

one



The magnificent seven

@one Alliance performance is recognised at the Anglian Water We Love What You Do awards. Page 15



Nice reception for ICE.
The Institute of Civil Engineering visit Cambridge WRC. Page 7



Carbon in Construction.
Find out what we can do to achieve our carbon targets. Pages 4 and 5



Have you got news for us?

Welcome to the summer edition of **one**, the news magazine for everyone working within the @one Alliance.

AMP6 has got off to a great start with more than 150 projects already underway – things are moving at a rapid pace and there's already a lot to report.

If you've ever speculated about what Barhale specialises in, or what Anglian Water Asset Solutions brings to the @one Alliance, wonder no longer. In the first of a three-part feature, we focus on the partner companies that make up the @one Alliance, and hear from some of their employees about what they do and what they enjoy about working for the organisation.

We also celebrate achieving our coveted zero accident frequency rate (AFR), meaning what was an aspiration is now a reality – find out more on page 6.

Meeting our carbon targets is another key priority for AMP6, and so we talk to Kate Simpson, our new Project Manager – Carbon and Sustainability, about what we learned in AMP5 and how this can help us do better in AMP6.

And this year, the @one Alliance had a record number of winners in Anglian Water's We Love What You Do awards – find out what makes these awards so important to them and how the winners think we can all work together to make AMP6 a success.

Please remember, this is your magazine and I'd love to hear your comments. If you have a story to tell, or a picture to take, please give me a call on 01733 414 108, or email gtuffs@anglianwater.co.uk

Grant Tufts, Customer and Communications Manager.

Our aspirations are real and achievable



We've got off to a strong start to AMP6 and are now up and running with 155 'live' projects, to the value of £270 million and with £50 million spent so far. Our 'white book' initiatives are all firmly in place and are now being applied to AMP6 projects across our programme areas.

Our business plan has been signed off and our headline targets have been agreed. These are being cascaded through all teams over the next few weeks, so you should all be hearing more about what these targets mean for you.

The fantastic achievement of our @one Alliance teams and individuals in Anglian Water's We Love What You Do awards provides a great bridge into AMP6. These awards recognised some excellent projects and initiatives from AMP5, benchmarks we now need to apply across our programmes in AMP6.

And what better way to start AMP6 than, for the first time, to reach a zero accident

frequency rate (AFR) – an incredible achievement. We have demonstrated that an aspiration to work in an environment where we don't have accidents is real and achievable. So well done to everyone for making it happen, and keep up the good work.

We are also up and running with IFE, which is really important to the @one Alliance going forward and will drive further improved performance in health and safety. During the next few months, everyone will have the opportunity to come on board with this and I would encourage all of you to get involved.

Dale Evans
Director @one Alliance

Confident of a good performance

Following on from the success of AMP5, the @one Alliance is starting AMP6 in earnest with our focus for AMP6 performance on meeting key Anglian Water Customer Outcomes and aligned partner goals over the next five years.

Rosie Marriott, Performance Delivery Manager, said: "In addition to embracing new targets and performance measures, we will strive to maintain the excellent performances achieved in AMP5, in particular for health and safety and carbon."

Totex Delivery Index (TDI) has replaced Capital Delivery Index (CDI) where expenditure, outputs and efficiencies are now equally weighted. The efficiency target for AMP6 is 22.5 per cent, with

minimum efficiency savings of £293 million against the Final Business Plan (FBP).

Rosie said: "The Very Satisfied Customers (VSAT) survey is a relatively new measure and we have some work to do to meet the target of 80 per cent. We will also be introducing a new measure, which will look at employee engagement."

Off-site construction was introduced in AMP5 and made good progress in minimising the time spent on site. This will be a key measure in AMP6, aiming for a 50 per cent reduction of time on site as well as a 50 per cent reduction in time of the project life cycle.



"As always at the start of a new AMP, the challenge appears to be exacting, but we are confident that with the introduction of our initiatives and your help, we will have a successful AMP which will exceed both Anglian Water and our partners' aspirations."

Rosie Marriott, Performance Delivery Manager



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Industry event prepares us for a brave new world

The water sector is facing a period of huge change and opportunity, and the recent Institute of Water (IoW) conference and exhibition, held in Cambridge in July, focused on how the industry can work together to tackle this new landscape.

Entitled 'Business in the New World', the two-day event was open to key movers and shakers, including water companies, regulators and key suppliers. It focused on the changes, challenges and opportunities we face and how, through innovation and collaboration, they can be used to transform our industry for the better to create a water sector fit for the 21st century.

Chaired by Anglian Water Group's Chief Executive Officer Peter Simpson, who this year took over as President of the IoW, the event offered keynote speakers and exhibitions to inspire, provoke debate and make delegates think differently.

Representing the @one Alliance as key innovators, Engineering Manager Mark Froggatt and DAC Manager Mark Hedges presented a session focusing on innovation, offering compelling examples of how the innovations introduced and carried out in some of our projects are changing the way we work and delivering efficiency and customer service improvements.

"It was a great opportunity to be asked to present and join the panel discussion with the wider audience of industry leaders," said Mark Froggatt.

"The questions raised, following our respective presentations, were thought-provoking and the networking prompted



"It was a great opportunity to be asked to present and join the panel discussion with the wider audience of industry leaders."

Mark Froggatt, Engineering Manager

yet more innovation and advancement of our areas of interest. The message was abundantly clear from the event – collaboration will be key if we are to innovate and transform the way we secure provision of our most precious resource: water."

Colleagues make the grade

Well done to Project Delivery Manager Nick Jarvis, who has been awarded the designation of Chartered Construction Manager (MCIOB) with the Chartered Institute of Building.

Nick, who has worked at the @one Alliance since the start of AMP4, applied for chartered status following completion of a business and management degree in September 2014.

"I had the support of a mentor from my partner company, who provided me with the necessary critique and advice to gain this experience-based qualification," said Nick.

"Going through the process to gain chartered status has helped me better understand the professional and ethical drivers of their decision-making.

