency and United Utilities attended the EVA shutdown on the 1st and 2nd March



An Update from the Eastern Region

Lowestoft All Saints Road DG5 – for Anglian Water

Flood Alleviation project through the @One Alliance to part of Lowestoft in which the solution consists of 5 work areas:

- 1 New 600mm dia surface water sewer installed by open cut and tunnel methods with new highway gullies discharging to Pakefield Beach soakaway
- 2 New parallel foul water sewer to increase capacity in storm conditions installed via open cut
- 3 New 7.5m diameter 13m deep Wet well to store flows, which overflow from sewer in storm conditions and then pumped return to same sewer once storm has passed
- 4 New large diameter off line storage sewer with gravity return to network
- 5 New MOVS type non-return valve to offer protection to rider sewer to rear of terraced properties.



▲ Pumping of the plug to the 7.5m diameter 13m deep storage shaft



▲ The shaft above is the reception for the 600mm diameter sewer, which will soak away onto Pakefield beach. This sewer is surface water only so will just carry overflow from the existing network as well as 10 newly installed and connected road gullies.



▲ Pumping of the plug to the 7.5m diameter 13m deep storage shaft



▲ The site office entrance with the tunnelling mud separation plant stack and a machine servicing the tunnel drive. The Herras fence is bounded by soundproofing barriers to prevent an environmental nuisance to the immediately adjacent residential properties.

Gazeley Water Tower Internal Refurbishment for Anglian Water

Barhale IOS is currently leading the way in refurbishing nine water towers on behalf of Anglian Water Services. The towers - currently internally lined with asphalt - are now showing signs of deterioration and need to be relined with a polyurethane coating. Traditionally Aqualine 650 would have been used, as it has excellent elongation properties, but recently its construction was modified due to a ban on the use of one of its key chemical components and the revised formula failed to secure Drinking Water Inspectorate approval.

The only viable approved product currently available on the market is Acothane DW, but its elongation properties are not as good as Aqualine and it is less able to accommodate future movement, making its use unsuitable where cracks are present.

A technical meeting involving representatives from Barhale IOS and key supply chain partners agreed that an alternative solution of a combination of Acothane DW and Thoroflex 200 (a joint over-banding system) should be trialled at Gazeley Water Tower. Thoroflex will be used to cover the 'live' cracks to accommodate any future movement and Acothane will be used to cover the areas not subject to movement. The relining of the tower is expected to be completed by the end of April and the new liner will be monitored for a number of months to gauge its success.



▲ Gazeley Water Tower



▲ On Top of Gazeley Water Tower



▲ Gazeley Water Tower

A big hello from Barhale's Alliance team in Peterborough



▲ L-R: Peter Dobson, Kevin Ogden, Joe Solomon, Abigail Stevens, Mike Hunt, James Fisher, Chester Short, Graeme Skelton, Ernest Assimah, Alex Bailey, Elliott Harley, Liam Boyd, Robin Hill, Simon James and Adrian Butler. Bottom left to right: Phillipa Smith, Harriet Dodsworth, Robbie Clare, Kerry Leyland, Sarah Charman, Alex Smith, John Raven, Adam Degen and Andy Kerwick

An update from Barhale Response

Existing and New Contracts

The projects at Lower Standen, Holmestone and Primrose for Affinity Water are nearing completion. These were complex potable water contracts with substantial interface with existing services and control systems. Barhale Response has committed significant resources to the projects in the past 12 months to ensure a safe and timely delivery for the client. Below are photographs of the new Lower Standen pumps and associated control equipment installed in the footprint of an earlier building demolished in the mid 1980s.

Response are currently working closely with Barhale on a number of MEICA projects including:-

- Staythorpe NG Flood Defence – MEICA works comprising new pumping system to prevent flooding of the power station (Client – National Grid)
- Littlemore PS – Upgrade to the existing pumping station at Littlemore (Client – Optimise/Thames Water)
- Didcot PS – New pumping station to cater for housing development at Didcot

Future Opportunities

2016 has the potential to be a very significant year in the growth and development of Barhale Response. We are involved in the final stages of the tendering process for a number of key frameworks. These frameworks are across a number of regions and sectors and will provide us with the opportunity to grow the business in the years ahead. We look forward to bringing you further news in the next edition of Barhale News.



