



Issue 22
December 2014

*Wishing you all a happy
and safe Christmas.*

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How it's gathering pace



RING THE CHANGES

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Topping off a great programme



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Have you got news for us?

Welcome to your winter issue of **one** magazine, which is full of stories and features about what's happening across the @one Alliance.

The focus for everyone right now is the successful closeout of AMP5 because there are still lots of projects to complete to make it a success. With this in mind, we speak to Closeout Manager Guy Gregory about the strategies we should all bear in mind to make sure we end AMP5 on a high.

We also need to keep our eyes and ears open for news about what's happening in the run up to AMP6, so we catch up with Transition Manager Richard George and AMP6 Project Manager Matt Humphrey for an update.

Gary Meades, Lead CDM Coordinator, gives us the latest news about the new AMP6 induction process and we speak to the new Integrated Project Leaders to learn more about their challenges and aspirations going into AMP6.

Health and safety is, of course, at the heart of everything we do, so inside this edition you'll find a four-page insert dedicated to this year's Safety Stand Down Day.

I'd like to say thanks to everyone who took part in our readership survey.

I've listened to your feedback and taken note of your suggestions and have made plans to bring some changes and improvements based on what you want.

Congratulations to Jon Pollard, Value Manager WNI, who won £50 worth of shopping vouchers in the prize draw.

Please remember that one is your magazine, so if you have any stories or pictures that you would like to see in the next edition, I'd love to hear from you.

Please give me a call on 01733 414 108 or email gTuffs@anglianwater.co.uk

Grant Tuffs, Communications and Customer Manager

Delivering AMP5 projects such as this one at Moxhill (see centre spread) are paramount.



Teams have been performing really well over the past 12 months. The @one Alliance has been making good progress and we've delivered a huge amount. In fact our expenditure in November was the second highest monthly figure in our 10-year history, which shows just how busy we all are at the moment.

It's particularly busy because we're delivering a 'big' final year for AMP5, while transitioning into AMP6 at the same time.

AMP5 delivery remains paramount. We've still got around 100 projects to deliver, and we've still got to meet our efficiency challenge, but I believe we're on course for a strong and very positive finish to the AMP5 period. We're in a good place and we're still making progress.

This time five years ago, we were winding down to the end of the AMP period and getting

concerned about the quiet period before the next programme of work started. But we've learned from that, which is why we've now started working on AMP6 projects in parallel to the AMP5 programme.

There are now more than 30 people working on AMP6 projects. We've got a lot of visibility of the AMP6 programme and we have started the induction programme to support people as they transition from one AMP to the other (read more about this later in the magazine).

At some point over the next three or four months, everyone will be moving from AMP5 to AMP6. The strong performance that we're going to deliver in AMP5 has given us the right to really get stuck in to AMP6 and I'm positive that everyone will rise to the challenge.

Dale Evans, Director - @one Alliance.



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This newsletter is printed on Forest Stewardship Council (FSC) paper, which means it comes from responsible sources that support the conservation of forests and wildlife, while helping people to lead better lives.



Tap into the innovation network

Innovation, collaboration and transformation are at the core of Anglian Water's 'Love Every Drop' outcomes and we should all strive to incorporate these elements into our way of working at the @one Alliance.

This can be challenging, but the Water Innovation Network (WIN), a joint initiative with economic development company Opportunity Peterborough and Anglian Water, is on hand to help everyone achieve this.

The network aims to stimulate innovation in the supply chain by creating an active water cluster – a national network of businesses, organisations and research institutions that work collaboratively to foster innovation and growth in the water industry.

WIN offers its 600-plus members the opportunity to understand Anglian Water's key business challenges and aspirations by hosting events and sending regular news updates.

There's also an idea submission process to encourage innovative solutions to these challenges and ensure they get to the right people at Anglian Water and the @one Alliance.

The network brings people together to look at opportunities for increased efficiency, carbon reduction and improved customer service, but it also

has wider connections to the European Enterprise Network and Opportunity Peterborough's Bondholders.

"WIN has been operating since 2010 and has shown real benefits to Anglian Water," said Nilam Patel, Water Innovation Network Coordinator.

"So far we've received more than 300 solutions from our members which have been submitted to the internal steering group for consideration, with 10 already successfully implemented."

"Anyone from Anglian Water or the @one Alliance is invited to get in touch to discuss a specific challenge they'd like WIN to help solve," said Nilam.

"Equally, if you receive a new technology direct to your inbox, please share it with me so it can be made available to all employees."



For more information, visit www.waterinnovation.net, phone Nilam on 01733 317417, 07984 043966, or email info@waterinnovation.net



Onto a WINner

In the last year, Anglian Water has faced challenges in relation to trying to stop water towers from leaking.

Anglian Water, the @one Alliance and Stonbury have worked collaboratively to find solutions with external advice sought from CRL, Mott MacDonald and WIN.

In November, a Task and Finish Group workshop was held to review the root cause of leakage, the root cause of solution failure, learning, challenges, benchmarking and innovations that would support future solutions for water towers.

The group also reviewed products identified by the Innovation Team and WIN and provided feedback from research work completed on products available in both the UK and international markets.

Anna Smith, Client Project Manager (Water Tower Programme), said: "With the number of suitable products decreasing, finding a workable solution has been particularly challenging.

"We are not out of the woods yet. However, by working with all stakeholders, including the Innovation Team and WIN, we are hoping to find the best solution and whole life cost for Anglian Water."

Chart(ered) topper!

Congratulations to James Gilbert, Ecologist in the Enabling Team, who has achieved chartered status.

James, who joined the @one Alliance in 2012, provides ecological advice in design and construction, including completing initial ecological desk studies, undertaking field surveys and assessments and providing watching briefs.

He applied to the Chartered Institute of Ecology and Environmental Management (CIEEM) as he wanted enhanced professional status as well as formal

recognition in being able to achieve and deliver a high standard of practice.

"I am pleased to have attained chartered status. My colleagues and clients are assured of the level of support I am able to provide that will aid sustainable solutions and the successful delivery of their schemes and projects," said James.



Have you achieved a professional accreditation? Are you undertaking a career development course? If so, please let us know. Phone Grant Tufts on 01733 414108 or email gTufts@anglianwater.co.uk



All a-Board for the

04 2015 brings a new start for the @one Alliance as we start our AMP6 journey in April. One meets the @one Alliance Board members and finds out what they bring to the organisation and what they think the biggest challenges are for us as we move into AMP6.



I've been Chair of the @one Alliance Board since its inception in November 2004 and I bring vision, determination and challenge to the role.

As we enter AMP6 we face many new challenges, not least the need to raise the bar on health and safety to continue looking after those around us and ourselves.

We will have to create efficiencies in a new, TOTEX world and deliver first class whole-life cost solutions, which are low in carbon and sustainable. And we'll have to achieve our Outcome Delivery Incentives with a focus on the customer at all times.

But thankfully the achievements we've made over the past 10 years have created a solid foundation from which we can really build. Going forward we must continue to blaze a trail with modular construction and build-off-site assembly, taking advantage of investments we've made in 3D modelling, standard products and Product Lifecycle Management.

Our focus should be on logistics and assembly, and if this means changing the culture of construction in the UK, then that's what we will do. We're already at the forefront of this change, with projects such as Cambridge WRC, Pulloxhill WTW, Mattishall WTW and Postwick WTW. Now we need to go from good to great.

The success we've had on these projects wouldn't have been heard of five years ago when we took on the incredible challenge to halve the amount of embodied carbon in the assets we build by 2015. We're now at around 46 per cent, which is a fantastic achievement, but we must continue to drive further, beyond 50 per cent and towards a 60 per cent reduction by 2020.

Chris Newsome, Director - Asset Management, Anglian Water Services.



I've been part of the UK water industry for over 25 years and an @one Alliance Board member since 2004.

I bring experience from not only the construction and water industry, but of alliancing and the journey our alliance has been on over the last 10 years.

We are in an industry-leading position to tackle the evolving regulatory journey we are on and to deliver best in class TOTEX efficiency when optimising Anglian Water's assets, while creating world-class customer services.

Our greatest challenge is to collaborate with the other alliances in Anglian Water and stakeholders to collectively create outcomes that improve the regulatory Outcome Delivery Incentives (ODIs), with equal focus on capital and operational expenditure.

John Abraham, Chief Operating Officer for MWH Treatment and Constructors.



I am new to the @one Alliance Board and I have three key messages: be a safety leader; care about what you spend; and keep smiling.

The AMP6 affordability challenge will test us all. The industry must do the 'right things' in engineering and process to make improvements that are real, tangible and, crucially, sustainable, in order to meet this challenge. We must find the next level in safety performance, too.