"Since becoming chartered, I am keener than ever to support colleagues who wish to develop professionally."

Nick advises people wanting to undertake a similar qualification to thoroughly research the options and discuss them with a mentor, and to keep a professional diary, as doing so will save a lot of time when it comes to writing up a review paper.

Congratulations

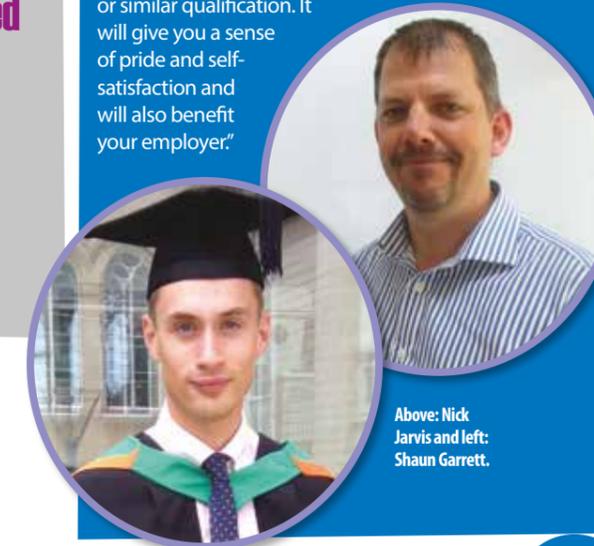
Congratulations also to Shaun Garrett, who has gained a First Class BSc (Hons) Civil Engineering degree.

Shaun completed his degree through part-time day release to Nottingham Trent University.

"The technical knowledge I gained from my degree complements my seven years' experience at the @one Alliance," said Shaun.

"It gives me confidence in my work and opens up a range of further opportunities within the @one Alliance.

"I highly recommend getting a degree or similar qualification. It will give you a sense of pride and self-satisfaction and will also benefit your employer."



Above: Nick Jarvis and left: Shaun Garrett.

Leading the way as

Keep an eye out for events happening during Carbon Week, which starts on 5 October.

SUCCESS!

The @one Alliance won the 'Drop CO2' award at Anglian Water's We Love What You Do awards. See page 15 for more about the awards.

carbon champions

The infrastructure sector is playing an increasingly significant role in the UK's carbon footprint, according to the Government's 2013 Infrastructure Carbon Review (ICR). The water, transport and energy industries will potentially be responsible for up to 90 per cent of UK carbon emissions by 2050, with many of these being locked in by design decisions made now.

The @one Alliance is recognised as a leading innovator in not only setting, but also beating ambitious and stretching carbon reduction targets.

In AMP5, we significantly beat our targets, saving 55 per cent embodied carbon (against a 50 per cent target) and 41 per cent operational carbon (against a 20 per cent target) against a 2010 baseline.

This was beyond the experience of any company within the water industry or wider infrastructure sector, and came about because our teams think innovatively and look for opportunities to apply new knowledge at the start of every project.

The @one Alliance and Anglian Water is now a benchmark for other water companies and has set a precedent for what is possible in the wider infrastructure sector. The ICR uses many of the projects undertaken by the @one Alliance and Anglian Water as examples of best practice for the rest of the infrastructure sector.

Kate Simpson, @one Alliance Project Manager – Carbon and Sustainability, said: "The @one Alliance and Anglian Water have achieved an excellent reputation for reducing carbon and are seen as leaders in the water industry and beyond.

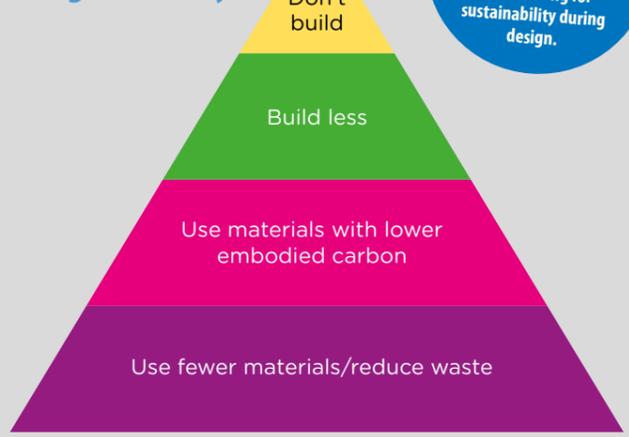
"Viewing projects through the lens of carbon has provided another perspective that has promoted innovative thinking, leading to benefits such as improved health and safety, less disruption for customers and better value for money.

"It is vital that the @one Alliance maintains this position in the sector, and we hit the carbon targets we have been set for AMP6 including a 60 per cent reduction in embodied carbon (on a 2010 baseline) by 2020. And though it might not seem like an easy task to improve on the carbon reductions we made in AMP5, we have set ourselves some precedents in the way we work which will help ensure our success."

SUCCESS!

Creating the Sustainability in Design Toolkit, which enables and encourages optioneering for sustainability during design.

Sustainability in Design hierarchy



Lessons learnt in AMP5

Kate highlights some key lessons learnt in AMP5, which will help us achieve our challenging carbon targets during AMP6:

Visibility and communication:

Keep carbon visibility high to ensure resources and lessons learnt are clearly signposted. Keep people up to date with developments, implement new thinking on projects, reduce deviations from designs and make sure carbon reduction measures are applied from the earliest stage of design through to site. More Sustainability Champions within the different programme areas help capture and share carbon reduction ideas.

Collaboration/ working with our supply chain:

The collaborative relationship between Anglian Water and the @one Alliance enables possibilities for carbon reduction to be explored, while collaboration with the supply chain supports them in tackling carbon reduction as they understand that our carbon targets are their carbon targets.

Reducing carbon reduces costs:

Keep reinforcing carbon reduction as a driver in reducing costs and allow time in the design and delivery process to address carbon. Fewer materials and less energy-intensive processes cost less. The reduction between the Final Business Plan and Actual Cost recorded at the end of AMP5 was 26 per cent; targeting carbon was key to achieving this.