3D/BIM

Great advances have been made on the development of BIM in the past 12 months. Structured training has been ongoing throughout 2015 and 2016 to develop our team's knowledge and capabilities in BIM. Barhale Response have the in-house capability to develop designs in 3D and we are on target to achieve BIM Level 2 compliance in 2016. This will provide our teams with the platform to view the most up-to-date and approved information on each project thus providing a fast, reliable and trustworthy method of exchanging information, which will ultimately save time, reduce waste and reduce risk on site.

Off-Site Manufacturing

Barhale Response has put a definite focus on off-site build in the lead up to AMP6. Our experience of Design, Build and Operate contracts and our TOTEX approach to projects in Ireland has provided us with the opportunity and knowledge to design and manufacture standard products that are available to the water industry. We are always looking to improve and identify new opportunities to increase our product portfolio through collaboration with the supply chain, research and development centres and by continuous liaison with programme, category and design teams. Recently a new purpose built manufacturing facility has been purchased by Barhale Response. This facility will allow us to further enhance our manufacturing capability for standard products within the water sector such as MCC's, chemical dosing systems, steelworks, screens etc.



The BCS Website has gone live

The management team of BCS Group are pleased to announce the launch of our new website, which went live on the 14th March 2016. The new website has improved navigation and functionality, enabling potential new customers access to detailed product information and videos. The site interfaces with all our major social media networking platforms enabling us to share information instantaneously. It has been designed to provide visitors with the ultimate user friendly experience, enhanced through compatibility with the latest browsers and mobile devices. Please visit our new site on www.bcsgroup.co.uk. We value your feedback so please forward any comments to either **John Lawson** or **Dean Webb** at BCS Group.



Collaboration and Engagement with Yorkshire Water

Over the past two weeks, the focus for the Yorkshire Water team has been collaboration and engagement. Firstly, a joint collaboration workshop was held on the 9th March 2016. The workshop was aimed at improving team members (Barhale, Yorkshire Water, Turner and Townsend MWH) understanding of collaboration as promoted by the NEC and the behaviours expected off all staff in Barhale's Framework with Yorkshire Water for Sewerage infrastructure.

The objective of the training was to

- Discuss the reasons for collaborating and the benefits to be gained
- Promote the AMP6 Asset Solution Excellence Charter
- Explore the importance of our behaviours towards each other in developing trust
- Gain an understanding of progress and commitment to actions in Barhale's Commercial Improvement plan (CIP)

The workshop comprised; presentations, discussions and exercises to test and reinforce understanding. The workshop was put together and facilitated by Paul Goddard of Paul Goddard Supply Chain Consultancy Ltd. Paul used his experience and knowledge from his time as the director responsible for Severn Trent Water's Commercial and Procurement.

The workshop was attended by 20 delegates from all organisations within our team. There was excellent feedback from the delegates following the course and further collaborative workshops are planned for the future. We are planning to run a Team NEC training workshop in May 2016 and refresher session to the collaboration workshop in 12 months to maintain momentum and monitor progress.

This was followed by a supplier day in Lancaster House where Haneen Al-Ibrahim, one of our Quantity Surveyors, won an award.

Don't forget your Westfield Cashplan!

