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Kelda Water Services





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WE always say that this is your magazine – and we recently asked you what you thought of accent as part of a thorough review. It's clear that many of you appreciate and enjoy the magazine, particularly the good balance of stories and visuals. There is always plenty more that we can do to improve it even further. You said that there could be more sharing of best practice and innovation and that the frequency could be reduced to three editions a year. In future accent will be published in September, January and May and we hope you enjoy the other changes we've made in this issue to reflect comments you made.

On pages four and five we look at the aims of our business plan for the coming year, as Tony Buono, Senior Network Technician from KWS Defence talks to our Finance Director

Gavin Cawthra. Gavin and Tony discuss the three strategic aims of the plan – to maximise the performance of each of our businesses, to win new growth and thirdly to increase our synergies with Yorkshire Water.

Also in this issue, Quality, Environment, Safety and Health (QESH) Manager Jon Tait talks about the work we're doing to improve our safety record. We catch up with Process Engineer Patrick McConville, whose hard work and commitment are a real inspiration to everyone.

Finally, we're asking for contributions to a new Q&A regular – see below. The questions can cover anything that's on your mind about the business, and there will be a prize for the best contribution. We'd love to hear from you. I hope you enjoy the issue.

New business bids are keeping Kelda Water Services in a good position to grow the business

Taking care of (new) business

SECURING new business is key to the success of any business, so it's encouraging that Kelda Water Services is making good progress on a number of opportunities, including major bids in Leeds and South West Wales.

Of course, much of this progress is down to the skills of the people in our business development team, and some of the newest members have been having a positive impact since joining.

Commercial Manager (Technical), Tom Hall's background in the waste management industry is proving invaluable in the Anaerobic Digestion Project in Wales, while Project Technician John Beaumont and Capital Delivery Engineer Andrew Auld, both on secondment from Yorkshire Water, have brought a wealth of experience – particularly to our Energy from Waste bid in Leeds.

"We are a relatively small team, so it's important to augment our skills by working with people on secondment and through partnerships with other companies, who have a variety of backgrounds," adds John Hartley.

"We go through a process to examine which opportunities are worth pursuing and we need people with a good mix of skills,

a winning mentality and an eye for detail. The team is soon to add further talent with recruitment currently taking place for a Bid Manager and Commercial Manager (Funding & Finance) to join the team.

We are one of only two companies left in the race to build and run an Energy from Waste plant for Leeds City Council, with a final decision due in September.

In partnership with Welsh Water, we are one of four companies who have made it through to the detailed solutions stages of the bid to deliver a new anaerobic digestion treatment facility in Wales. The plant will treat 50,000 tonnes of food waste from five local authorities.

The business development team is also at looking at a number of other potentially exciting new business opportunities. These include

a proposed anaerobic digestion facility treating 30,000 tonnes of food waste per year for Edinburgh and Midlothian Councils.

We are also due to hear shortly if we have made it down to the final three bidders to provide Customer Management services for Thames Water as part of the Private to Public sewer transfer later this year.

Growing the business: Tom Hall, Andrew Auld and John Beaumont



Meet your correspondent

HAVE you got a story to tell? If you've got something to share, an idea you'd like accent to feature, or just want to tell us what you think of the magazine, then get in touch with your local correspondent.

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Tell us what's on your mind – and win a prize!

Any questions?

Do you have a question for Paul Wynn or a member of one of the KWS management teams? Do you have a great idea or feedback on an innovation? Maybe a key business question or something that you feel is not working so well?

If so, send your thoughts to accent and we'll put a selection of these questions to key people in the business. There will also be a prize of £50 worth of high street shopping vouchers for the best question. Many thanks to Haydn Knowles, Service Delivery Manager – KWS Alpha, for sending in the first question. **Please send your questions in to your local correspondent (listed above) by Monday 18 July.**

Congratulations to Sharon Simmonds, Customer Support Coordinator for KWS Defence, winner of last issue's competition

Q It's great to see that we're going for growth. Is this purely through winning new business or do we plan any acquisitions?
Haydn Knowles, Service Delivery Manager – KWS Alpha

A It is important when we look to grow the business that we remain aligned with delivering our vision and also that any investment delivers the financial returns required by our shareholders.