Measurement:

Striking the balance between accuracy and practicality in carbon accounting has supported a culture change around

understanding carbon. Having baselines against which teams can measure and report performance means they can set targets and monitor progress. Enabling people to access the carbon breakdowns for other projects helps them save time when building their own models, benchmark against similar projects, support consistency in accounting and provide better error checking.

AMP6 challenges

Though the lessons learnt in AMP5 will help us achieve our AMP6 targets, Kate says there are still some challenges that need addressing:

Carbon and suppliers.

Few suppliers calculate the embodied carbon of their products as standard and existing data on embodied carbon of materials is limited. This can make assessing the carbon savings of new materials difficult. More suppliers are measuring the carbon of their products for modelling in AMP6 but there is still work to do.

ACTION: Work more closely with our suppliers.

Ensuring consistency in carbon accounting. The carbon modeller provides a robust foundation for accounting, with consistent models to work through from baseline to solution. However, there is still potential for some inconsistency to creep in, for example, for elements of a solution where standard carbon models are not yet available. Now the carbon modeller is well developed, more attention can be focused on tying up these loose ends.

ACTION: Work together to continuously update the Anglian Water carbon and water footprint modeller with

SUCCESS!

Developing a wide range of Standard Products that are now promoted in the wider water industry.



consistent carbon calculations for new materials, products and designs. Further guidance and updated tracker is available on the Sustainability in Design HAWK pages.

Ensuring continuity of carbon management. Different areas of the business have varying perspectives, agendas and challenges. For example, designers are not always aware of the implications of a lower carbon solution for construction and similarly changes during construction on-site can have carbon implications that are not considered at the time.

ACTION: Integrated Project Leaders to focus on carbon for the project duration, especially from the start.

Understanding the different sources of carbon emissions, carbon reduction opportunities and the way these interact can be challenging. For example, plastic tends to have a much higher embodied carbon value per total mass than concrete, yet concrete installations tend to offer a high carbon solution. However, in certain situations the use of concrete can actually be the most beneficial choice in carbon terms and all round sustainability, so it can be difficult to condense such information into a simple message.

ACTION: Make use of the existing Sustainability in

Design HAWK pages, and watch out for our Sustainability Hub – coming soon.

Convincing people that reducing carbon is worthwhile. There can often be a resistance to tackling carbon that needs to be overcome. For example, concerns that new techniques will not work or that low carbon alternatives will cost more.

ACTION: Identify opportunities to mitigate the potential risks when promoting innovative solutions and promote case study examples to illustrate cost and performance benefits.

Striking the balance between providing a robust but usable carbon accounting tool. Tools must be provided that do not bombard people with too much information but yet still offer enough transparency to allow more detailed calculations and conversations when necessary.

ACTION: The new carbon and water footprint modeller is out now – come to the next sustainability session on the carbon modeller if you would like to learn more.

External influences. Planning, procurement lead times and urgent schemes that require a quick response, such as drought or flooding, can mean a proven solution is required and limits the opportunity for innovation.

ACTION: Be prepared to act quickly with proven carbon efficient solutions. Use the HAWK pages, as mentioned above.

Making sure we capture the good ideas. People within our teams often have great ideas around reducing carbon that we need to make sure are being captured.

ACTION: Get to know the Sustainability Champions, and let Kate know if you have any good ideas about carbon or sustainability.



Five minutes with Kate Simpson, @one Alliance Project Manager – Carbon and Sustainability

Kate works within the Product-Based Delivery team, having been seconded into the @one Alliance on a part-time basis from the Grontmij Carbon Management team. She is also a guest lecturer on the MSc degree course in Carbon Finance at the University of Edinburgh and a trained facilitator of the Carbon Conversations workshops.

We caught up with Kate for a chat, and this is what she told us:

I wanted to join the @one Alliance because... I am passionate about sustainability and excited by the bold, inspiring and ambitious work of the @one Alliance's teams in reducing carbon.

A large part of my role involves... supporting @one Alliance teams around understanding and reducing carbon. I am also responsible for putting together and implementing the Action Plan on Carbon for AMP6. This is about making sure carbon reduction resources are readily available to everyone, and that best practice is shared both across and within different programme areas. It includes the development of a new Sustainability in Design Web Hub (coming soon!), managing the Sustainability Champion Initiative, organising carbon workshops/occasional events, and finding innovative new ways to promote even greater carbon literacy within the @one Alliance.

I can help project teams in the @one Alliance by... offering support with carbon calculation queries, carbon literacy resources and providing drop-in sessions tailored around the areas that teams would like help with.

My most unusual assignments prior to working for the @one Alliance were... calculating the carbon footprint of a Monkey Sanctuary, and mapping the carbon emissions associated with the design, construction and occupation of the Eden Project's cafe in St Austell, Cornwall.

My key message about carbon and sustainability is.... share knowledge and ideas. Let the Sustainability Champions and me know about your latest developments and great case studies so we can make these visible to other teams.

If you have any thoughts or good ideas about carbon or sustainability, phone Kate on 07738 728826 or email kSimpson7@anglianwater.co.uk, or contact one of the Sustainability Champions:
Lindsey Taylor – Product-Based Delivery Manager
Peter Caldwell – WRNI
Joanne Callan – WRNI/Innovation
Pragni Parmar – WNI
Michael Worthington – WNI
Bharath Poshala – WRI
Gangadhar Aladakatti – WRI
Euphemia Manyanga – WRI
Chris Peel – WI/Engineering Standards
Ruth Willis – Digital Asset Creation

Fast facts

- Embodied carbon or 'capital' carbon is carbon emitted while building an asset, including the energy used to extract, transport and install materials.
- Operational carbon is the carbon from electricity consumption, chemicals and vehicle movements as a consequence of operating an asset.

The next sustainability sessions are as follows:

Drop In Clinic: New Carbon and Water Footprint Modeller, Thursday 24 September, 12pm-1pm, Thorpe Wood House, Room 5.