MMB will bring energy, enthusiasm and challenge to the @one Alliance, maintaining a focus on innovation to improve in all areas, from safety to efficiency.

Paul Bentley, Managing Director of JN Bentley and Director of Mott MacDonald Bentley (MMB).



I'm a lifetime electrical engineer (FIET), and I'm new to the @one Alliance Board, having joined in January 2014.

I think the biggest challenge for AMP6 involves one word – outperformance. It has to be the norm and the thing we all strive for.

I believe that I will bring constructive challenge to move the 'this is the way we've always done it' culture forward. I have considerable experience of working in and creating collaborative environments, and believe that I can bring the wider European Water Engineering capability of Grontmij to the @one Alliance.

John Chubb, Managing Director, Grontmij.

AMP6 expedition

I have been on the @one Alliance Board since 2005 and bring the experience we have all gained from the @one Alliance's first ten years; a belief in what we want to achieve through collaboration and integrated teams; and an understanding of developments in the industry and what we can learn from them.

Our biggest challenges for AMP6 are to deliver the tough targets we have set ourselves for cost, carbon and time. We also need to be flexible and agile enough to respond to the changing environment, particularly changes such as TOTEX.

If we continue to deliver improvements and innovation at the rate we have over the past 10 years, we will achieve our aims for AMP6. We will enable this by focusing on the eight improvement initiatives we have identified for AMP6 and by developing high performing integrated teams.

Dale Evans, Director - @one Alliance.



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As one of the longest serving @one Alliance Board members, I have had the benefit of seeing one of the industry's leading alliance organisations develop and deliver over the last 10 years.

Our challenges for AMP6 include ensuring we drive real accountability for team performance throughout the lifecycle of our projects. We need to focus on maximising the added value and 'pounds in the ground' and reducing waste and bureaucracy at every opportunity, whilst ensuring we consistently deliver in a sustainable, safe, profitable and environmentally responsible way, establishing and maintaining a resilient brand and reputation for Anglian Water and the @one Alliance – all underpinned by personal ownership and pride.

Andy Flowerday, Managing Director, Barhale Construction plc.



My relationship with Anglian Water stretches back 15 years and I have been part of the @one Alliance Board since the start of AMP4. It's a collaborative partnership that we value highly at Skanska.

My involvement has given me a fantastic insight to the Anglian Water business, through which I can bring an external point of view, leadership and challenge.

In AMP6, we have some real challenges and great opportunities to deliver better solutions to Anglian Water customers.

Our collaborative approach, coupled with new technology and ways of working, will allow us to continue our drive to be more efficient, delivering outcomes cheaper, faster, greener and with safety at the centre of everything we do.

Bill Hocking, Executive Vice President, Skanska UK.



I joined Balfour Beatty in April 2014 and I'm delighted that we'll be part of the @one Alliance again during AMP6.

It's important to understand the concept of whole life cost solutions so we can maximise the benefits of the total expenditure model. This requires changes to culture and ways of working with the focus on our customer.

Safety is our number one priority, and we have a commitment to keeping our people and the public safe.

We're working in a 15-year relationship with Anglian Water and our role is to support their success. We'll do that through delivering sustainably, and by sharing knowledge, ideas, experience and best practice as an integrated team, we have the potential to deliver industry-leading ways of working.

Craig McGilvray, Managing Director for Balfour Beatty's Gas and Water business.



I became a member of the @one Alliance Board in 2008 and now act in the capacity of Client Representative for Anglian Water.

AMP6 will require a shift in performance from AMP5. The commercial model is one of total outperformance and will require everyone to be more commercially minded and focused. For this to work successfully, we need greater integration and development of innovation to deliver our required efficiencies set against new challenges that we collectively need to respond to in the form of TOTEX and Outcome Delivery Incentives.

We need to build on the successes of AMP5, welcome and mobilise our new @one Alliance partners and deliver successful outcomes in line with our business plan.

Jason Tucker, Head of Capital Delivery and Supply Chain Management at Anglian Water Services.



AMP5 to AMP6

By breaking down the artificial 'barrier' between AMPs, the @one Alliance has managed to provide a much more efficient solution and more resilient assets for Anglian Water and its customers.



Crossing barriers is the path to success

Challenge

Significant growth is planned for the Cambridge region, but a large proportion of Cambridge Water Recycling Centre (WRC) is 100 years old and is starting to fail.

"It was originally envisaged to just provide the additional treatment capacity to meet the AMP5 growth requirement, but this would not have addressed the issue with the old assets," said John Grimm, Integrated Project Leader (pictured above).

"This solution would not have met the AMP6 outcomes such as investing for tomorrow or resilient services."

So the decision was made to provide an holistic solution that would offer additional growth while addressing the issues with the old assets and providing better value for less money.

"In order to be able to do this, the scheme is funded from both AMP5 and AMP6 and is therefore called a 'transition project' as it bridges both AMPs," explained John.

"This 'transition' is one of the biggest business changes in recent years."

Although this was the right solution for the business and our customers, it became a major challenge for the Delivery team, as it required a faster build rate than many believed possible to hit the AMP5 output date of March 2015.

There was also a significant cost challenge as the affordability was set at £18.8million and the project was originally estimated to cost £30.5million.

Collaboration

The team realised that to meet these challenges they needed to get everyone



working together towards a common goal from the beginning of the project.

As such, the Supply Chain, Operations and the Assembly teams were integrated into the Delivery team, offering great ideas for cost and time savings and minimising rework.

An Anglian Water Operations representative was seconded into the Delivery team for two days per week and given an iPad so they could review the 3D PLM model while they were away from the office and with their teams.

Safety

"Safe to Operate reviews are usually held at the end of the commissioning phase and it takes a lot of time and money to rectify the issues," explained John.

"In this project, a number of Safe to

Operate reviews were held virtually with the Operations and Maintenance teams in the design phase to ensure things were done right first time on site."

The Construction team was also integrated into the Delivery team, with the Site Manager assimilated into the team five months before the project started on site. His knowledge provided invaluable support with both the design and the development of the programme.

Governance

This project is also the first to trial AMP6 Project Boards.

"Project Boards feature key stakeholders from the business and we meet monthly to review the status of the project," said John.

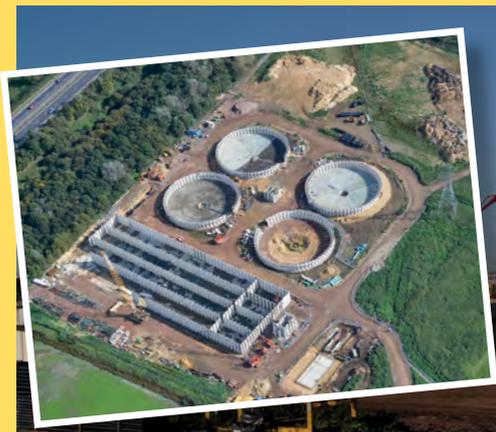
"I'm sure that without the support of the Board, the project would not have progressed as efficiently and we would not have developed the integrated solution to provide best value for Cambridge WRC that we now have."

There are also regular review meetings and feedback surveys, plus collaborative design, planning and production meetings.

Success

"Through continued collaborative working, the integrated team is set to deliver the scheme on time with a vastly reduced outturn cost of £21.5million," said John.

"Change isn't easy, but the challenges made the Delivery team think differently. We have tried new ways of working which may become a great platform for delivery in AMP6."



"The scheme is funded from both AMP5 and AMP6 and is therefore called a 'transition project' as it bridges both AMPs,"

John Grimm, Integrated Project Leader.

The Challenge is on

- to hit our AMP5 deadlines

Making a concerted effort to close out AMP5 successfully is particularly important to not only ensure a smooth transition to AMP6, but also make sure the @one Alliance receives its gain share for the AMP5 period.

So says Guy Gregory, Closeout Programme Manager, who believes that everyone in the Alliance has an important role to play in this – even those looking to move on to AMP6 projects.

“Don’t think that the closeout of AMP5 is what other people are doing - we need to focus on AMP5 and not drift into AMP6 mode,” said Guy.

“We must work the current baselined plans, managing Gateways 5, 6 and 7 in parallel if necessary. It’s also important to make sure that capital expenditure is spent in the right year.”

Yet with half of AMP5 projects still to be closed out at Gateway 7, Guy is very much aware of the challenges that lie ahead to close out AMP5 successfully.

“We need to ensure a timely close out of deliverables, even if the project is not yet at that gateway; work with suppliers to collect operational and maintenance (O&M) data as early as possible, as this is the biggest risk; and work with Anglian Water Operations and the client to sign off gateways in a timely manner.”