Pursuing growth through bidding for tenders allows us to use our skills and experience to design solutions which meet customers' requirements as well as delivering the returns which we require.

Following this approach, the business development team are currently

progressing many opportunities in response to invitations to tender for new contracts. The largest of these is the Leeds energy from waste bid. Others include anaerobic digestion schemes in conjunction with other water companies and projects arising out of the private to public sewer legislation. In addition, there are plans to progress wind turbine opportunities on YW sites subject to planning permissions.

We do not have any plans to grow

through acquiring other businesses because we have the benefit of the existing pipeline of opportunities which are being worked on. Another consideration is that acquiring established businesses tends to deliver lower financial returns compared to the investment required.

Gavin Cawthra, KWS Finance Director

Read on for more on the launch of KWS Business Plan for 2011/2012/Strategic Issues

Our plan for growth

“WHAT pleased you most about our performance last year?”

“Hard work from everyone across KWS meant there were many highlights. These include the full acquisition of AES, the magnificent way people in KWS Alpha responded to the exceptional winter conditions and KWS Grampian attracting new sources of external waste streams whilst maintaining a great compliance record.

Another highlight was KWS Defence completing agreement with the MoD on tariff structure – and winning a second consecutive Gold RoSPA award.

“Financially, we ended the year slightly ahead of plan, so thanks are due to everyone who has helped to deliver this good result.

“Was there any key learning for this year?”

“Whilst we are really good at reacting to events, we need to get better at planning the maintenance and operation of our assets. The aim is to ensure we don’t get caught out by our assets failing. But it’s our people who actually deliver the service to our customers so another key learning is to keep sharing best practice and learning across KWS to get us closer to achieving operational excellence.”

“What are the key initiatives for 2011/2012?”

“All our companies will focus on delivering what the customer wants and ensuring they are safe places to work, as well as having plans to deliver operational efficiency.

“KWS Grampian will be working on maintaining a high level of plant availability and odour management plans to ensure excellent compliance. They also plan to maximise biogas yields, generating more renewable energy and reducing electricity costs.

“In Northern Ireland, KWS Alpha has plans in place to improve information about asset condition and performance, as well as improving further on the compliance levels achieved last year. An exciting area is the plan to conclude work to find

an innovative method of residue disposal either through horticultural use or in the manufacture of building materials.”

“On Project Aquatrine, KWS Defence is now into the second year of their two year plan. This includes working with the MoD on ‘The Way Forward’, which aims to create opportunities for win-win changes to the way the current contract works. There are also plans to develop a new asset management system and measurement and billing system.”

“Where do you see the potential for growth for KWS?”

“We remain focused on growth around our existing areas of expertise of water and waste water. But there is also a great potential for us to look at projects that help Yorkshire Water to reduce its reliance on non-renewable energy.

“Bidding for new business is a long process and the Business Development team in Bradford is working hard to develop new growth (see more on page 3) plus KWS Alpha, KWS Defence and KWS Grampian all have the potential to grow their business by providing more to their existing customers.”

“What are the key challenges in 2011/12?”

“Good question! Experience tells

Our business plan for the coming year has three strategic aims; to maximise the performance of each of our businesses, to win new growth and thirdly to increase our synergies with Yorkshire Water. To find out more about what these mean for the business in 2011/2012, Tony Buono, Senior Network Technician from KWS Defence spoke to Finance Director Gavin Cawthra

us to expect the unexpected. Few foresaw the banking crisis, which is still limiting the availability of funds for major investments. The Government spending cuts have also led to the Strategic Defence Review which will continue to impact on KWS Defence.

“Then KWS Alpha were faced with the lowest temperatures on record in Northern Ireland. The best way we can be prepared is to make sure we are as resilient as we can be.

“Whatever happens in 2011, I am optimistic that with the wealth of

experience of our people together with the plans each business has put in place to focus on improving asset management, developing people skills, and strengthening customer relationships we can look forward to another successful year.”