Talk: Water Recycling – What Happens? Wednesday 30 September, 12pm-1pm, Thorpe Wood House, Room 3,4.

Workshop: Introduction to Water Footprinting, Wednesday 28 October, 12pm-1pm, Thorpe Wood House, Room 3,4.

For resources around carbon reduction, and details on the above and future sustainability sessions, visit the Sustainability In Design web pages (one of the main tabs on the Anglian Water Engineering web pages).

Zero AFR is a game changer

for the @one Alliance

The @one Alliance once again proves a game changer in our sector, having this month achieved a zero accident frequency rate (AFR) for the first time – something that is almost unheard of in the construction and infrastructure industries.

When speaking about our AMP5 achievements at the @one Alliance communications event in July, Dale Evans, @one Alliance Director, said that he was most proud of our health and safety record.

"In AMP5, we achieved an AFR of 0.05, which equates to one reportable accident," he said.

"We aspire to be an organisation that doesn't have any accidents."

Now that aspiration has become reality, with 'no accidents' proven to be deliverable.

And the fact that we are seen as a leader in our industry when it comes to health and safety was further underlined when the @one Alliance won the 'Make it Safe, Make it Home' award at Anglian Water's We Love What You Do awards in July.

Improved

"Our AFR has steadily improved as a result of a constant focus on health and safety behaviour, attitude and culture at every level within the @one Alliance," said Dale.

"Now we have reached a zero AFR – an unprecedented level of performance and something that everyone in the @one Alliance has contributed to. This milestone is significant as it demonstrates that our aspiration to work in an environment where we don't have accidents is real and achievable.

"This has come about from everyone taking personal responsibility for health and safety and our colleagues. As AMP6 ramps up and our work increases, particularly on site, it is important that we do all

that we can to maintain this leading position and keep the focus on safety. Our Injury Free Environment (IFE) initiative is picking up pace and will help us to keep focused."

More IFE workshops for IPL teams took place in August, while additional IFE leaders and champions will be identified in September, including some of the @one Alliance's subcontractor suppliers.

Dale added: "This ongoing commitment will keep health and safety at the core of what we do, and with the strong foundation of our current performance, I'm confident that we can maintain a leading position going into AMP6."

Did you know?

- Accidents are the biggest threat to you and your family for most of your life.
- More than 14,000 people die as a result of accidents in the UK each year, while thousands more are maimed and millions are injured.

Our safety scoops a silver award

The @one Alliance was awarded silver in this year's Royal Society for the Prevention of Accidents (RoSPA's) Industry Sector Awards.

The society introduced individual sector awards in 1993 to be presented annually for the most outstanding performance in

health and safety by a company or organisation within a particular industry or sector.

The RoSPA Occupational Health and Safety Awards are internationally recognised and have fast become the most sought after accolade by organisations from every sector.



"Now we have reached a zero AFR – an unprecedented level of performance and something that everyone in the @one Alliance has contributed to."

Dale Evans, @one Alliance Director

It's a woman's game!

Twelve volunteers from the @one Alliance joined colleagues from Anglian Water at an event to inspire young female engineers of the future.

Fast facts

- Only six per cent of the UK's engineering workforce is female.
- Only half (51%) of female science, technology, engineering and maths (STEM) graduates actually go on to work in STEM roles, compared with over two thirds (68%) of male STEM graduates.
- Anglian Water has a strong recruitment and apprenticeship programme for engineers and the @one Alliance is also developing a similar programme.
- Experts estimate the UK needs to double the number of recruits into engineering to meet demand for the industry.



More than 200 girls from four schools attended the three-day event at Pitsford Water Treatment Works in Northampton, as part of National Women in Engineering Day.

Members of the @one Alliance team presented on the range of options available by choosing a career in engineering, and the typical roles on offer in our organisation.

The girls also got to meet some of the @one Alliance's female engineers who were able to talk to them about the challenges of the job and the skills and qualifications needed to build a career.

The @one Alliance hosted a giant Lego brick building challenge, where teams had to work together to construct a house following the drawings provided, which aimed to demonstrate the communication skills and collaboration required within the industry.

The girls also took part in an exercise to manage a water supply network and had a guided tour of the works.

Alice Clarke, @one Alliance Projects Delivery Manager, said: "It was a fun and engaging event which enabled the girls to see that this is an industry in which they can work and isn't just for the boys. By giving them an insight into the range of career opportunities available within

the field of engineering we are able to dispel the myths that being an engineer means you just dig holes or fix a boiler.

"When I was the same age as these girls I wanted a job which didn't restrict me to an office, which offered me a challenge and the chance to solve problems. It was by attending events like this one that I gained the encouragement to pursue a career in engineering."

Marcia Davies, from Anglian Water's education team, said: "Sadly, it is still the case that women are a minority in our engineering teams – but we want to do what we can now to change that. That's exactly why we are so keen to get involved in this fantastic initiative – I hope that we have inspired some young minds to want to find out more about pursuing this worthwhile and exciting career."

The response from the girls who attended the event was very positive. Here are some of their comments:

- "It was the best thing I've ever done in my life."
- "We can do jobs that stereotypically men only do."
- "I have learnt that engineering is a career that I would enjoy."
- "I can be an engineer!"

Showcasing our innovative ideas to the ICE

Around half a dozen members of the Cambridgeshire branch of the Institution of Civil Engineers (ICE) recently visited Cambridge Water Recycling Centre to discover why this innovative project serves as a template for @one Alliance schemes in AMP6.

The visit involved a presentation by Integrated Project Leader John Grimm, who told the visitors about the way innovative solutions were used in the project's planning, design and build.

John explained how the Cambridge team rose to the challenge facing them by working collaboratively, focusing

on carbon reduction and by developing an industrialised construction solution. The approach led the team to make huge carbon and cost savings, while completing the project on time. The team followed the core principles of the @one Alliance, so this approach is also endorsement of the AMP6 delivery strategy.

The visitors were then taken on a guided tour of the site where they could chat to the project team.