If you're weekly paid and have 6 months' service or more, you automatically have access to the Westfield Cashplan

You will have received a welcome pack in the post from Westfield, detailing the scheme and what is available. You can claim a contribution towards:

- Dental check ups and treatment
- Eye tests and prescription glasses and lenses
- Physiotherapy, chiropractic or osteopathy
- Specialist consultations

PLUS, you can enjoy:

- Fast access to medical treatment
- 24 hour access to legal, health and wellbeing advice, plus counselling, if required
- Access to Westfield Rewards, where you can look forward to special offers on your favourite goods and services from over 450 leading online and high street retailers

Paying for treatments but not claiming the cash back? You're missing out on the £££s that are owed to you

We will be re-issuing guidance notes surrounding the policy entitlements shortly



Bribery and Corruption

- We are required by law to remind you regularly of our Bribery and Corruption Policy. This is a protection for you as well as for Barhale.
- The construction industry is prone to corruption and we will be particularly scrutinised as we work for Public Utilities.
- It is alarmingly easy to get caught up in illegal activity unless you remain vigilant. For example accepting hospitality and then "owing" someone or having an over close relationship with a sub contractor or supplier.
- Examples include price fixing; cover prices; backhanders; theft; non Barhale working; bribery; questionable accounting etc.
- Most common examples are gifts; extravagant entertainment; or "cover up" situations where your personal position is compromised by or towards others.
- There is a very wide legal definition of bribery and both individuals and the company can be prosecuted
- Penalties include prison for up to 10 years and fines of up to £5,000. The biggest sanction would of course be loss of reputation for Barhale and a criminal record for individuals.
- If you see or suspect corruption please report it to your Line Manager or to any Director. Or you can use the anonymous Whistleblowing procedure. You have legal protection from discrimination even if your identity becomes known.

Whistleblowing

- Whistleblowing is not just for employees. It can (and should) be usable by anyone who comes into contact with Barhale including clients and members of the public.
- Employees must distinguish between a whistleblowing matter and a grievance concerning their employment (different procedure). Clients are able to make complaints or rely on their contractual remedies.
- Whistleblowing is designed to catch everything else and can be done anonymously. There is legal protection for employees who whistleblow to prevent them from being victimised.
- The procedure can be operated by telephone (or Ansaphone message); email or letter and full details are on the Barhale website and easily accessible.
- You can report anything that you think is wrongful (provided it is not malicious). Examples include theft; fraud; bullying; racism; or any of Barhale's Values being broken or neglected.
- Reports will be investigated at a senior management level and actions recorded. Reports are reviewed and audited by the Risk and Audit Committee bi-monthly.
- We plan to increase the general awareness of Whistleblowing by a poster campaign

An update from Scotland

The Scottish region continues to secure new contracts and over £3m of new work has been secured since the winter edition of Barhale news. New sites will be opening in Q1 of 2016 in Chipperlaigan, Markhill and Tongland.

The region is delighted to be involved in the forthcoming Glasgow and Clyde Valley CityDeal, which is a £1.13 billion fund for the construction of 20 major infrastructure projects. The projects will include roads, bridges, improved transport infrastructure, quay walls, remediation, construction and public realm works. The region has identified some key projects specifically in the drainage sector. The procurement and tendering process will be commencing in 2016 and the CityDeal is expected to continue for 5 years. Our tendering team are also very busy tendering for various works with councils, public bodies, private contractors and energy companies.

In line with Barhale's strategy of promoting from within we are pleased to announce the promotion of George Gilmour from Site Foreman to Site Manager. We are also delighted to announce the appointment of Tam McCabe as Foreman and Saif Khafaji as Project Manager. Saif has been involved in a number of prestigious projects across the world with Carillion and brings a wealth of experience with him. In the coming months it is intended to recommence our apprentice programme and discussions have taken place with TIGERS (Training Initiatives Generating Effective Results) who specialise in placing young apprentices into the workforce. Dennis Curran challenged all regions at November's Three Pillars Awards ceremony to start bringing the youth through again and the Scotland region is delighted to announce the commencement of this process

Since the winter edition the region has completed the Westthorn Headwall Project for Scottish Water. A great effort was made by Site Manager David Nesbit and his team of Alex Stobo, Robbie Boyle and Michal Hermanowicz to bring the job in under budget, on programme, without incident and to a very happy client. This project was on the banks of the River Clyde and the river levels over the winter months caused extreme difficulties which rose by 4 meters at times resulting in a flooded site. Craig Wannan and his team of Robin Garrioch, Danny Bacon, Tony Early, Amrik Uppal and Ally Harrison also successfully handed over the first stage of the sub-station build at St.