“All our companies will focus on delivering what the customer wants and ensuring they are safe places to work, as well as having plans to deliver operational efficiency”

Strategy for growth

HALFWAY through its implementation, KWS Defence’s new business strategy has already seen some key successes.

Launched in 2010 with four themes, Learning and Growth, Operational Excellence, Leading Service Partner and Driving New Growth, the strategy includes a range of initiatives to make the business smarter and leaner.

Among the most successful has been the introduction of a regular employee survey.

“We’ve had three so far and they’ve been very positive,” says Business Performance Manager Martin Folan. “Not only does it give people a chance to say how they feel about their roles, it gives valuable indications of where we are with other initiatives.”

KWS Defence has been working closely with the Ministry of Defence, who are being challenged to reduce their costs.

“That means we also have to review our operations and develop new business opportunities,” adds Martin.

Looking forward, a new marketing plan and asset management system are being worked on, while a reorganisation of the business is creating roles for Regional Account Managers.

“These will build relationships at key sites and give the client confidence in our performance,” says Martin. “We hope that this focus on being there for the customer will really make a difference in encouraging new business.”

Breaking news

Project Flagship, adding four new site groups for the Royal Navy to KWS Defence scope, has been given the go ahead by the MoD

Face to face: Gavin Cawthra and Tony Buono

The safe choice

Continuous improvement: Ronnie Cooper at the Moyola water treatment plant outside Belfast

OUR safety record last year for reported accidents per head of staff was not as good as Yorkshire Water's – and we want to change that, says Quality, Environment, Safety and Health (QESH) Manager Jon Tait.

"We firmly believe people should go home in the same health and condition that they arrived for work in," he says.

The company is considering a number of focus areas this year, including hazard and near miss reporting plus risk assessment.

Hazard reporting helps to prevent accidents and is an area where we can all play a part in improving health and safety.

"We want to encourage people to look out for each other and not to put up with something because it's always been like that." A good example of a recent successful initiative was an incentive scheme for reporting potential hazards, run by colleagues in Northern Ireland, where names of those who've reported a hazard were put into a hat for a prize.

Near miss reporting also plays an important part in helping prevent accidents and is something we want our people to do more of.

"We want people to feel uncomfortable if they do

something which is unsafe – like you would feel driving a car without a seat belt – and to report it," says Jon.

Training will also be given to people on the ground on how to conduct risk assessments.

"We believe that the people who do the jobs should be involved in the risk assessment process through identifying hazards, necessary precautions, etc. and we're providing appropriate training to enable them to do this."

There's also to be renewed focus throughout the organisation on accident investigations – not just after serious events, but also following minor incidents, from which valuable lessons can be learned.

Finally, a word about common sense and good housekeeping: "Many of last year's accidents were attributable to slips, trips and falls which could so easily be prevented," Jon continues. "We're asking people to remember to clear away rubbish, not trail cables across rooms and so on."

"At the end of the day, the company has a duty of care towards employees, but individuals also have a duty not to compromise their own health and safety – we must all take responsibility for this!"



Safety first: the new Chlorguard system

> SAFETY CASE STUDY: MOYOLA – GETTING IT RIGHT FIRST TIME

By assessing the risks and working safely, KWS (Alpha) process engineers carried out a potentially hazardous operation last year without any problems.

In line with our ongoing commitment to the best safety systems, Chlorguard has now been installed at the Northern Ireland site of Moyola as well as Balinrees. Chlorguard prevents leakage of toxic chlorine to the environment.

Lead Process Engineer Ronnie Cooper,

explains how the team used best practice to work around a live chlorine dosing system without interrupting it.

"After completing a standard risk assessment, we placed most of the equipment outside the installation area. At least two men worked together at a time, equipped with personal gas monitors to back up fixed room detectors, and had breathing apparatus. Everyone was fully trained and briefed."



> SAFETY CASE STUDY: NIGG – ADVERSITY LEADS TO IMPROVEMENTS

WHEN Operations Supervisor, Alec Bell, went about his daily business last June at the Nigg Waste Water Treatment Plant, Aberdeen, he wasn't expecting to spend the night in hospital.

