Never walk by, walk over
Making a local difference
Revitalising brownfields

Pascal Mittermaier from Lend Lease explains
the elephant effect

Demolition at the Heygate is making way for a flagship in sustainable urban regeneration
Message from Brendan

WELCOME to a new edition of Keltbray Live. A new look for our magazine has been complemented with revitalised content, including articles from some of our customers and other key stakeholders. I hope you agree that the result is a magazine that provides new perspectives and makes for an interesting read.

It is not just our magazine that has a new spring in its step. As Britain emerges from the recession, Keltbray is now profitable across the Group and is seeing strong growth across all sectors following the win of major contracts, such as demolition at the Heygate Estate in London (see p8) and nuclear decommissioning work at Magnox’s Trawsfynydd Nuclear Power Station in North Wales.

Since our strategic move into the rail sector five years ago, we have strengthened our position year on year. However, it is fair to say that our recent multi-million rail electrification contract wins, which are by far our biggest to date, elevate our stature (see p4).

We are proud to have been selected as one of the key suppliers working with Network Rail to deliver this CP5 electrification programme, which is an important part of revitalising this country’s infrastructure and supports the acceleration of a growing economy.

We very much welcome these long-term contracts, which enable us to plan ahead and invest in our people, skills and equipment. This is critical to securing the future of our business and our industry as skills shortages become a real challenge (see p14).

There is a need for us and other construction companies to take great care to grow our own talent; attracting and employing the right people, while continuously investing in them to retain them.

We also need to seize on the opportunity to widen the talent pool by tapping into greater diversity to better reflect the demographic of the areas we work in.

We need to get the message across about what an attractive industry this is, and that we can offer good prospects, job security and a range of training and development opportunities.

Brendan Kerr
Chief Executive Officer, Keltbray
Prepare for growth

In the name of collaboration

News in brief

The elephant effect
National Rail delivery partner

Keltbray has been announced as the delivery partner for ABC Electrification; a joint venture between Alstom, Babcock and Costain, to provide electrification on the London North Western route (London to Crewe) and the Welsh Valleys region.

This is part of Network Rail’s national electrification programme, which will improve services, be better for the environment and support economic growth across the country.

In these seven-year ABC contracts, which are by far the biggest contracts for Keltbray to date and extendable by a further three years, Keltbray will be working on all aspects of overhead line installations and upgrades.

Further good news is that Keltbray has been confirmed as partner for Costain in delivering electrification and track on the Crossrail London Great Eastern North East Spur project.

‘Key to securing these contracts was our integrated services, including design, engineering and delivery expertise. This gives confidence about our provision of a high quality service. Building on our track record of supporting local communities, Keltbray also brings additional benefit to these contracts by offering extensive employment and training opportunities,’ explained Keltbray’s Managing Director of Rail and Infrastructure, Phill Price.
Spotlight on sustainability

Keltbray has issued its first Sustainable Development Report, which reports on the company’s 2013 performance and outlines key targets.

Performance highlights included a 15% increase in turnover and a RIDDOR Frequency rate, which at 0.2 was 68% better than industry average.

Our significant investment in Euro 5 standard lorries resulted in a 40% reduction in NOx and 32% reduction in CO2 emissions, while fleet miles per gallon improved by 4%.

Last year Keltbray also launched an employee volunteering scheme, provided one apprenticeship, internship, undergraduate or graduate traineeship for every 20 employees and had more than 14% of the workforce in vocational training.

Managing Director of Keltbray Group, John Price, said: ‘In this report, we have set out our commitment to building a more sustainable and responsible business. We have a strong tradition of looking after our people, supporting communities and taking the necessary steps to minimise any adverse impacts of our work. But this is work in progress, and we now need to look at how we capture more sustainable development information to maximise the positive and minimise the negative contributions we make to the environment and the communities we live and work in.’

The report can be downloaded from www.keltbray.com

First of its kind

Keltbray Piling has invested £1.5 million in two new piling rigs, including a Soilmec SR-75; the first of its kind in the UK, and the first of a new generation of rigs for large diameter piling, where the structural components have been redesigned to reduce weight.