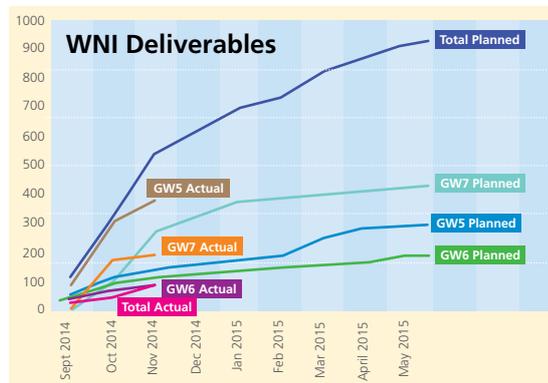
It is important that we overdrive the collation of Gateway deliverables,

ensuring that key baseline dates are delivered for Gateways 5, 6 and 7.

However, if it looks like there’s a problem, let us know.

“If there is an issue, the Programme Area Manager and Closeout Manager need to know,” he said.

“Then a mitigation plan can be worked out to keep us on track.”



“We need to ensure a timely close out of deliverables, even if the project is not yet at that gateway.”

Guy Gregory, Closeout Programme Manager

Partners in place

The sourcing and selection process for AMP6 has been completed and the successful partners and preferred bidders have been announced in all four of the alliances, to deliver Anglian Water’s schemes in AMP6.

The decision was announced at Anglian Water’s Management Board meeting in November.

“All four alliances went through similar sourcing and selection processes, and we now have visibility of all the successful partners,” said Matt Humphrey, AMP6 Project Manager.

“The only thing left in this process is for the IMR delivery team to write the White Book for Water Recycling. Since the partner selection process is complete, we’ve now closed down the project office.

“We’ve had very positive feedback on the process from both the bidders who have signed the contracts for AMP6, and those who weren’t successful.”

Matt adds that there’s also evidence of much more collaboration between all four alliances following the AMP6 sourcing and selection process.

“In AMPs 4 and 5, there was minimal discussion between the four delivery routes, but because they have all gone through similar processes at the same time for AMP6, this has offered a good opportunity to be more collaborative and consistent in our approach.

“This was evident at a workshop attended by all four alliances in November, where they compared notes on efficiency initiatives and lots of discussion took place.

“The trick is to maintain this going forward into AMP6 and beyond.”



ON THE MAP

We're in the final year of AMP5 and the challenge is on to complete our schemes on cost and on time. With almost 600 projects through Gateway 5 we are at the peak stage of construction, so here's a snapshot of what's on the map.

SEMD Operational Water and Fluvial Flooding Programme – Hillington WTW

Delivered by the SEMD Team

The @one Alliance was mandated to protect Hillington WTW under the Security Standards for Stoke Ferry Operational Water, and the Fluvial Flooding Programme.

The SEMD works consisted of the installation of approximately 160 metres of new security fencing with perimeter intruder detection systems, and new security rated doors and barsets.

The Fluvial Flooding work at Hillington WTW consisted of the installation of approximately 200 metres of new reinforced concrete (RC) flood wall to protect the site, along with new clay core earth embankments.

The main entrance to the site required raising by 400mm to protect the site in flood conditions, and an operational flooding discharge sluice was installed to control on site water levels if required. Both projects were delivered simultaneously to realise efficiencies across the programmes.



Cost

The combined forecast out-turn cost for the Stoke Ferry Operational Water and Fluvial Flooding Group 3 programme is currently £4,918,000 against a combined approved Gateway 3 solution cost of £4,926,000.



Less CO₂

Combined embodied carbon is forecast at 557t CO₂e against a baseline of 1093t CO₂e with Operational Carbon forecast at 354t CO₂e against a baseline of 441t CO₂e.



On time

The installation works have been completed and output claimed ahead of the 31 March 2015 obligation date.



Reservoir Roof Replacement – Moxhill Water Storage Reservoir, Bedfordshire

Delivered by the WNI Team

The @one Alliance was mandated to deliver a replacement roof for Moxhill Reservoir Storage Point after the reservoir was taken out of service following a water quality sample failure. The reservoir also failed its internal inspection, with damp patches to the walls, first thought to be caused by condensation, but, on closer inspection, been identified as being the result of water ingress via the roof.

The roof was repaired approximately 10 years ago with the supporting structure rivets being replaced or bolted; these repairs were showing signs of corrosion.

The work included the site assembly of a 37metre diameter aluminium roof structure, complete with security access hatches wired into the site security system.

The delivery team consulted the reservoir inspector to allow scope to be determined at optioneering stage and for smooth transition from the @one Alliance to Operations when returning the reservoir back to service.

Lessons learnt from the Toplers Hill reservoir roof replacement included using CST Industries Limited again. There is now improved access to security hatches and ventilation has been improved by mounting the vent on top of the access hatch. The means of safe access/egress

has been changed from a tripod to a permanently fixed davit and the roof dome connection to wall detail has been refined.

The reservoir basin was provided with a full scaffold to provide a safe working platform for dismantling the existing roof and the erection of the new roof. No accidents or incidents were reported throughout the assembly period.



Cost

The project is on budget with a solution cost of £704,000.



Less CO₂

Combined embodied carbon is forecast at 99t CO₂e against a baseline of 237t CO₂e.



On time

The assembly works were completed by the end of November 2014.



Braintree Planning Zone (PZ) supply demand balance Water Infrastructure growth programme

This scheme is required to maintain the supply demand balance in the Braintree PZ.

The forecast deficits at peak in 2036/37 are 6.65 Ml/d. In addition to this, it is likely that there will be increasingly widespread incidents of low pressure (DG2) and unplanned interruptions to supply (DG3). Up to 32,500 properties may be affected by the end of AMP5 and 39,400 by 2036/37.

In order to address this deficit, a scheme has been designed to transfer excess water at Ardleigh WTW to Great Horkesley via a 450mm/630mm main, which also requires the installation of additional pumps at Ardleigh. This water will then be transferred to Cressing via the existing infrastructure.

The installation of a new pumping station and new main at Cressing will then facilitate the pumping of this water into the southern area of Braintree. As the majority of the predicted growth is in the northern area of Braintree, another element of the scheme is the installation of a link main in Braintree that will allow the additional water to be made available to service the proposed developments.



health and safety

STAND DOWN 2014

Keeping the customer in mind



Event keeps the customer in mind

Putting the customer first is at the core of what everyone at the @one Alliance aims to do each day, and this year's Health and Safety Stand Down event was no exception.

Taking place over three days in September at Peterborough Arena, the event was lively and interactive, with presentations, exhibitions and demonstrations.

Entitled 'Keeping the Customer in Mind', the event attracted more than 2,000 employees who downed tools on construction sites and in offices to attend.

Colleagues from many Anglian Water teams, such as Metering, Water Operations, Local Operational Capital Delivery and Water Recycling Operations, joined @one Alliance employees, offering some fascinating exhibitions, displays and demonstrations and boosting attendance figures to record levels.

There was also live music, dancing and acting entertainment provided by students from Peterborough Regional College, who documented the event with photographers and videographers, giving them valuable work experience.

Water Recycling Infrastructure Programme Area Manager, Chris Smith, welcomed people to the event, saying: "What does health and safety have to do with the customer? Everything - from clean and tidy sites to noise and dust. Building good customer relationships is all about front-line culture and this is something that is happening right across Capital Delivery at Anglian Water.



A customer centred approach: Programme Area Manager, Chris Smith

"We have got to improve to meet the growing expectations of our customers and we are doing just that. So as we go about our daily lives we can set some excellent first impressions by how our sites appear."

Speaking via a video presentation, Anglian Water's Chief Executive, Peter Simpson, said: "This year there is a bit of a twist – how we can improve occupational health and safety and also improve on the customer service and customer experience that all of our customers receive.

"Many of our customers are affected by Capital Delivery jobs and that is how they form an impression of us as a business.

"Our performance over the last few years in terms of occupational health and safety has been fantastic and getting better – but we can't get complacent, there's still much more we need to do, and by delivering really high levels of occupational health and safety, we'll deliver much better customer service."

Exhibition is right up our street

Attendees at the Safety Stand Down Day found themselves in a virtual neighbourhood, as the exhibition area was transformed into a street scene. Behind the front 'door' of each 'house' were stands themed around health and safety and the customer, many incorporating games and interactive displays. Here's a reminder of some of them:

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Noise

An 'immersive noise experience' established how exposure to certain noises can affect your hearing, often resulting in loss of hearing or tinnitus, a permanent ringing in your ears.