Bob Menzies, Vice Chairman of Cambridgeshire ICE, said: "While the new structures and plant were very impressive, what really came across was the shared

purpose and values of the team in their focus on delivering the desired outcomes. This led them to challenge established thinking and develop new ways of working that are clearly paying dividends."



The ideal partnership

Over the next five years, we'll be working collaboratively as contract partners and with our supply chain to deliver our investment programme for 2015-2020. Here we catch up with colleagues from three of our partner companies – Anglian Water Asset Delivery, Balfour Beatty and Barhale – to discover how we'll meet our AMP6 targets and what makes the @one Alliance so unique. We'll hear from our other @one Alliance partners in future issues of the **one** magazine.

We currently operate in one of the UK's fastest growing regions. On top of this, our water regulator, Ofwat, has set what we charge our customers and how much we spend on maintaining our existing and new assets. Working closely and collaboratively with our partners, our aim is to meet this challenge through long-term joint arrangements to improve our efficiency through the supply chain process.



The ultimate aim of Anglian Water Asset Delivery is to deliver quality assets to Anglian Water, on time, to budget and always with health and safety at the forefront. They currently have 115 people working in the @one Alliance.

"As a business, we want to be a respected delivery-focused organisation that provides a valuable contribution and support to ensure that the @one Alliance can be a success both commercially and in meeting Anglian Water's goals and outcomes," said James Crompton, Head of Asset Delivery for Anglian Water and Water Non-Infrastructure Programme Area Manager for the @one Alliance.

Anglian Water Asset Delivery prides itself on providing skills that span across the whole Totex delivery process and programme areas.

"We offer a suite of core competencies that are both unique, such as modelling and commissioning, and

complementary to our other key partners such as technical design and project management," explained James.

"Looking forward, we are committed to providing contract and delivery self-assurance together with ensuring that the Anglian Water engineering and design standards are smart and current"

Delivery Assurance Engineer, Adam Moody, added: "One of our main focuses is public relations and making sure we meet with customers early in the process. This ensures we can meet their expectations throughout and on final delivery.

"Being part of the @one Alliance means that our processes, and the way we work in general, are constantly improving. There's a real focus in each partner company to share lessons learned, good or bad, so that we're always adapting to become as efficient as possible, without compromising quality. The

"As a business, we want to be a respected delivery-focused organisation that provides a valuable contribution and support to ensure that the @one Alliance can be a success both commercially and in meeting Anglian Water's goals and outcomes."

James Crompton, Head of Asset Delivery for Anglian Water and Water Non-Infrastructure Programme Area Manager for the @one Alliance.



The Anglian Water Asset Delivery team share lessons and skills in the @one Alliance.

Anglian Water 'Love Every Drop' strategy epitomises this – it's about doing the best you possibly can for the whole @one Alliance."

Balfour Beatty

"At Balfour Beatty, we specialise in the installation and replacement of water networks," explained Craig Repton, Regional Manager for Balfour Beatty, and @one Alliance Infrastructure Programme Area Manager.

"We install both clean water and wastewater networks and deliver large capital investment programmes for many of the water utility companies in the UK.

"To the @one Alliance, we bring the effective installation of networks using cost-efficient techniques. Balfour Beatty are also particularly adept at customer interface and have taken a lot of time to ensure our frontline employees appreciate the importance of satisfying the end customer during the essential works that we carry out. We apply a customer-operating model to ensure that the voice of the customer is 'heard' from the start of the design process, through construction, and after the work is completed. This interface is key to all utility companies.

"To the @one Alliance, we bring the effective installation of networks using cost-efficient techniques."

Craig Repton, Regional Manager for Balfour Beatty, and @one Alliance Infrastructure Programme Area Manager.

"Balfour Beatty also bring technological innovation, such as Network Intelligence Solutions, which allows accurate and precise examination of 'live' water mains and this enables precise decisions to be made regarding which part of the network either requires rehabilitation or full mains replacement," Craig added.

"Our 51 employees also bring experience and knowledge, along with a shared passion for 'getting the job done' as safely and efficiently as possible.

"The key to success in our contracts is to have the right people in the right place. We understand our long-term aims and how what we do fits into the bigger picture of the @one Alliance and we look forward to delivering against those aims."

Barhale

"Barhale has built its reputation on heavy civil engineering and

tunnelling, and we're proud of the regard we have in the construction industry," said James Haddon, Regional Director for the Eastern Region.

"However, as we move into AMP6 as part of the @one Alliance, we have the opportunity to grow our skillset and provide a more comprehensive set of engineering options for our clients."

Barhale-Response is the joining of Barhale plc and Response Engineering Ltd, forming an experienced and varied workforce. In combining these organisations, the many skills and capabilities available can be used for the benefit of clients, and also the aims of the @one Alliance. So in addition to Barhale plc's long history of successful civil engineering projects, Barhale-Response will focus on designing, manufacturing, delivering, installing and commissioning mechanical and electrical services.

"In addition to this, most of our workforce are direct employees,

not subcontractors, so we have better control over health and safety and can train, develop and retain the right people for the job," explained James.

"This method helps to shorten the supply chain, which is one of the key aims for the @one Alliance in AMP6."

Barhale's workforce is made up of around 200 people spread across various parts of the @one Alliance.

"We bring the right working attitude to the @one Alliance; we're practical thinkers, we never shrink from a challenge, and have the get-up-and-go to get what's needed done," said James.

"For AMP6, we were awarded an additional framework – our Integrated Operational Services (IOS). The IOS framework focuses on electrical, mechanical and control systems, which gives us a great opportunity to work collaboratively across teams and help join the dots for the @one Alliance."

"We bring the right working attitude to the @one Alliance; we're practical thinkers, we never shrink from a challenge, and have the get-up-and-go to get what's needed done."

James Haddon, Regional Director for the Eastern Region.



Name: Paul McLaughlan

Role in the @one Alliance: Mechanical Engineer

Years in the role: 12

Main responsibilities: I take the outline designs from the process team and, with the Digital Asset Creation team, make them into viable mechanical (or 'real') designs. These designs then go to our electrical and civil teams for their input. This is often an iterative process.