▲ A snowy Westerod Wind Farm



▲ Look what difference a week makes!



▲ Galawhistle Wind Farm

James in Edinburgh City Centre. Again this site has its difficulties as it is in the city centre with a very tight programme. The team successfully delivered to the first key date in February and we will be returning for Phase 2 in April.

A special word of appreciation also needs to be extended to the teams at Galawhistle Windfarm, led by George Wilson and Westerod Windfarm, led by George Gilmour. The winter months have been extremely difficult and Scotland suffered the worst weather since records began. The conditions on these 2 sites was particularly difficult but the teams on both sites have worked on admirably in snow, wind and rain. Both sites are in position to be handed over in March 2016.



spotlight on

St James Sub Station

Client: **SPEN** | Location: **Edinburgh** | Value: **£750K**

Barhale was awarded the contract for the construction of a stone clad, 2 bay primary substation in Cathedral Lane, Edinburgh.

The existing substation within the current St. James Shopping centre required to be de-commissioned to facilitate the demolition of the St. James Shopping Centre and enable the regeneration of this area of Edinburgh (as widely publicised within the local media).

Construction works include the diversion of utilities that crossed our working area, concrete foundations and walls for the transformer bays and switch room, full height external and internal block work with a stone cladding façade (to tie in with the locale), timber roof trusses with a tiled roof and some minor M&E works in terms of lighting and heating.

Our site is very tight in terms of space as it is bounded by the St. James centre, commercial and residential properties and the Cathedral on Cathedral Lane. Our works have been phased in accordance with the



▲ St James Sub Station

demolition, with Phase 1 completed on 22nd February 2016 and despite the severe winter experienced across the country, Barhale handed over a weatherproof 'box' consisting of all concrete foundations, block work, bison slabs and temporary weatherproofing to facilitate SPEN installing their transformers and other equipment prior to commissioning the new substation. Barhale will return to site to complete the Stone Cladding, Roofing and overall reinstatement of the site in April 2016.

Update from Optimise

Mogden Wembley Growth Upgrade Project for Thames Water

Thames Water are re-laying trunk sewers in Wembley as part of the ten named developments within the Wembley catchment area surrounding Wembley Stadium. The scheme had to be designed to support flows during a 1 in 30 year critical design storm and should concentrate in resolving flooding (as a minimum) in the following roads; Off Empire Way at Television Centre, Fulton Road and Grove Way.

The scheme was completed in December 2015 and consisted of the following:

- Pipe laying along Fulton Road; installation of 21m of 375 mm & 140m of 300mm diameter sewers and upsizing 300m of 300 mm to 450mm /525mm diameter sewers.
- A new 300m³ underground offline storage tank at Monks Park to resolve flooding at Monks Park / Grove Way with associated sewers and manholes



▲ Grove Way



▲ View of Wembley Stadium from Olympic Way

Update from Southern

Staines North Reservoir Maintenance works

Thames Water were required to replace stone infill two-thirds of the way down the inside slope of an empty reservoir at Staines, west London, which had eroded away through wave action over the last 10 years.

Barhale were awarded the contract through the Eight20 JV. The works were logistically awkward and needed to be delivered in a short 4-week window to allow Thames Water to refill the reservoir.

The main challenge facing the team was to devise a plan to import 136m³ of new stone into the reservoir and distribute it along 1,363m of the total 3,700m circumference. As an additional restriction, the team were unable to operate plant in the bottom of the reservoir due to the possible presence of World War Two UXOs and munitions.

Through collaboration with the client, the Barhale team trialled several different methods of moving the stone to the correct locations, including ply boards and rubble shoots; both of which were unsuccessful in transporting the stone. The team eventually opted for a series of linked conveyor belts. The belts were carefully positioned down the 1:3 slope, spanning from the top to the bottom of the reservoir. Once the belts were in position, stone was transported from the designated lay down area to the top of the reservoir via tracked dumpers – it was then loaded into the conveyor hopper by a small excavator. The linked conveyors needed to be moved and re-set every 30m around the circumference of the reservoir.