But when he went to collect a sludge sample, he found the valve was blocked and while trying to clear it, he was sprayed on the face and arm with scalding liquid.

Miraculously, 43-year-old Alec, who was kept in hospital overnight, has no permanent scars from his burns and was back at work within a week.

He says: "It was painful, but the personal protective equipment I was wearing kept the damage to a minimum. I was very lucky."

Within days, the sampling system had been changed to prevent further accidents. Collection now takes place outside and new manual valves have been installed, below head height and which can be flushed to prevent blockages.

"If things aren't safe, report them through the proper channels and things do happen really quickly!"

“We want to encourage people to look out for each other and not to put up with something because it's always been like that”

* Gold again for Defence

While there's always still work to be done on health and safety, we're clearly heading in the right direction, as a recent award proves. KWS has won Gold in the safety awards run by the Royal Society for the Prevention of Accidents – for the second year running! The RoSPA awards are the longest running and most respected in industry and prove an organisation's ongoing commitment to raising health and safety standards. A huge well done and keep up the safe work!

1 Talent on tap

IMPROVING our ability to meet and exceed the UK's toughest water quality standards is the aim of two new roles within KWS Alpha.

Filling the post of Operational Compliance Manager is Malachy Casey who has joined from Northern Ireland Water, while Tom Kelly has taken the role of Process and Water Quality Optimiser, having impressed during his time with the company on our graduate scheme. "Tom impressed everybody with the way he got to grips with a number of technical issues, so we're delighted that he has moved off the graduate scheme early to take up this role," says KWS Alpha Managing Director David Mulholland. "He is reviewing trend data, leading on improvement projects and helping develop best practice across the business."

Malachy will be focused on compliance and water quality issues, as well as being responsible for Health and Safety compliance and for our Quality Management Systems.



Performance-focused: Tom Kelly and Malachy Casey

"Our aim is to do more than simply achieve compliance. We have to be constantly focused on ensuring that we outperform what our contract requires. Having Malachy and Tom in these roles will help us give some dedicated focus to that," adds David.

Qualified success

Our talented people are a big part of what makes us tick. Here are just some of the award-winning, newly-qualified and recently-appointed colleagues having a real impact on the business

2 Star quality

STAR performers from KWS Defence have been rewarded for hard work, dedication and for living the Kelda values.

Among the winners at the first ever Celebrating our Stars event in April was Field Technician Ben Williams, who was named Colleague of the Year. The People category was won by the Finance team, while a team under the name of SUCs Savers, collected the Value award. A fallen tree potentially impacting operations and the environment helped win the Health and Safety and Environment award for the Donnington Team, and the Customer Support team, shown below collecting their award, won the Customer Service category.



3 In safe hands

THE health and safety qualification gained by Technical Specialist Mick Arkins has not just helped him develop his career – it's also led to real time and cost savings for the business. Mick's NEBOSH accreditation means he can take on the statutory roles of Construction Design Management (CDM) co-ordinator and Principal Contractor for construction projects – roles that would previously have been outsourced.



4 We can count on Donna

YEARS of study and hard work paid off for KWS Defence Management Accountant Donna Hellewell when she gained her full accountancy qualification from the ACCA. Donna took her final exams in December, and got the results she had been hoping for in February.

"I was so pleased, and very relieved after a lot of hard work and 11 exams. A lot of the work I have been doing at Kelda has helped with my studies and put some of the theory in context," Donna adds.

Recently retired AES General Manager Steve Tindall looks back on nearly 40 years in the water industry

Designs on retirement



THE ink was barely dry on the Water Act of 1973 when Steve Tindall joined the newly-created Yorkshire Water. Now, just over 36 years later, he is enjoying the first weeks of a well-earned retirement.

His career has taken him from engineering design to strategy and project management, most recently heading Aberdeen Environmental Services – the Kelda-owned consortium delivering four waste water treatment works in Scotland. Steve started out as Assistant Engineer at Yorkshire Water's Esholt works in 1974.