"It demonstrates how sound travels and how your hearing will be affected by this," said Mark Humphries, Project Manager, @one Alliance.

"It makes you think about how this impacts on your neighbour and the customer, and shows the importance of wearing hearing protectors to protect your hearing and how to protect those around you."

Community

Social media has taken over the way people communicate – and that goes for our customers, too. What they say matters.

People could see the effects of this through live tweeting and also via the customer satisfaction survey.

"We want to reinforce how important customer feedback is for water companies," said Grant Tuffs, @one Alliance Customer and Communications Manager.

"Water regulator Ofwat is comparing customer opinion and the @one Alliance follows and helps Anglian Water maintain their number one rating via community engagement programmes. It's all about the customer at the end of the day."



Enabling

Birdfeeders were amongst the prizes on offer in an environmental game of 'Newts and Ladders', which attracted scores of people to this stand,

while customer care was the key storyline of the displays. "We deal with a lot of external stakeholders, including customers, so it's important to get our message out there," said Lotte Kolind, Enabling Manager.

"We want to encourage colleagues to talk to us to see how we can help them. By taking the right actions, they can move forward faster and more efficiently with their projects."



Driving

People could get behind the wheel and test their braking reactions in a driving simulator, while others undertook vehicle safety checks.

"People have been quite shocked at some of the things they do or don't spot," said Charlie Davies, Business Administration Assistant for Balfour Beatty.



Best Site Set Up

Throughout the year, Kieran Hannelly, Lead Delivery Assurance Manager, ran a competition to discover our safest sites. These included those run by Special Projects.

Displays showed the finalists, while attendees were also able to vote via ballot box for the people's choice safest site.

"These sites show the best examples of good practice and demonstrate ways of keeping people safe on site," he said.

There was also a display of what's known as the '2,4,5 Investigation' of accidents that could have been avoided.

"This is important going into AMP6 with the introduction of IFE (Injury Free Environment) and people taking care of themselves and others on site."

Metering

Safety and customer care was brought to life, with demonstrations of an excavation and the importance of CAT4 equipment to detect hidden services, such as electrical cables, and how that can inconvenience the customer and be a potential danger to them.

Meanwhile, bathroom and kitchen scenarios demonstrated how Anglian Water preserves the safety of the water supply. Here, people were offered top tips for keeping pipes clean, including recycling oil and fat and looking after your drains and toilet.



"The free Water Efficiency products are great!"

Philippa Smith,
Utility Coordinator



Chapter 8 Guarding

What would you do if a road was being excavated on a busy street, with lots of traffic, both vehicular and pedestrian?

This stand incorporated a game about traffic safety measures and signage for road works.

"It gets people thinking about how they would go about setting up traffic management and what they would need in order to do it safely, for the workforce and the public as well as highlighting good and bad practice," said Gary Carter, Lead Planner, Water Infrastructure.

Health

As well as free health checks offered by Cambridgeshire County Council's Public Health Team, there was also driver safety advice on offer.

"There are courses available for drivers at work and we can tailor them and deliver them at work premises," explained Ann-Marie Bailey of Cambridgeshire Road Safety Partnership.



PPE – Personal Protective Equipment

The latest PPE gear was on display, which has been developed with input from the @one Alliance's site employees.

"There's a drive towards the need for flame retardant clothes," said Tony McGovern of PHS Besafe.

Water Operations

Anglian Water's Optimise Water Network Team demonstrated how they reduce the rate of burst pipes and how important it is to be proactive with customers to reinforce the importance of water hygiene.

"The @one Alliance is an important part of this, and we want people to take that message out there," said Richard Fielding, Hydraulic Operation Engineer for Anglian Water.

Operational Capital

'Spin the Wheel' was the cry that attracted people to this stand, where teams pitted their safety knowledge against each other in a take on this popular game show, where the key message was 'Right First Time'.

Water Recycling Operations

A Mobile Protection Unit, complete with jet pack and manhole protectors, was available to look round, with demonstrations of how portable manhole covers can prevent accidents.

Presenting some key messages

There were several thought-provoking presentations throughout the day. Here is a reminder of some of those key topics:



"It has to be possible that all of us come to work and go back home in one piece."

Consistent Culture

Lee Murray, Head of Health and Safety at Anglian Water, said that the consistent health and safety message across the business is a goal of no accidents and no harm.

"It has to be possible that all of us come to work and go back home in one piece," he said.

He reiterated that health should be considered equally alongside safety, explaining that 10 construction workers a year die in the UK because of exposure to silica dust and that equally, we don't want our customers to be breathing in that dust.

He emphasised the importance of our health and safety precautions, such as using the correct PPE gear, the importance of training, procedures and risk assessments and encouraging safe behaviours.



"IFE is about the way we work with each other and the conversations we share about safety."

IFE Behaviour

Going into AMP6, the @one Alliance is focusing much of its safety approach on IFE behaviour – accepting personal responsibility for our colleagues and ourselves.

Skanska introduced Injury Free Environment (IFE) across its business in 2010 with some good results, and their Director, Thomas Faulkner, described why he felt it was so important.

"IFE is about the way we work with each other and the conversations we share about safety," he explained.

"It encourages us to have a culture of care for each other and to make the right decisions about safety."

He then introduced us to Darren Commons and Michael Doyle, IFE Operation Leaders for Skanska, who went into more details about the programme and what it entails.

"IFE is not an initiative – it's the way we work," they emphasised.

"The @one Alliance is committed to an injury-free environment and one of the key messages is that it is possible to have 'zero accidents, zero harm'."



"Customers have voted us the best in our industry for customer satisfaction."

Customer Experience

'Keeping our Customers in Mind' was the theme of the day and Martyn Oakley, Director of Customer Services and Information Services at Anglian Water, described how the customer will shape the next five years at Anglian Water.

He explained how the customer has a pivotal role in influencing the way Anglian Water spends its £2.2 billion budget.

"In recent years, the balance of power has shifted towards the customer and the role of water regulator Ofwat is diminishing – so the customer really has a voice," he said.

He also spoke about the 'discover, discuss, decide' approach of engaging the customer by listening to them, discussing their priorities and getting their feedback, then developing that into a delivery plan for the next five years.

"We have a great track record – customers have voted us the best in our industry for customer satisfaction and everyone who works for Anglian Water has a part to play in that," said Martyn.

"Reputation is really powerful – it's hard to win but easy to lose.

"Customer power will only increase, so the customer needs to have a strong sense of trust in Anglian Water.

"We have to communicate what we do and why we are doing it."



"Health and safety is at the centre of everything we think about."

Product Lifecycle Management

CAD Manager Mark Hedges spoke about improving health and safety through technology.

"Health and safety is at the centre of everything we think about," explained Mark.

"There are four key ways the design team do this – through a 'smart' review, 'immersive' review, product-based assembly and site-based assembly."

Mark demonstrated how all four of these elements work via real-life projects, such as Raithby Water Treatment Works. This is a prime example of how 3D modelling highlights key health and safety issues, as operations and construction people can be virtually 'walked' around the plant, interacting with the model.

"This means we can get feedback from key stakeholders early in the design process," said Mark.

Meanwhile, Pulloxhill Water Treatment Works showed how elements of design can be 're-used', and also served as an example of developing and manufacturing products off-site and assembling them on-site, saving time and money as well as improving site safety.

Mark added that this contributes to the 'right first time' message - a huge part of our approach in AMP6.



Recognition and pride in our work

Andy Flowerday, Director of Barhale, closed the first day by giving out prizes for some of the winners of the games that took place in the exhibition area.

He also presented awards to two of the winners of the 'Best Site Set Up' competition – Bury PZ Growth Pipeline, winner of the best Water Infrastructure site; and Dalton Piercy Water Treatment Works (Hartlepool Water), winner of the best site in Water Non-Infrastructure.

"It's great to see so many entries for this competition," he said.

"It gives teams the chance to be recognised and it shows the pride they have in their work."

He went on to thank everyone who had contributed to the event and especially to the team who put it together.

"This event has taken us to the frontline of health and safety and the customer with a strong and positive message of 'no accidents, no harm'," he said.

"This doesn't end as you drive off from here at the end of today – think about what you can do differently to help us with our aim of 'no accidents, no harm'."

"Today has also shown the parallel between good health and safety and good customer service, and that they are very much two sides of the same coin."

The other winners of the Best Site Set Up competition were:

- **WRNI** – Flag Fen Water Recycling Centre;
- **Special Projects** – Hall Water Treatment Works;
- **WRI** – Ormesby St Michael s101 (first time sewerage scheme);
- **Highly Commended** – public vote over the three Safety Stand Down days. The winner, by just 11 votes (281 against 270) was WNI - Pitsford Emergency Drawdown.