Main challenges: Keeping the costs down. We don't have much wiggle room to save money on schemes, so we often have to come up with new designs working with our supply chain to design and package work differently.

Being part of the @one Alliance: We all support each other on jobs when needed and we're happy to share designs and ideas. I think this attitude creates an environment conducive to working together, especially when we all share the common goal to make the @one Alliance the best it can be.



Balfour Beatty

Name: Stuart Ross

Role in the @one Alliance: Cost Manager in Water Infrastructure

Years in the role: Four months (previously with Balfour Beatty for six years)

Main responsibilities: Ensuring schemes are compliant and commercially healthy, as well as regularly producing accurate forecasts for schemes. One of my key roles is staying within governance on each and every scheme so we are within the agreed level of spend.

Main challenges: As I'm fairly new to the role, the main challenge for me is to learn all the new processes and systems and get back to my peak of knowing every minute detail about each job. Overall though, it's always a challenge to work to targets and make each job as lean as possible without compromising safety or quality, but I really enjoy what I do.

Being part of the @one Alliance: For me, being part of the @one Alliance makes my job and the environment I work in an absolute pleasure. It's fantastic to know that everyone is so willing to share skills and best practices, and no one is thinking only about the partner company they work for. It really helps to create a motivated and passionate workforce.



Barhale

Name: Eddie Baker

Role in the @one Alliance: Senior General Foreman

Years in the role: 14

Main responsibilities: I'm in charge of the all-round running of site and organise our direct workforce and supply chain.

Main challenges: For us, the challenges vary day-to-day. What can be most challenging, though, is when we have to work in communities and small villages. It's a tricky balance to make sure you get the job done properly while causing minimal disruption for the customer. It's all about efficiency and communication.

Being part of the @one Alliance: We're always thinking as part of the @one Alliance as one big team. Everyone wants to be on a job that's going well, so different partnerships will often chip in to help each other out. We regularly have Balfour Beatty and Anglian Water Asset Delivery employees working on our sites, so it never feels like there's a divide – we just help out where necessary. I'm a great believer in understanding the strengths of individuals and knowing where they can be placed in a team to help us work as efficiently and safely as possible. Being part of the @one Alliance allows us to do this.





A time to

reflect

More than 500 colleagues attended the @one Alliance AMP5/AMP6 Transition Communications event, held over three days at the Kingsgate Centre in Peterborough.

The half-day event was designed to celebrate the @one Alliance's accomplishments in AMP5, while preparing employees for the challenges ahead in AMP6.

@one Alliance Director Dale Evans opened the event with a presentation about the @one Alliance's AMP5 accomplishments, saying: "This is about having the chance to reflect on what we've delivered in AMP5 but as we do so, think about how to use this best practice in how we deliver AMP6."

"Five years ago we were given significant challenges, and we delivered on all of them. We said we wanted our health and safety performance to be industry leading and we achieved an accident frequency rate (AFR) of less than 0.1. We achieved our Capital Delivery Index well above our stretch target. Affordability was 30 per cent in AMP5. And we achieved the two challenges that defined AMP5 for us – reducing embodied carbon by more than half and reducing operational carbon by 20 per cent."

"This was a really good performance that we delivered collectively – the seven @one Alliance partners, working with our supply chain."

Dale described how the @one Alliance is driving a change in our industry through the practices developed and adopted in AMP5. These include standard products, off-site assembly, 3D design, and our collaborative way of working, all of which will be developed and built upon to achieve the stretching challenges laid out for AMP6.

A taste of success

The majority of the event was dedicated to interactive presentations from 10 of the teams

involved in some of the projects that made AMP5 such a success. Delegates were divided into small groups and circulated around each of the project presentations, asking questions about the methods, techniques and products employed, so that they could use these in their own future projects.

The event wrapped up with a table exercise, during which colleagues pooled ideas on what three things they envisage are the most important for the @one Alliance to adopt in order to deliver AMP6. The results of this exercise are being presented to the appropriate AMP6 Initiative leads to consider.

Martin Kebble, Programme Area Commercial Manager, Water Non-Infrastructure, who has recently joined the @one Alliance, was impressed with what he learnt at the event.

He said: "What I'm really encouraged by is the culture of looking for opportunities in AMP6. We're raring to go and that is in the collective culture. So many people are embracing the initiative and it's a great sign for AMP6. I've worked elsewhere in the water industry and Anglian Water is seen as the model, the frontier. So to see this internal desire to improve that performance is really encouraging."

Grant Tuffs, Customer and Communications Manager, said: "On the whole the feedback was very positive, with 84 per cent of delegates believing they can help deliver improvements in how we work in AMP6; 81 per cent said they are proud

to work for the @one Alliance, and 80 per cent said the people they work with co-operate with them to get the job done.

"One of the key issues that came up in the feedback was that people are not happy with the IT performance in Thorpe Wood House and on site and we have already come up with a plan to address this, with the Anglian Water Information Services Department coming in to Thorpe Wood House to meet people and assess and understand their issues."

Grant added that the key messages fed back by colleagues who attended the event will also be communicated to site teams via the Operations and Construction Managers.

He added: "Thanks to everyone who gave feedback, which will help us shape the way we tackle AMP6."



Colleagues find out more at the project market stalls.

YOUR KEY THEMES FOR AMP6...

What the presenters said about the event:

Pete Dobson, Project Delivery Manager (Bishop Norton S101a First Time Sewerage Scheme):

"I think the event has been well received. We shared our best practice with a two-way discussion. One of the innovations we used on this project is the rock trencher, and it was a bit more interactive as people could relate to what they saw. This solution made people think outside the box, which is what it's all about – innovation."

Red Security Solutions, presenting with Water Recycling SEMD:

"It's been interesting for people to have some interaction with what we do and be able to ask us questions about how they can use CCTV on their sites."

"In AMP6, innovation is key and technology is moving forward – it's only going to get better. Using the CCTV system instead of the traditional fencing has made huge cost savings as well as saving 170 tonnes of carbon."