"I'd always been interested in engineering and there were lots of opportunities in water companies in those days for designing and building things," Steve recalls.

The mid-1990s brought tough times for Yorkshire Water, and in 1995 Steve became closely involved in solving some of the huge drought issues. It was leading the project to build a new treatment works for Hull in the late 90s which Steve says brought him the greatest satisfaction.

"Hull was the biggest project Yorkshire Water had ever done, and with a very tight timescale. We had a really good team who worked well together despite challenges like a tunnel collapse during construction. But it was hugely satisfying when it was completed. I remember driving a Mini down the tunnel as part of the media campaign when it was finished!"

Various other projects followed before Steve's move to Scotland with AES, where his work included overseeing the delayed Stonehaven project.

"There's been a lot of innovation, but in essence the process has remained the same. The water comes in – we screen it, aerobically treat it, discharge it and get rid of the sludge. And there's always a need for people with engineering skills and knowledge," he says.

As well as having more time to watch rugby – his nephew is England captain Mike Tindall – Steve says he will be using his free time to work in the garden and develop his golfing skills.

"I started playing golf when I moved to Scotland as I lived very close to a good course. Now I can concentrate on getting my handicap down!"

“There’s been a lot of innovation, but in essence the process has remained the same. The water comes in – we screen it, aerobically treat it, discharge it and get rid of the sludge”

Time to reflect: Steve Tindall at AES

localaccent

Whether you're involved in a charity project, organising an event or doing something inspirational, let us know and you could be featured in the next *accent*



Site visit brings water treatment to life for tomorrow's engineers

School report

A VISIT to Dunore Point Water Treatment Works in Northern Ireland enabled schoolchildren to see for themselves how water gets to the tap. Around 30 eight and nine-year-old pupils from Saint Colmcille's Primary School in Ballymena and their teachers toured the facility in what is planned to be the first of many links with local schools.

"The pupils had a great time and I'm sure they got a great deal out of it," says KWS Alpha Managing Director David Mulholland.

"We were very impressed with how much they had learned already, and they asked some very interesting questions about

the sorts of chemicals we use, and how we deal with damage to any of the equipment."

David added that the visit was part of KWS Alpha's ongoing commitment to support the local community, as well as being an early introduction to engineering as a potential career.



A natural habitat created from disused sludge lagoons is ready for more wildlife to call it their home

Return to the green lagoon

SCHOOLCHILDREN were among the many guests of honour as Northern Ireland's newest nature reserve officially opened.

The new wildlife haven has been created by KWS Alpha in partnership with the Northern Ireland Environment Agency and the Ulster Wildlife Trust. KWS Alpha and its partners worked together to transform a series of disused sludge lagoons at Moyola Water Treatment Works into a future haven for wildlife.

This project aims to support the

adjacent nature reserve and Area of Special Scientific Interest around Lough Neah.

Youngsters from St Trea's school in nearby Ballyronan were special guests at the opening ceremony on 13 May.

St Trea's pupils have already played their part in the transformation of the site by putting up bird boxes and bat boxes in the area whilst the Ballymagan Community Group have also invested their energies in distributing bird seed around parts

of the habitat.

It is hoped that the improvements made will help support the rare *Dyschirius obscurus* beetle which is only found on the shores of Lough Neah.

"We faced a whole raft of options when we took on the project, including excavating and taking material to landfill," says KWS Alpha Managing Director David Mulholland. "Eventually we settled on the idea to convert it into a bird and nature reserve and it's turned out to be a 'win-win' for everyone."

Putting in a good performance is something Martin Folan knows all about, whether at work or on the sports field

Gaelic games

Strong performance: Gaelic footballer and rugby player Martin Folan

HUDDERSFIELD may not be renowned as a hotbed of Gaelic football, but with a sizeable Irish community in the town, and keen players like KWS Defence's Martin Folan to encourage interest, the sport is doing well in West Yorkshire.

As Business Performance Manager, Martin is responsible for business reporting, continuous improvement and internal communications.

But it was performance on the pitch – in two different sports – which earned him county and national recognition a few years ago.