Although quite slow, this method did prove to be a safe and successful way of delivering the stone to the working area inside the reservoir – where another excavator was able to manoeuvre the stone into the permanent position.



▲ Staines North Reservoir Maintenance Works

Icknield Way Flood Alleviation Scheme, Luton

Historically, the area surrounding Icknield Way in Luton contained a number of properties that were on the flood risk register. To address this, Thames Water proposed a scheme to divert surface water flows away from the flood risk areas and into a detention basin formed in open ground.

Through the Eight20 JV, Barhale were engaged to construct approximately 300m of new 450mm and 600mm diameter sewer pipe, via open-cut techniques reaching depths of upto 2.4m. The works also included the installation of 60m of 225mm diameter sewer pipe, which had to be constructed next to the base of a 1.6m tall road embankment, and 10 new 1200mm – 2100mm diameter manholes.

The retention basin was formed by shallow excavation in open ground. The excavated spoil was recycled to form 1m tall earth embankments, designed to retain up to 500m³ of flood water storage. The bottom of the storage basin was lined with a geotextile grid, to allow maintenance vehicles to access without damaging the invert. The outlet from the basin, back into the local sewer network, was controlled by a hydrobrake chamber.



▲ Icknield Way Flood Alleviation Scheme, Luton

London Sustainable Industries Park (LSIP)- Foul Water Pumping Station and Sewer Network, Dagenham Dock, East London

Barhale have successfully completed a £1.38m design and build contract for The Greater London Authority Land and Property (GLAP) at Dagenham Dock in East London. As part of a regeneration scheme for unused industrial land, the GLAP are selling off plots of land for various sustainable (green) industrial use.

An important part of the regeneration required upgrading the local sewerage infrastructure. Along with our design partner, GHA Livgunn, Barhale were engaged to design and construct a 6m diameter x 14m deep, segmental caisson pumping station, including associated MEICA installations – with 2no, 66 l/sec pumps.

The works also required the diversion of foul water flows from an existing pumping station (which was later decommissioned and demolished) into the new pumping station via 300m of 225mm and 300mm diameter gravity sewers. These sewers were constructed through auger bore techniques due to the poor ground conditions (peat to 7m depth). All 6 manholes were sunk as 2m diameter caisson shafts, and bedded on to the underlying gravels.

From the new pumping station, flows were pumped along a 700m stretch of new 225mm diameter rising main, in to a designated Thames Water outfall manhole. This rising main was installed through directional drilling to minimise the tight construction programme and to avoid excavation and reinstatement through a thick reinforced concrete road slab.



▲ London Sustainable Industries Park (LSIP)



An interview with **James Haddon** Director, Eastern Region

What do you do on a daily basis in your role?

I spend most of my time making sure we are delivering what is expected of us in our two main frameworks with Anglian Water. This is made easier by the fact that I have a great team working with me and because the framework incentives are set up in such a way that what Barhale and Anglian Water want are pretty much the same. My job really is to bring people and ideas together; to create linkages and get everyone pulling in the same direction. Being involved in the two Alliances adds another dimension to that challenge when we factor in the other partners and Anglian Water.

Who is the most interesting person that you have met and why?

I have met a lot of interesting people over the years. I am always curious about people who have done different things to me. I met a few people whilst I was in the oil and gas industry who had literally been all over the world and had some fantastic anecdotes, many of them not suitable for this interview!

Who would you most like to meet and why?

Probably Professor Stephen Hawking, so he could explain it all to me, nice and slowly! I would also like to meet Ian Brown from the Stone Roses, just because he was (still is?) the coolest person around.

What do you do when you are not at work?

We have three teenage kids and two dogs, so a lot of time is spent walking the dogs and ferrying the kids around! When I'm not doing that, I spend time on my

boat (more maintenance than sailing!) or at Carrow road, where we have season tickets to watch Norwich City. We have a pretty active social life, so we like to spend time with our friends and neighbours.