Paul Parkes, Construction Manager, Water Non-Infrastructure (Pitsford Reservoir):

"I think the event has gone very well. We've had some good questions and feedback. People can't believe the Pitsford Reservoir project was so straightforward and so simple and I think people have taken away that you don't always have to look for the most complicated solution. Collaboration is key – we really worked as a team to come up with this solution. And in AMP6, we can do it, teamwork is the way to go."



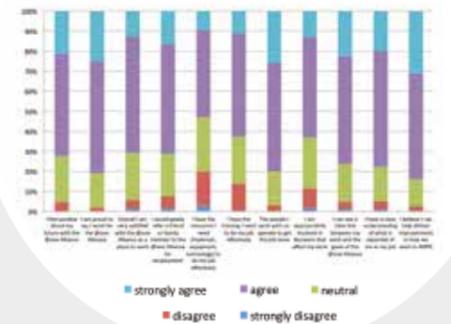
Attendee feedback

"We have some excellent people – if we engage and enable them, this will equal success."

"Great to hear that what felt out of reach at the start of AMP5 really is achievable. Bring on AMP6!"

"We need to spend more time up front to ensure a task ahead goes right first time – that eliminates safety issues, cost, carbon."

449 feedback forms completed; 14 comments from site-based attendees, 85 comments from office-based attendees.



"Very informative session. Good to see the innovative approaches used in the design and delivery of projects."

"Great showcase of best practice."

"On the whole the feedback was very positive, with 84 per cent of delegates believing they can help deliver improvements in how we work in AMP6."

Grant Tuffs, Customer and Communications Manager.



Nurturing our future talent

The @one Alliance is offering jobseekers and students the opportunity to be sponsored on a new engineering course at the College of West Anglia in Wisbech, leading to an apprenticeship within the organisation.

This is the first year that the @one Alliance has sponsored such a course. It is part of the organisation's support for Wisbech 20/20 Vision, which aims to regenerate this Fenland town, making it a great place to work, live and visit.

The @one Alliance and Anglian Water's pledge to Wisbech 20/20 Vision involves three elements, one of which is education.

There are two courses that the @one Alliance is involved in sponsoring. The Mechanical and Electrical Engineering course is currently sponsored solely by the @one Alliance, while the Construction and Utility Operations course is a collaboration between all four of

Anglian Water's alliances.

The first two years of both courses are sponsored full-time. After passing all modules at the end of their second year, the students will be offered an interview with a partner company, who will employ the students on an apprenticeship, depending on which element of the course they want to focus on (mechanical or electrical engineering in the @one Alliance, or construction or utilities in one of the four alliances). The students are then offered the opportunity to go into higher education.

"We are trying to help young people in Wisbech to raise their aspirations," said David Newsome, who is project managing the development of these courses across all four alliances, in collaboration with the college.

"The 15-year partner contracts signed across all four alliances have given us the opportunity to develop and grow these courses. Employees from the alliances will offer specialist lecturing and



materials to the students – this is what makes them 'sponsored' courses. We are trying to tailor them as specifically as we can, to nurture our own future talent with a view to employment with one of Anglian Water's alliances."

Anyone of any age is eligible to apply for the courses, from school leavers to those interested in a new career.

As full-time, recognised courses, there is 100 per cent funding available from the government for 16 to 18-year-olds, and some funding available for those who are older, depending on their age.

If you know anyone interested in applying for either course, phone David on 07903 992155 or email dNewsome@anglianwater.co.uk

Recognition from our customers reaps rewards

The first winners of our new Customer Service Recognition awards have been announced.

These awards are based on customers' comments on returned project SIM surveys, coupled with nominations from colleagues. These are then assessed and shortlisted before the @one Alliance Management Team chooses the winners, who are presented with a certificate and put forward for Anglian Water's 'We Love What You Do' awards.

"Enhancing the reputation of Anglian Water in the communities in which we work and striving to deliver exemplary customer service through all teams are key goals for AMP6," said Grant Tuffs, Customer and Communications Manager.

"Recognising people and teams this way demonstrates our commitment to reward people for helping us achieve these goals."

The winners are:

Bury St Edmunds Water Infrastructure team

This team was recognised and acknowledged for delivering exemplary customer service on site, with the following customer feedback:

- "Workmen were brilliant, helpful and courteous."
- "Well planned, well forecasted and well executed."
- "Kept roads clean, safe and tidy."
- "Staff were patient and friendly. Work carried out with least disruption possible."



Martin Barber, Site Manager
Martin was nominated with this message from Darren Livock, Supply Manager, Anglian Water Services:
"It's been great working with somebody who works so hard and is so dedicated. You operate above the call of duty and I'd like to thank you on behalf of my team for the great job at Heigham Water Treatment Works. It's quality. Hopefully I'll see you around on other schemes."

Linda Boddy
Linda was acknowledged for transforming the Document Control team to enhance internal customer service through better planning, engagement, communication and delivery on time.



Ormesby S101a – Water Recycling Infrastructure team
Recognised for excellent customer service on this first time sewerage scheme, this team was given great customer feedback:

- "Minimum disruption. Workers very helpful, clean and very health and safety conscious."
- "Great consideration to all parishioners. Very good communication and organisation."
- "A job well done with polite site staff. Work carried out to a high standard."

Magnificent Seven!



The @one Alliance had incredible success at Anglian Water's We Love What You Do awards – winning seven out of the 10 supplier categories.

More than 80 colleagues from the @one Alliance, as well as several hundred Anglian Water employees and suppliers, attended the event, which was held at Tugby Orchards in Leicestershire in July.

The @one Alliance was nominated multiple times across all 10 of the supplier categories. We came away with seven winners and two highly commended awards, providing further testament to the effectiveness of our integrated collaborative way of working.

Dale Evans, Director @one Alliance, said: "This is a fantastic achievement."

"I'd like to congratulate all the teams and individuals who contributed to the awards."