**Mickey May,
Safety Coach,
Barhale:**

"I always enjoy the day and every year there's something new to see, innovations such as manhole lifters, which if used, can save people from back injuries."



**Nicole Badcock,
Utility Coordinator:**

"The event is well set up and more interactive than last year."

4

YOUR THOUGHTS MATTER



**Michael Tam,
Civil Engineer,
WNI:**

"There have been some great and interesting presentations."



**Karl Beaton,
Programme Area Design Manager,
SEMD:**

"The day has been excellent. The presentation on IFE was very good and I liked the 3D modelling, which is a big move forward in terms of CAD. The exhibition stands have also shown areas of Anglian Water that perhaps we don't normally see."



Jim Fitzsimmons, Lead Planner, WRNI:

"This event shows how much importance the @one Alliance and Anglian Water place on safety. It's an incredible investment of time and effort. It's really important to take safety and the customer into account and some of the displays demonstrate this and make us think of safety from a different angle – from the customer's perspective."



Phil Cooper, Ganger (Norwich):

"It's educational and interesting. Some of the things on offer like the MGF duct piping are great to see as we have been struggling with duct piping on our site. The presentation on 3D design was a great idea as it gives a greater understanding of things."



**Mick Williamson,
Alliance Safety Manager, Water Recycling:**

"I think that the health side of it, working closely with the community, is interesting. Health and wellbeing is important and today is a blueprint of how AMP6 is going."



**Mike Betts,
Production Manager,
SEMD:**

"Aside from the presentations, which featured a couple of our guys, of whom I'm proud, I found out how bad my hearing is on the noise exhibition stand! I also think a nice side product of this event is the ability to network, so maybe that can be built into next year's event?"

**Dave Hutchinson,
Integrated Project Leader,
Special Projects:**

"It's a good and worthwhile day. The exhibitions have been great and the presentations have been interesting, especially the one about 3D modelling."

Information correct at time of going to print.



Great Ellingham S101a first time sewerage

Delivered by the WRI team



- £ Cost**
Baseline affordability was £3,264,000. Approved Gateway 3 solution is £2,380,000 and the forecast out-turn is currently £2,275,000, resulting in further savings of £105,000.
- CO₂ Less CO₂**
72 per cent reduction in carbon. The embodied carbon was reduced from 1731t CO₂e to 480t CO₂e through the use of no-dig techniques and pre-fabricated manholes. Operational carbon was reduced by 87 per cent.
- 🕒 On time**
The project demobilised in early December, one month ahead of schedule.

A first-time sewerage scheme (S101a) in Great Ellingham near Norwich has seen almost 66 per cent of the village take up the offer to connect to the new mains sewerage system. At design stage, the team undertook early consultations with key stakeholders to optimise the design, minimise costs and reduce the programme period, and the opportunity to optimise the existing Anglian Water assets was identified. The scheme was in an area of high archaeology and by working closely with the county archaeologist, the team avoided the need for a costly pre-construction evaluation through adopting a no-dig technique with an agreed programme of monitoring.

At construction stage, the team managed to knock a further month off the construction programme, saving both costs and carbon. A large part of these savings resulted from additional areas of gravity sewer which could be installed using directional drilling in the favourable ground conditions. Good relationships with the Highways officer enabled the team to accelerate road closures to take full advantage of the improved productivity. A deep section of sewer ran beneath the car park of a public house and this was installed using auger boring, rather than open-cut techniques, to minimise both disruption to trade and risk to adjoining properties.



WRNI Growth Programme – Ely WRC

Delivered by the Major Projects Team



The new Ely Growth Scheme was transferred to the Major Projects portfolio in February 2013 having previously being on hold for considerable time. The original final business plan was to provide additional treatment for a projected increase in catchment population of 6,000 during AMP6. The proposed solution for this was to construct additional blowers, a scraper bridge, pumps and an additional sludge storage tank. The affordability for this work was set at £2million with a corresponding GW2 estimate of £3.5million. The challenge for the Major Projects team was to review the solution and identify possible alternative technologies to reduce the solution cost. This approach was ultimately unsuccessful.

- £ Cost**
The combined forecast out-turn cost is £535,000 against an affordability of £2,061,000. This includes a cost of £75,000 to review and design the new solution.
- CO₂ Less CO₂**
Combined embodied carbon has been reduced from 1271t CO₂e to 2.3t CO₂e with a change in operational carbon forecast at 0t CO₂e.
- 🕒 On time**
The installation works are progressing with GW5 estimated in January 2015.

- £ Cost**
Baseline affordability was £9,027,000. The approved Gateway 3 solution is £9,160,000 and the forecast outturn is currently £8,960,000, with a further £391,000 savings identified.
- CO₂ Less CO₂**
The embodied carbon has been reduced from a baseline of 4627t CO₂e to a forecast 3170t CO₂e, which represents a carbon reduction of 1457t CO₂e or 31 per cent.
- 🕒 On time**
The three elements of the pipeline are progressing as per programme. The construction of the pumping station has commenced, with additional pumps at Ardleigh and a new pumping station at Cressing. The scheme is currently forecast to be delivered on 31 March 2015.

The Major Projects team then initiated a review of the growth data in order to challenge the solution further. Collaboration with the Growth Planning team quickly identified that the population growth identified by the final business plan would not be realised during AMP6, and the reduced increase of approximately 1,000 for the period. This, coupled with historic growth, would give a revised growth forecast of approximately 3,500. This enabled the solution to be reduced to an extension and refurbishment to the existing aeration system by adding an additional grid and replacing membranes to the existing grids. The RAS pumps would also be updated. No work to the blowers or control system would be required.



Pitsford's force of nature



10



Innovation is key to every project the @one Alliance undertakes – but it doesn't always have to involve complex technology.

And in the case of Pitsford Reservoir, it was Sir Isaac Newton who provided the inspiration for a simple solution to a serious engineering challenge.

"In order to comply with the Reservoir Act, we needed to be able to lower the reservoir levels rapidly in the event of an emergency situation to take pressure off the dam wall," explained Engineering Manager, Mark Froggatt.

However, the size of the original scour pipe to the river was insufficient to allow the volume of water needed for rapid drain down.

The key risk was that there would be a huge safety risk to colleagues working in a tunnel, via a shaft, within the reservoir.

And to complicate matters further, modifications to the existing drain and draw-off pipe would potentially impact water supply to customers.

"The solution we designed had to be one which not only offered the best whole life value but was safe to build," added Mark.

"There were also the potential costs associated with confined space work and the risk of unforeseen issues impacting heavily on time and cost."

The engineers hit upon the idea of using the force of gravity combined with air pressure to siphon the water out – just like emptying a giant fish tank. This solution avoided the need for pumps or invasive works.

Challenge

"The next challenge was engaging the stakeholders to join us on the journey," said Mark.

"It did take time to get everyone on board but the team took up the challenge – after all, the rewards were no confined space work, no work above or below water, minimal impact on the existing structure, no interruption to supply and huge cost savings – around £800,000."

Mark says that the great installation team made it all possible, adding that Site Manager Danny Wright did a great job in what was one of the most public-facing projects experienced in WNI.

Danny said: "We had a close working relationship from the outset with Anglian Water's Operations and Leisure teams.

"This allowed us to carry out our work with minimal impact on the daily routines of Pitsford Water Treatment Works and the public use of the reservoir.

"Throughout the scheme we faced lots of logistical challenges, not least of which was working in such close proximity to the public on a daily basis, including planning our works to accommodate public events around the reservoir such as a marathon and a fun run. However, we worked with the organisers and even helped marshal the event."

Success

Mark also says that the success of the scheme was also down to the whole team approach, with client Matt Kirk, Supply Performance Manager at Anglian Water, at the core of the team.

Matt Kirk adds that this collaborative way of working played a key part in the successful outcome of the project.

"I was involved from the early conception for the siphon idea," he said.

"By working together, we delivered this innovative solution for our business, which achieved exactly what we needed. It also achieved very low baseline carbon and hardly any operational carbon.

"I think it's a really good example of how when we all work together collaboratively as one team, the results are really positive, with high-end results.

"We also managed customers' perceptions

and their safety – which was paramount – in an area which is used regularly.

"It was a very good site and we didn't get any complaints or any incidents or accidents. I was so impressed with the levels of health and safety, and I recommended it for Best Site of the Year at the Safety Stand Down Day.

"It was great that everyone on the team cared so much about the end result."

Mark added: "This simple idea, communicated well, is a good example all round of thinking differently and delivering efficiently which are the key elements needed in the delivery of AMP6."