Where is the most interesting place you have visited?

I had the opportunity to travel quite a lot when I was at AECOM. Libya in 2012/13 was certainly interesting! I had two armed security guards with me at all times and I travelled around in a "hard-sided" vehicle. Despite the security situation there, the people I met and did business with were very friendly and generous. I think about them often.

What is the weirdest project you have worked on? Or Strangest job you have done?

We once looked at a project in Israel to design a floating pump station in the dead Sea. They pump seawater out into evaporation lagoons and then harvest the phosphates for fertilizer industry. It had a few technical challenges around the flexibility of the pipework to cope with sea level dropping and the corrosion of anything metallic plus a big political argument about who owns the water in the Dead Sea. Needless to say, it didn't go anywhere, but it was a bit different.

If you were to be stranded on a desert island and could take one luxury item, what would it be and why?

A short wave radio, so I can keep up-to-date with the Archers.



An interview with **Stuart Harrison** Area Lead Quantity Surveyor

What do you do on a daily basis in your role?

I support the commercial team in the South. I am very lucky to have inherited a very driven, dynamic team, which makes this a pleasure.

I monitor and report on how the region is performing for profit, cash and turnover.

In the South, we competitively win most of our work, rather than delivering to one client through a framework. This means that each client has a different form of contract, which is to be reviewed before we do business for them. There are some really nasty contracts in the industry, so it is vital to avoid them, or to price the cost of dealing with the obligations.

Who is the most interesting person that you have met and why?

Though there are quite a few interesting characters in Barhale, the most interesting person I have met was my Granddad. He came from a family of Coal miners in Yorkshire, but had an entrepreneurial spirit.

Amongst other adventures, he learned to speak Arabic and became a salesman in the Middle East. He was a self-made man who would always give me good advice such as; "If you've got 10 pounds in your pocket you're as good as anyone".

Who would you most like to meet and why?

I would like to meet Barack Obama as he seems to be a very honourable person. I would also quiz him on why there are no Quantity Surveyors in America.

What do you do when you are not at work?

My girlfriend is a bit of a wine connoisseur and has been able to get me to appreciate wine that costs more than a fiver. The best red wine is an Italian one called Amarone, my favorite white wine is from Austria; Gruner Veltliner.

I have 3 brothers, 2 nieces, 1 nephew and another niece on the way, so I get down to Devon to see them when I can. My niece Olivia refers to me as her "Technology and Lego" Uncle.

Where is the most interesting place you have visited?

I visited Sarajevo in Bosnia a few years ago, which is a beautiful city with a brutal past. I spent one day wandering around the outskirts. When I got back to the hotel the manager told me I shouldn't have as there were still landmines in those areas.

What is the weirdest project you have worked on? Or Strangest job you have done?

Though not construction related, the strangest (and best) job I ever had was working in an Easter Egg factory. The main perk was the ability to eat as much chocolate as we could. Following this 2 week assignment I could not face eating chocolate again for over a year.

If you were to be stranded on a desert island and could take one luxury item, what would it be and why?

A calculator (solar powered).



An interview with Francis McCauley HSE Advisor

Give us a brief history of your career?

In 2001, I started my training as an electrician, subsequently qualified and continued to work as a qualified electrician until 2008 when I joined Barhale. I have worked at Barhale ever since but in a variety of roles, having started out as a general operative. In 2012, I took a change of career path and became the Health and Safety technician, being promoted to HSE Advisor in 2014. I have been studying alongside work in order to gain all the relevant accreditation.

Who is the most interesting person that you have met and why?

My Grandfather Charlie McCauley. He was inspirational, kind and a generous man. He provided me with guidance. No matter what I was doing he always encouraged and supported me. Looking back now all of the advice and wisdom he passed down to me has most definitely paid off.

Who would you most like to meet and why?