"I played Gaelic football when I was eight or nine. The school I went to was a Catholic school with strong Irish links and there had been a Gaelic team there since the 60s," says Martin, who was born in Galway but grew up in Yorkshire.

He also played rugby league as a schoolboy and at university, where his talent earned him a call-up to represent Ireland students for tournaments in 1999 and 2000. "It was quite an honour to represent the country where I was

born and where my parents and grandparents are from," Martin adds.

After a break from sport when work took him away from the area, a return to Yorkshire has seen Martin lace up his Gaelic football boots once again. "I play for Huddersfield against teams from Leeds, Manchester, Liverpool and Newcastle. We've also got a junior team at the club and we encourage the youngsters to play."

Although Gaelic football can be played on rugby pitches the sports are very different. Gaelic football uses a round ball which can be played by carrying, kicking, and hitting with a fist to teammates. As in football, you score by putting the ball between the posts under the bar, but like rugby there are also points to be had by hitting over the bar.

"Both require a lot of strength and stamina, but I'd say that Gaelic football is the more difficult, and probably the tougher of the two."



As if the challenge of the football field wasn't enough, Martin ran a half-marathon through the mountains of Connemara National Park in Ireland on 10 April. The money he raises will be split between Help for Heroes – one of KWS Defence's chosen charities – and the Huddersfield-based Joseph Salmon Trust which supports parents who have lost a child

Action for charity



A CHARITY Action Group has been set up at KWS Defence with the aim of co-ordinating fundraising events across the business.

Colleagues have chosen to support Help for Heroes and Cancer Research UK

this year and a number of events have already helped towards reaching the group's target of raising £2,000.

A charity football match, a raffle, sale of charity merchandise, "Wear Green for St Patrick's Day", Grand National

Sweepstake and Martin Folan's half-marathon in Ireland (see above) have raised around £900 so far. Other colleagues will be taking part in Race for Life events in the summer to help boost the total.

We would welcome your views on environmental issues affecting the KWS companies. Please feed these back to your local correspondent. For further information on Environmental issues please contact Jon Tait, Quality, Environment, Safety and Health Manager on 07790 616574.

Team spirit and hard work have helped Patrick McConville move from raw recruit to experienced engineer

thelastword

Patrick's recipe for Success

MORE than a decade working for a maker of spicy chicken products may not seem like the obvious preparation for a career in water treatment.

But that was the switch made by Patrick McConville, who swapped poultry for pipework in 2010, when he joined KWS Alpha as a Process Engineer based at the Castor Bay Water Treatment Works.

"I worked for 13 years as a maintenance electrician for Moy Park, who produce convenience foods," explains Patrick.

"I felt I had done my time there – it became a bit too routine and I was looking for a new challenge."

As a Process Engineer Patrick has a range of responsibilities including checking water quality and general maintenance of the site, and he relishes the greater responsibility his role allows.

"It's good to be involved with something which is such an important service to customers and I enjoy the

feeling that the buck stops here," he says. "Some of the skills I used in my old job were very similar, but it was a bit of a routine and there was always someone coming in on the shift behind you. Here things are much more complex and because I had no water industry experience, it was a steep learning curve."

It was a curve which became even steeper when the snow and ice descended on Northern Ireland just weeks into the job, causing havoc at treatment works including Castor Bay.

"We had 12 inch pipes completely frozen solid and there was the problem of getting supplies around with all the snow and ice. We were working long shifts for two weeks solid to keep things

going. I certainly learned a lot during this time," says Patrick.

The hard work and fast thinking needed to keep services running for customers helped Patrick learn very quickly, but he says it was the support of colleagues which made the transition to his new role a smooth one.

"There are only four of us on site so you have a lot of responsibility from the start, but there are always people around you and the guys here are super.

"I'm still learning every day and because I'm the new boy they try and wind me up a bit. But they are fine with me asking questions all the time and are always a great help when you are stuck with something," he adds.

Fresh challenge: Patrick McConville at KWS Alpha Castor Bay Water Treatment Works in Lurgan