---STOP PRESS!---

Chris Newsome, Director of Asset Management at Anglian Water, and Supply Performance Manager, Matt Kirk, praised @one Alliance staff in their response to a serious operational situation at Ravensthorpe Water Treatment works.

A unique combination of multiple operational and maintenance issues led to the network being close to losing water supply for a sustained period.

Matt contacted the @one Alliance and Chris Lock, Bill Cooley and Mark Froggatt responded by mobilising a number of supply chain partners to provide pumps and other equipment – and a team of people.

"The response was brilliant," said Matt.

"Everyone worked hard - and collaboratively - to ensure that we didn't lose supply to around 8,000 customers, averting what could have been a serious incident."

Charting Customer Service

Since Anglian Water launched Love Every Drop in 2010 the company has seen some huge successes. The recent review of the Love Every Drop goals has re-focused the business on delivering outcomes that customers want and have asked for. Successful delivery of these outcomes will drive the business forward to even greater achievements.

Two of these outcomes, Caring for Communities and Satisfied Customers are areas that our customer service focus in the @one Alliance is helping to achieve.

Previously we have not been able to gauge how our customers feel about us when working to deliver our capital schemes in the communities we serve. Ad hoc feedback from site teams interacting with customers has been very positive and our excellent standards are confirmed by the very few complaints we receive alongside the increasing number of unsolicited compliments we get about the work we do. However up until recently we have not had a true picture of customer perception about our work.

To put this right we have embarked on a comprehensive customer feedback programme – aimed at capturing the thoughts and views of the people in the community who are affected by our work.

Over the last ten months we have sent out

more than 2,000 questionnaires to customers as we complete our projects. So far we have concentrated on Water Infrastructure projects and the first time sewerage schemes in Water Recycling Infrastructure. We have had an excellent 20% response rate and the results have been extremely positive.

Based on some key questions from the official Ofwat SIM survey, our questions follow a similar approach, asking customers to score us out of five on a variety of points, including how satisfied they were with the information they received before we started work, how satisfied they were with the attitude and manner of the workforce and the quality of the work as well as how satisfied they were overall. This last question is a direct comparison to a question in the main Ofwat survey – so it provided us with a like-for-like comparison.

We also provided customers with some open questions to answer to help us improve the service we provide, asking them what went well and what could have gone better.

Next steps will be to survey all Infrastructure schemes and then some in Non Infrastructure. We are agreeing KPI targets for project delivery.

We are also creating a project specific 'customer report' using survey data and complaints / compliments information to use to feedback to project teams.



A raptor rescue to hoot about

Robert Rose and John Chapman made an excavation they weren't expecting when they extracted an owl in peril from a waterlogged hole whilst conducting their daily on-site checks.

Team Leader Robert and Operative John, found the bird in a hole created while they were directional drilling to lay a water main in St Neots.

"When doing this type of work, we check the excavated hole every morning for animals and other objects as part of our daily routine," said John.

"Usually we don't find anything, but I noticed an owl had somehow become stuck at the bottom of the hole in the water that had collected there.

"It had hooked its beak into the side of the hole to keep its head out of the water, which no doubt kept it alive."

So six foot tall John swooped his arm down into the hole and scooped the bird free.

"The bird was really cold and we didn't know what to do to help it, but then I remembered I'd seen a news piece about rescued sea birds and the most important thing is to get them warm," added Robert.

"I got the slurry off him and wrapped him in my sweatshirt and then popped him inside my jacket to warm him up on my body heat.

"Thankfully the team had found a box and we put him in the van near the heater, still wrapped up. By this time he was breathing a bit stronger and stretching his claws."

They took the bird to Wood Green animal charity centre in Godmanchester, where experts decided the best course of action was to transfer the owl to the Raptor Foundation in Woodhurst.

Here it was cleaned and placed under a heat lamp before being re-released near the hole where it was found – with it's rescuers looking on.

A couple of examples of survey feedback concerning our workforce...

"All of the workmen were very helpful and obliging."

Greatford first time sewerage scheme

"Everything was done very well clean and tidy, staff were very polite and helpful excellent job."

Soham Mains Renewal scheme

...which can only enhance Anglian Water's reputation... the ultimate aim.

So far the results have been very encouraging:

Average SIM score = 4.4

(out of 5 – ranks us among the top performers from the latest Ofwat water company performance for 2013/14)

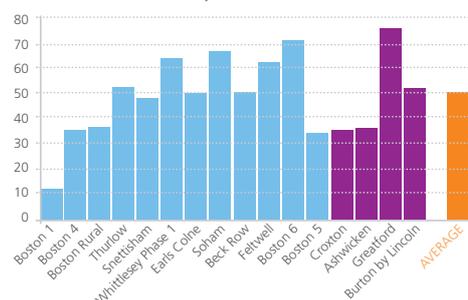
Workforce behaviour = 50% VSAT (Very Satisfied Customers)

Alliance SIM Equivalent Tracker



VSAT %
Very Satisfied Customers – scheme by scheme

WI
WRI



Meet the team that's leading the way into AMP6

12

The @one Alliance is looking at new ways to plan and deliver projects for Anglian Water in AMP6.

As part of this drive forward, the previous roles of Project Manager and Client Project Manager are being merged and evolved to create a new team of Integrated Project Leaders (IPLs) who will work across all programme areas.

The IPLs will manage and deliver programmes and projects from inception, through design, construction, commissioning and aftercare.

The first group of IPLs were appointed in August 2014 so that they could start to build the initial AMP6 delivery teams and to manage the transition from AMP5 to AMP6.

Read on to find out more about who they are and what they do, plus their plans, aspirations and how they will meet the AMP6 challenges.

The team so far:*

Mark Pickering – Water Recycling Infrastructure

Paul Gamwell – Water Infrastructure

David Hutchinson – Water Recycling Non Infrastructure

Steve Watton – Water Recycling Non Infrastructure

John Grimm – Water Recycling Non Infrastructure

Mike Harrison – Water Non Infrastructure

Steve Parker - Water Non Infrastructure

*With more IPLs to be recruited onto the team.

What is the current focus for IPLs in the transition from AMP5 to AMP6?

The IPLs are currently working with the @one Alliance People team through the transition period to develop the AMP6 structure and, subsequently the AMP6 teams.

This will be an ongoing process with a focus on successful completion of AMP5 - and in parallel the establishment of the AMP6 teams and early AMP6 design.

This then allows continuity of construction moving into the new AMP period, delivering early projects and outputs as identified within the AMP6 business plan.

How does the team contribute to the success of the @one Alliance?

The IPLs are responsible for ensuring that projects are aligned to the benefits identified within the AMP6 Delivery Plan. They aim to drive outperformance across the programme areas, so achieving our overall efficiency targets.

How does the role of an IPL differ between the different programme areas?

In general, the roles and responsibilities are aligned across the programme areas.

There may be a difference in the way AMP6 initiatives are adopted in each programme area due to the varying work types. Once the programme of work is defined, decisions about what efficiency initiatives are most relevant can be made. That will help to

determine which strategies will and won't work against these initiatives.

What are the major challenges that IPLs face?

One of the major challenges is the need to manage the completion of the AMP5 programme, close out the current projects whilst establishing the AMP6 teams alongside this and commencing early work.

Meanwhile, delivery of the AMP6 programme under the new outperformance commercial model and the implementation of TOTEX will be a challenge in itself.

A 'challenge everything' mind-set is needed so that people come up with ideas on how we can do things differently, do them once, and within the budgets allocated.

The IPLs from the different programme areas get together on a regular basis and look at strategies and opportunities. It's a chance to bounce ideas off each other and bring their different experiences and knowledge to the table.

What does success look like for the team?

At the moment this would be a successful transition period, including the close out of AMP5 and an effective managed start to AMP6.

Ultimately, success is about developing good teams who pull together to get the best results. It is making sure schemes

are delivered well and that we meet the expectations of the operational teams.

How can IPLs help other teams throughout the organisation?

The IPLs need to work closely with the Programme Area Managers to identify ways of working collaboratively across the various programmes. Sharing best practice will drive continuous improvement and will deliver the efficiencies needed for a successful AMP6.

What can other people do to help the IPLs?

As we move into the new AMP6 period, everyone has to understand that things will need to change. Having an open mind, patience, and the flexibility to adapt to change is a must if we are to set off in the right direction and achieve our targets throughout AMP6 and beyond.

What are the key IPL messages at this stage?

If you have ideas or suggestions on how we can improve as an alliance, don't be afraid to voice your opinion.