I would most like to meet Dennis Bergkamp. As an Arsenal fan growing up he was always my favorite player and was a joy to watch. Trying to be a footballer myself I always tried to copy him in everything he did, sometimes it would work, but most times it didn't, so Dennis Bergkamp would definitely be the person I would like to meet.

What do you do when you are not at work?

I try to do as much hillwalking as I can and take my pocket size bird watching book along and see how many different types of birds I can see. I like to go back home to Ireland to my parents as often as I can especially in the summer time and do as much sea fishing as possible, plus the Guinness tastes a lot better in Ireland for some reason!

What is the weirdest project you have worked on? Or Strangest job you have done?

The weirdest place I worked in would have to be Clyde Gateway, as the biggest risk there was the contaminated ground. The area where the works were was an old industrial estate. The ground conditions was known as hexavalent chromate. Due to the highly contaminated ground there were all sorts of control measures implemented such as disposable white suits, de-contamination unit and face masks. After excavating I could see why we introduced such strict control measures as the soil was coming out green and yellow, which was the chromate. I have to admit that it was definitely the weirdest project but also one of the best I was ever involved in.

If you were to be stranded on a desert island and could take one luxury item, what would it be and why?

A well-stocked bar including a solar power fridge filled with plenty beer, gin, tonic and a cupboard full of red wine because it would be warm and I wouldn't want to dehydrate.



An interview with Gordon Bull Skilled Operative

What do you do on a daily basis in your role?

That fully depends on the task/project/day of the week!

I predominantly work on tunneling projects. Some days I'll be the designated Slinger/Signaler or Lift Supervisor, which is often coupled with a Top Man role – controlling the lifts on site as well as controlling access and egress to the shafts. On other days I might be down the other end of the shaft as a Pit Bottom Man, and then on occasion, I might get the luxury of working in the mud separation containers!

Who would you most like to meet and why?

Anybody who knows me well would be able to bet their life on the answer to this...and I won't let them down...Paul Weller, hands down! As a Mod, he was my hero growing up and still is to this day; I've seen him perform live 6 times to date and each and every time he's been brilliant.

In saying that though, I'd also love to meet Sir Michael Caine. He's got to be my favourite actor of all time – The Italian Job is probably my favourite film.

What do you do when you are not at work?

I work away from home most weeks, so I really look forward to my weekends back home on the Isle Of Wight. I enjoy spending time with my wife, family and friends doing the usual things people do, from walking my dogs, to riding about on my Vespa.

Aside from all that I enjoy watching as much live music as I can afford to. Despite my Mod roots I have to admit that the best band I've seen live have been AC/DC. I walked in to the O2 Arena a little apprehensive, but they just blew me away – incredible musicians, with non-stop energy for a full 2 hour set. I would have also liked to have seen Depeche Mode – as they were a bit of a guilty pleasure of mine in the 80's...but unfortunately I never got the chance!

Where is the most interesting place you have visited?

Chichén Itzá in Mexico was incredible. We had a day trip out to the ancient Mayan ruins when we visited Mexico a few years ago and I just found it amazing to think that the complex structures and carvings in front of me were created over a thousand years ago!

If you were to be stranded on a desert island and could take one luxury item, what would it be and why?

Music and a CD player! (Technically two items, but we'll gloss over that). I could live quite happily without Television, but I could not do without music...I'd go insane pretty quickly!

News from our People:

New Arrivals



◀ Alex Stobo, Ganger and partner Elizabeth gave birth to a baby boy, Harrison, 7lb 14oz on Monday 8th February.



▲ Francis McCauley, HSE Advisor's wife Gemma gave birth to a baby girl, Saoirse Sarah McCauley 5lb 13oz on Sunday 6th March



◀ Clare Harvey, Business Development Administrator and partner Darren Marshall have welcomed Charlie Richard Marshall, Born 23rd January 2016 at 7.36am, Weighing: 7lb

Congratulations:



Internal Promotions:



▲ George Gilmour, Foreman – promoted to Site Manager, Westerodod

◀ To Samantha Barratt (nee Davis) who married Simon Barratt on the 29th December 2015 at Gosfield Hall.