It has also been fitted with the latest Tier III/VI engine, which exceeds stringent new emission standards while still delivering more power, efficiency and flexibility.

According to Piling Operations Director, Lee Cain, ‘these multi-discipline rigs enable the installation of CFA and Rotary Bored piles. The SR-75 weighs in at 74 tonnes and allows us to drill bigger and deeper than we have before; 1200mm diameter to depths of 28 metres in CFA mode, and 2400mm diameter to depths of 50 metres in Rotary Bored mode. This rig performs very well and is already exceeding our expectations.’

The new rigs are currently in use at Phase 2 of the BskyB Osterley Campus development.
We in Network Rail, like many of our industry partners, have been on a culture and behaviour change journey for the past few years.

The key to our behaviour change and behaviour-based safety programmes is in the understanding of how our actions impacts on behaviours, both on and off site.

Behaviour-based safety doesn’t simply apply to ‘The man on the shovel’. It affects and is affected by designers, managers, office staff, site staff, external parties, such as regulators and other business leaders.

Safety culture describes the way in which safety is managed in the workplace, and is made up of every single decision, process and system, and by each and every one of us. An organisation with a positive safety culture is one that gives the appropriate priority to safety and manages safety like other areas of their business.

Given that our culture; the way we do things round here, is the result of our collective behaviours, developing a strong, continuously improving, behaviour-based approach throughout the company and the wider industry, all helps towards building that positive safety culture. This widens our scope to encompass all behaviours, whether or not they are safety specific.

Network Rail has a strategy for a behaviour-based approach to safety. This includes defined leadership and personal commitments with clear expectations and success measures. It also includes the identification of critical positive behaviours.

It is important to provide the right tools, processes and procedures, training and awareness of desired behaviours. To help achieve this, we produce films, such as ‘Respect Cuts Both Ways’ and ‘Your Behaviour Matters More Than You Think’, available to the industry via our Safety Central website: www.safety.networkrail.co.uk

We also use our Big Picture initiative to engage with and listen to our colleagues and staff, listening and reacting to comments and observations, demonstrated by feedback sessions.

We host collaboration workshops for our contractors and suppliers, and the creation of Life Saving Rules, Fair Culture and the Close Call initiative has moved us further up the safety maturity model.

CREATE GOOD HABITS BY
- Leading by example, positively
- Report close calls
- Never walk by, walk over

All leading to: everyone home safe every day.

Bill Cooke is a Principal Health and Safety Manager for Network Rail and is a key member of the company’s Behaviour Change Programme. Bill also chairs the Track Safety Alliance; an industry-wide group which aims to develop and share best practice to improve the health, safety and wellbeing of industry workers. Here he writes about the importance of understanding how actions impact on our behaviour on and off site.
Behaviour-based safety doesn’t simply apply to ‘The man on the shovel’
Keltbray won the contract on the back of its track record in health, safety and environment, as well as its commitment to help tackle local unemployment and disadvantage.

Demolition at The Heygate Estate in Elephant and Castle, London, has entered its final stage to make way for Southwark Council's £1.5 billion regeneration scheme.
Elephant Park is a mixed new development, which is part of the regeneration scheme, and which will include sustainable new homes for over 2,500 families, as well as shops, pavements, park land and places to play. In short, it will transform the local area.

Site developer for Elephant Park is Lend Lease. Their Project Director, Pascal Mittermaier, is proud to oversee this pioneering development, which is tackling major challenges, such as energy efficiency, energy generation, waste disposal and transport infrastructure by using a holistic approach to make it carbon positive.

He explained: We will achieve this by combining innovative thinking from all over the world, including Stockholm, Vancouver and Sydney. We are also bringing together ideas through consultation with a wide variety of different stakeholder groups, including ecologists, academics, urban design experts and many others.