"These awards recognise the quality and commitment of our teams and this is another clear indication that Anglian Water sees the

@one Alliance as an important and valued partner."

There were plenty of challenging activities to be enjoyed at the event, including Segways and a zip wire, plus musical entertainment and food aplenty, before the afternoon awards ceremony, hosted by explorer and adventurer Ed Stafford, took place in a giant marquee.

The @one Alliance's successful teams and individuals were:

- The WRNI Cambridge Water Recycling Centre team, who won both the 'Best Scheme' award and the 'Zero Waste – Right First Time' award.

- The @one Alliance, who won the 'Drop CO2' award and the 'Make it Safe, Make it Home' award.
- The Market Harborough DG5 project team, who won the 'Environment and Community' award.
- John Lambert from the WRI S101a First Time Sewerage team, who won the 'Love Every Drop' award.
- The SEMD team, who won the 'No Incidents, No Pollutions' award.

"I am so proud of the Cambridge project winning the 'Best Scheme' award. With just 10 months to deliver phase one of the project, the team needed to embrace both innovation and collaboration to deliver efficiency in programme and cost, but also achieve reduction in embodied carbon by more than 60 per cent. This integrated delivery approach has been rolled out as a standard for AMP6."

Sharad Gupta, Project Manager for the Cambridge scheme.



"John's attitude and commitment to customer service is second to none. Whenever anyone requires advice or support, John is always willing to assist. He is able to find solutions to customers' concerns, offer reassurance and ultimately ensure customer satisfaction. This award is a fitting recognition of the significant contribution that John has made to enhance the reputation of the team, the @one Alliance and Anglian Water."

Rafal Szmigiel, Technical Delivery Manager, Water Recycling Infrastructure, who nominated John for the Love Every Drop award.

"Winning this award is a testament to the hard work and effort everyone within the @one Alliance has put in to reducing embodied and operational carbon. Achieving a 55 per cent reduction in embodied carbon and a 41 per cent reduction in operational carbon is truly industry leading and we should all be really proud."

Lindsey Taylor, Product-Based Delivery Manager.



"The team are very proud to win the 'No Incidents, No Pollutions' award, despite competition from much higher profile projects. This award shows recognition of the team's safety-first approach to installation at over 500 sites, and the business benefits provided by the protected assets."

Colin Isles, SEMD Integrated Project Leader.



"It was fantastic to celebrate with colleagues you wouldn't normally get the chance to socialise with, particularly those based on site. These awards really help to bring together a collaborative working environment."

Nick Randall, Technical Manager (Project Engineer on the Market Harborough DG5 project).



In addition to these winners, the @one Alliance also picked up a couple of highly commended awards:

- The Boston WI team was highly commended in the 'Best Scheme' category.
- Mark Froggatt, Engineering Manager, was highly commended in the 'Love Every Drop' category.



Rising to the challenge

An intrepid team of adventurers from the @one Alliance took part in the Severn Trent Mountain Challenge, raising £250 for WaterAid.

'The @one Mountaineers' – Julie Parker, Zenna West, Adam Bullers, Andy Head and Steve Parker – took 10 hours and 45 minutes to complete the 30-mile course in July.

"It's not called the mountain challenge for nothing – there's lots of climbing to be done," said Julie.

"However, the peanut butter sandwiches got us up those mountains. A bit of map reading was also required and we all had lots of blisters by the end.

"That said, a thoroughly enjoyable day was had by all with

a medal to finish and a welcome hot meal back at base."

With more planning and the knowledge that they can do it, the team hopes to raise more money for WaterAid next year.



The intrepid team scale the heights for charity.



Making a difference

Richard Boucher, Anglian Water's Business Change and Strategy Director, who chairs Anglian Water's WaterAid Committee, has visited Malawi to see first-hand how the money we raise helps change people's lives.

His four-day trip was about understanding the impact WaterAid has on local communities in Malawi and why the work of WaterAid and the support we give it is so important.

Richard visited schools and villages, and saw how communities have been transformed for the better by having access to safe water and sanitation.

in Malawi

In his blog, Richard said: "It is so clear to me why we should support the work of WaterAid. Improving the conditions of those who are born into poverty, where without help they cannot access safe water, sanitation and hygiene, is so important."

"We need to treat this well as our mother – it will care for us if we look after it."

Village chief of a village in Malawi.

Fast facts

- 17.4 million people live in Malawi. 2.4 million of them don't have access to safe water (that's the same number as Anglian Water's customers) and 14.7 million people don't have access to safe sanitation.
- Over the past three years, the WaterAid team of just 25 people in Malawi have impacted the lives of over 700,000 people, bringing them safe water, access to sanitation or better hygiene, all in a sustainable way, at an average cost of under £10 per person.

Teeing off to raise funds for WaterAid

Around 100 people, including some from the @one Alliance, linked up for an on par day of golfing at Belton Woods, near Grantham.

More than £18,500 was raised for WaterAid – enough to help more than 1,200 people in countries with poor sanitation to

gain access to safe water.

The @one Alliance was one of the main sponsors of the event, which offered a 27-hole course, an opportunity to 'beat the pro', and evening dinner with prize-giving.

Thanks to everyone who supported this successful event.



Well done, me hearties!

Pirates in fancy dress and concrete canoers were among the teams who took to the 'high seas' of Rutland Water, raising a record-breaking £64,000 for WaterAid at Anglian Water's annual Rutland Regatta.

Competition was close as teams from the @one Alliance, Anglian Water and our suppliers battled it out to claim victory in the kayak, raft and canoe races.

This year's new challenge was to design, and compete in a plastic bottle boat race, which saw some innovative ideas tried out on the reservoir.

The races were exciting for spectators to watch and they cheered on their colleagues from the shoreline.

The regatta was also a fantastic opportunity for people to network with colleagues from other teams and suppliers over a tasty breakfast, hog roast lunch or over a game of tug 'o' war.

This year's magnificent total will help WaterAid continue their vital support to people in countries like Nepal, where almost 20 million people do not have anywhere safe and hygienic to go to the toilet.