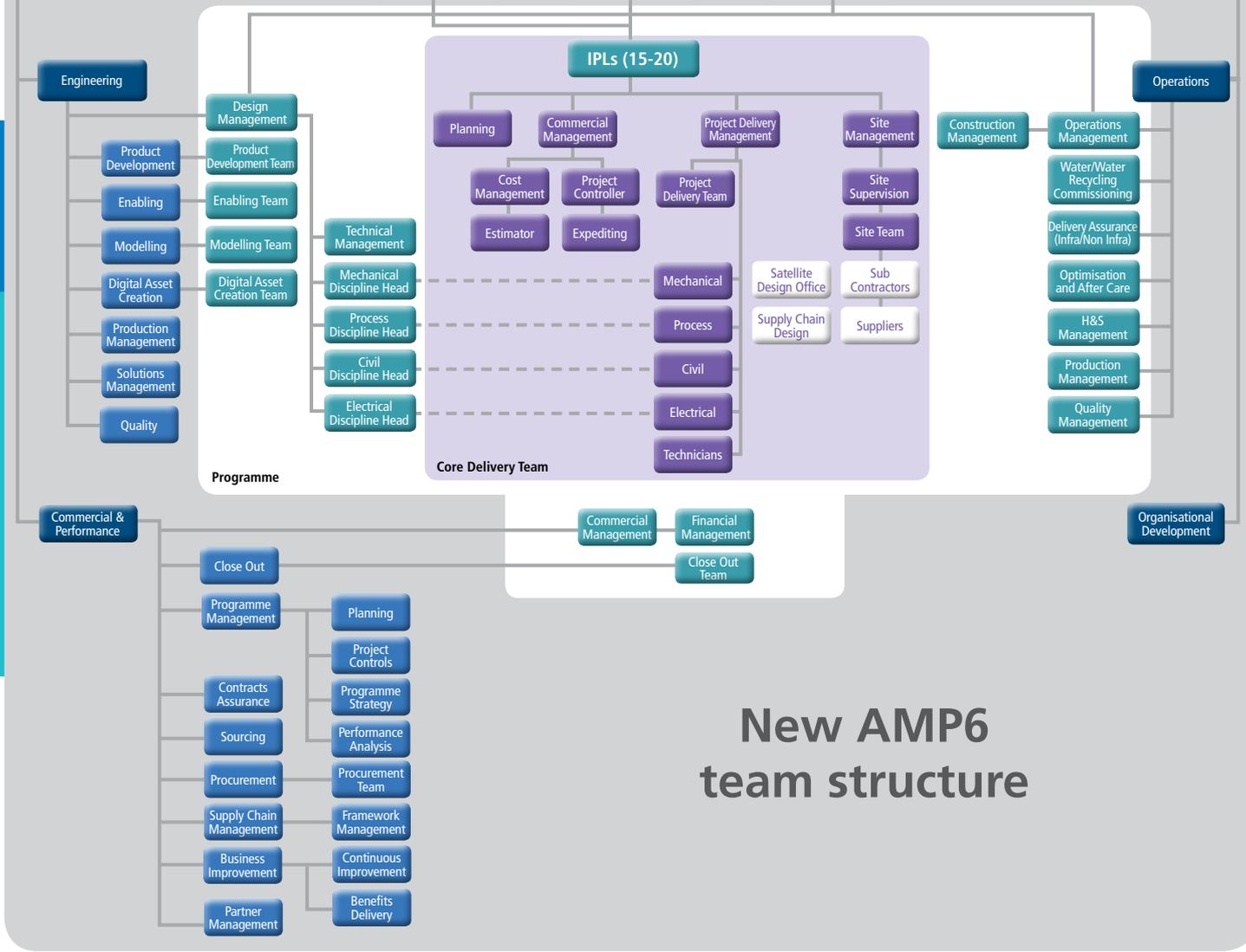
Moving into a new AMP period is always a challenge; however, we are better placed now to hit the ground running than we have been since the @one Alliance began. Look at the next AMP as an opportunity and challenge, and strive to make the @one Alliance an even better place to work.

@one Alliance Director

WNI PAM

WRNI PAM

INFRA PAM



New AMP6 team structure

The key functions of an IPL in a nutshell:

- To lead and own a group of projects from solution development to handover and optimisation.
- To influence the overall programme of works with Asset Planning and Operations and the manner in which the delivery strategies are organised.
- To lead the design, construction, commissioning and aftercare of all projects, ensuring they are completed in the most efficient manner, at the same time ensuring the H&S of all concerned.
- To deliver exceptional customer service.
- Set up and sustain High Performing Teams.



"The IPLs need to understand the detail of the different projects and identify where the key opportunities are. The translation of the core efficiency initiatives, and implementing these into the delivery plan, will form a big part of the IPL's role."

Mark Pickering.



"People should look forward to AMP6 as there are some really good, interesting and exciting projects for us to work on across the Anglian Water region."

Dave Hutchinson.

Get on board for the induction journey

14 **Anglian Water and the @one Alliance recognise that a comprehensive induction process is key in preparing all our people to meet the challenges set for AMP6 and beyond.**

"The new induction will prepare people for the significantly different way of doing things in AMP6," explained Gary Meades, Lead CDM6 Coordinator, who is currently leading the AMP6 induction process.

"It will give people an understanding of the business and commercial models, the efficiency initiatives and the role people play in these, and explain the need for change.

"This is important in making sure we deliver capital solutions effectively and efficiently."

The induction process contains several common elements for both office and site workers.

Both undergo an induction to the @one Alliance and an introduction to Anglian Water, learning about the cultures and values of both organisations and practical information such as health and safety and processes like appraisals and expenses.

Following this, the site workers undergo a Common Induction to Construction and Operations, while the office workers go through an induction to their office (Thorpe Wood House or other sites), before moving onto the new element for AMP6, called 'onboarding'.

Onboarding is an ongoing induction process over several months based around three key modules – an introduction, a focus on High Performing teams and an online support package.

"Everyone who is either transferring from AMP5 to AMP6, or who is employed in an

AMP6 role, will go through the onboarding process," said Gary.

"We are aiming to have all existing office staff transferring from AMP5 to have gone through this process by January 2015."

The introduction is led by Dale Evans, @one Alliance Director, and lasts half a day.

Presentation material is supported by discussion on several topics including the behaviours and leadership we need to meet the challenges we face.

The eight business efficiency initiatives are also introduced via video prepared by the initiative leads, who explain how the organisation, delivery team structures and initiatives will deliver success.

This introduction will be followed by a one-day event (repeated over five days) in January 2015, which will deliver high-level @one Alliance and Anglian Water messages, including Love Every Drop, the organisational structure, the management team and the delivery process.

The initiative leads will be available so colleagues can find out more about the initiatives and ask questions.

Our Tier Two suppliers will also be at this event to discuss what skills and expertise they will bring to improve project delivery in AMP6.

The next stage of onboarding will be via a series of workshops.

"Once High Performing Teams have been formed, they will work with initiative leads to

ensure their projects maximise the benefits of the initiatives and achieve the efficiencies we need for success," explained Gary.

The final online module will be tailored to an individual's tools, knowledge and experience and will be delivered over several months.

Each role will have a webpage containing all of the processes, procedures, templates and guidance they will need for their role.

Feedback

So far, the feedback from those who have been through the introduction module has been very positive.

"People have said it's really good to see the journey and what's been put in place to help them succeed in their roles," said Gary.

One of the first people to go through the new onboarding process was Integrated Project Leader, John Grimm.

"Onboarding is really big step change from the AMP5 induction as it sets out the tone and challenges which lay ahead in AMP6," he said.

"It has been clearly thought out and it's great that the induction is not just a one-off event and is staged over a period of time.

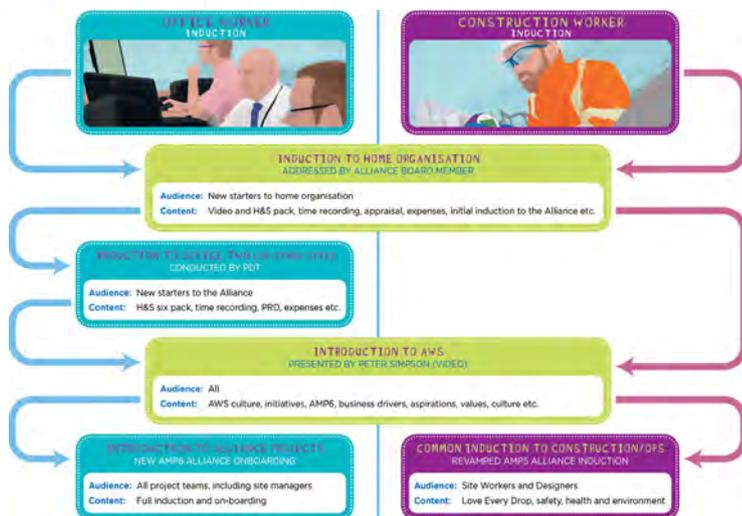
"It's also really good that @one Alliance Director Dale Evans is so involved as it shows that this is led from the top, reflecting its credibility, importance and benefit to everyone in the @one Alliance."

Claire Wootton, Civil and Pipeline Engineer, added: "The onboarding session provided a snap shot of the @one Alliance as it enters the transition into the AMP6 period.

"This will not only be helpful to existing people, but especially for newcomers to the @one Alliance."



AMP6 INDUCTION MODEL



Transition

Powering forward into AMP6



The transition from AMP5 to AMP6 is gathering momentum, and Transition Manager Richard George is confident that it's going well.

And now that the AMP6 programme has started to become more visible, people can start to see how the processes that have already been put into action will help make AMP6 a success.

However, the priority at this stage is the close-out of AMP5*.

"Although we are gearing up for AMP6, we absolutely have to deliver and close-out AMP5 - it's a real priority," said Richard.

"Whilst there is a lot to be done, the teams

are making huge efforts to deliver and the Closeout team are working hard on a great plan with lots of help from colleagues across the @one Alliance.

"Our thanks go out to everyone involved in the delivery and close-out - it's a difficult but essential job and will be one of the key factors in the successful start to AMP6." said Richard.

Elsewhere in the Transition, developments are ongoing across the @one Alliance in the move to AMP6.

Programme and Delivery

"We are working with Anglian Water colleagues to develop the Blue Box and can now see a more visible workload for Years 1 and 2 of AMP6," explained Richard.

"Working together this way helps to get the work released so our delivery teams can start to develop and work on projects promptly.

"The key to the success of AMP6 is helping the Programme Area Managers (PAMs) and Integrated Project Leaders (IPLs)** to develop their delivery strategies. This includes implementing the efficiency initiatives where possible and starting to use and test the new Delivery Process and system changes, so they can be fine-tuned for simplicity and ease-of-use," added Richard.

"We have a head-start over the next three months to push the AMP6 programme of work forward and develop the most effective ways of working.

"The IPLs and delivery teams are really owning and driving their projects through this, alongside the commercial, design, engineering, procurement and operations teams, which is exactly the way to go."

Organisational structure

We are expecting that most people in AMP5 will be notified of their potential AMP6 position by Christmas, although not everyone will move across immediately, due to the priority of completing AMP5.

The TUPE consultations have started for colleagues from Jacobs and Black & Veatch and these will continue with the partner companies.

"Our People team will support with weekly updates for the team briefings, regular bulletins and help with individual discussions," explained Richard.

"With the AMT and the many other senior roles appointed, we are now recruiting people for other roles.

"We will continue to follow the same process of advertising roles and then identifying people to move across to AMP6 work.

"The AMP6 managers and the People team are using the information and preferences captured during the recent ADR survey as well as applications to match the right AMP5 colleague with the right AMP6 role.

"People will then be invited to an interview or for a discussion as part of the process. As you can imagine, with over 500 people it's a big task, so please bear with us and if you have any questions, talk to the People team."

Accommodation

The planning continues for the refurbishment of the first floor and some other areas within Thorpe Wood House, with the aim to be completed before the start of AMP6 in April.

"We are creating an office environment like the second floor, with meeting tables through the middle of the floor," said Richard.

"We are working with Anglian Water to secure some desk space in other areas of the building and we will be introducing agile working desks, as we did for the second floor."



Taking the initiative

The eight efficiency initiatives are at the heart of the AMP6 way of working. In the last issue of **one**, we featured 'Benefit by Design'. Here we give a 'nutshell view' of three of the others:

Industrialised Construction

What is it?

This is about getting Construction and Operations teams involved with the Planning and Design teams early in a project.

Why?

"It's about getting things right first time on site. Testing off-site with on-site plug and play assembly where possible and being as efficient as we can be and working with a fully integrated team," said Richard.

Efficiency leads: Richard George and Neilan Perumal.

Customer

What is it?

This is about delivering the best customer service possible to support Anglian Water's goal of 100 percent very satisfied customers.

Why?

"By focusing our teams on the customer throughout the project lifecycle, we can avoid costly rework and enhance the reputation of Anglian Water," said Grant.

Efficiency lead: Grant Tufts.

Commercial

What is it?

This is about improving commercial performance by spotting and controlling opportunities, adopting a proactive approach and working as an integrated team to be aware of all cost and commercial issues and to provide the necessary challenge to achieve the best value.

Why?

"The outperformance model will require all @one Alliance employees to be accountable and responsible for the value that they provide and be commercially aware of how they work and think to drive efficiencies and create an environment of outperformance," said Keith.

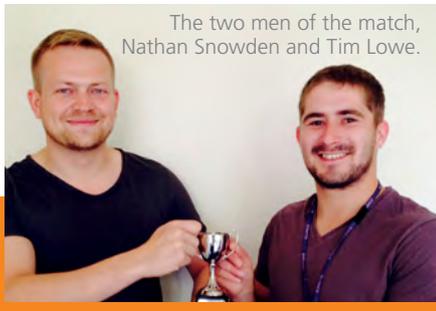
Efficiency lead: Keith Blair.



*See Closeout story on page 7.

**Find out more about IPLs on page 12.

On the ball to victory



The two men of the match, Nathan Snowden and Tim Lowe.

A momentous win was achieved in the annual @one Alliance WaterAid football match, which raised £130 for the charity.

Both Water and Water Recycling presented excellent teams, drawing on the full pool of talent available in the @one Alliance.

However, it was Water Recycling that got the upper hand, dishing out an impressive 7-2 drubbing on the night.

This was the first win for Water Recycling in the four-year history of the cup.

Team manager Grant Creasey said: "I'm absolutely delighted with the win, it's long overdue and every one of the boys played their part in this historic victory."

The Right formula



Chris Presland (right), newly crowned Prediction League champion, receiving his trophy from league organiser, Rob Mehmed.

The TWH Formula 1 Prediction League, which has recently finished in line with the F1 season, has raised

£167 for WaterAid.

Alliance team takes quizzing crown



The @one Alliance boasted the winning team at Anglian Water's annual WaterAid quiz in November, which was sponsored by Balfour Beatty.

The MWH team took the top prize at the quiz at Peterborough Showground, which was attended by more than 160 people in 33 teams. Five of those were from the @one Alliance, including suppliers and partner organisations.

£3,274 was raised for the charity, so well done and thanks to everyone who took part.

Upcoming WaterAid events:

- Water Vs Water Recycling rounders – **May 2015**
- Water Vs Water Recycling golf – **June 2015**
- Water Vs Water Recycling football – **September 2015**
- Water Vs Water Recycling Pub Pentathlon – **December 2015**

Sunflowers soar to set a new record

A number of budding growers took up the gardening gauntlet in the annual WaterAid sunflower competition, which turned out to be a closely fought event.

It was a dead-heat between Sarah Castelveccchi and Mark Chandler's children, Edward and George, who both managed to cultivate sunflowers growing to a whopping 3.22 metres.

This sets a new record for the competition, beating Vicky Taylor's previous best of 3.05 metres.

The winning entries from both Sarah and the Chandler children each won a £20 gift voucher.

Thank you and well done to all those that took part, raising **£343 for WaterAid.**

Please show your support for next year's competition, which takes place between March and October 2015, and look out for announcements about when the sunflower kits go on sale.



Odds on for a winning evening

One hundred and sixty colleagues, suppliers and guests from the @one Alliance and Anglian Water were on top form when they attended the seventh annual WaterAid Gala Dinner and Race Night at the Sharnbrook Hotel in Bedfordshire.

The @one Alliance was the main sponsor for the evening, which raised a whopping **£48,300 for WaterAid.**

Comperer for the evening was 'the voice of racing', Derek 'Tommo' Thompson, who led punters through the course of the evening, which included racing, prize draws and an auction.



Teams on the warpath

A full-on combat took place between Water and Water Recycling when 30 colleagues battled it out in the WaterAid Warfare event in October.

The two teams, dressed up for the occasion in Halloween costumes, fought their ground in an Urban Airsoft game at MCG The Gaol in Oakham.

Armed with their 'weaponry', the teams sneaked around in the darkened wings and cells to stalk their enemy, with the win going to the Water team.

Martin Bowes won the fancy dress competition.

A big thanks to all who came along, raising **£300** for the charity.