“By focusing on the role of nature in cities and designing green roofs, sustainable urban draining, food gardens and creating the biggest new park in London for 70 years, we are bringing ecology and biodiversity back to the capital and developing a flagship in sustainable urban generation. The project is part of the Climate Positive Development Program; an initiative of 490 Cities Climate Leadership Group, and developed in partnership with the Clinton Climate Initiative Cities Program and the US Green Building Council. It is one of only 18 projects in the world, which demonstrate climate positive strategies.”

“Most of the companies we invited to tender for this project were able to offer similar expertise and pricing, but Keltbray won the contract on the back of its track record in health, safety and environment, as well as its commitment to help tackle local unemployment and disadvantage through work and training opportunities. This commitment enhances the transformation aspect of the development.”

Keltbray was engaged by property developer Lend Lease to manage any asbestos contaminated materials on site, and to demolish the five large tenement blocks on the estate.

These date back to 1974, and due to their precast modular construction, Keltbray is now carefully taking the nine to twelve-storey buildings apart using a combination of demolition and deconstruction methods, effectively bringing down the buildings in the reverse order of how they were built. ‘This ensures there is no risk of uncontrolled collapse,’ explained Operations Director for Keltbray Demolition and Civils, Andy McClafferty.

The sustainable characteristics of this contract also mean Keltbray is committed to employing local contractors for scaffolding, the canteen on site and to using bio-diesel generators and equipment with the latest carbon reduction technology. ‘Our site office features eco lighting, and we are also committed to achieving the highest possible recycling rates for the construction materials,’ said Keltbray’s Project Manager on site, Sean Eels.

Keltbray began work at the Heygate in September 2013 and is due to complete this work on site by the end of this year.

And, while the regeneration is expected to go on for a further 15 years, the first phase 200+ homes within this model for large-scale cityscapes of the future have already gone on sale.

Lend Lease Project Director, Pascal Mittermaier
Keltbray is increasingly tackling broader disadvantage through employment and training opportunities as part of commercial contracts.

At Elephant and Castle, we are working with Lend Lease, Be Onsite, Southwark Works, Southwark Council and the Construction Youth Trust to provide new opportunities for local people, including jobs and training.

Since September 2013, Keltbray has recruited seven new apprentices, and provided work placements for 47 local community people. 17 of these had no prior experience, and so were also given pre-employability training, amounting to 330 hours in total. This means that 30% of Keltbray’s workforce on site are residents of Southwark who were previously unemployed.

‘Since the start, we have aimed to create long-term gains as part of a project that will truly benefit the community. To help local people gain employment experience on site, we provided demolition and asbestos framework training. We also worked closely with Be Onsite to meet the social and cultural challenges associated with a local recruitment drive,’ explained Keltbray’s Training and Development Director, Holly Price.

Be Onsite is a registered charity established by Lend Lease to help coordinate the delivery of sustainable jobs and training for local unemployed people.

According to Be Onsite’s Chief Executive, Val Lowman OBE, ‘the opportunity for local people to benefit from the regeneration that is happening on their doorstep is integral to the success of major regeneration projects. In Elephant and Castle, where unemployment is high, ’Keltbray’s provision of training and work is vital in providing local people with important skills and a sense of pride and ownership that will improve their employability prospects.’

Daniel Cuddy is a local resident who has found work with Keltbray Environmental Solutions to manage the asbestos contaminated materials on site. He said: ‘I’ve worked in construction my whole career, but getting this job at the Heygate Estate is one of the best opportunities I’ve had. Keltbray has provided me with an asbestos removal training course, which means I’m now much better qualified than I was before. The best thing about the job, though, is that I only live a stone’s throw away, which means I can now drop my daughter off at school each day before I go to work.’

Making a local difference
Keltbray has launched a new business venture, Keltbray Remediation, to build on its recycling and material management offering by providing a dedicated and more comprehensive service to the management of brownfield sites.

This service is specifically aimed at the industrial and residential sector, including construction sites and former landfills to facilitate new developments.

While Keltbray's recycle rates from demolition and civil engineering contracts regularly exceed 96%, and the company offers soil treatment facilities to transform technically poor and contaminated soils into clean, inert materials, Keltbray Remediation represents an expansion of these recycling and recovery services for clients. It allows Keltbray to manage larger-scale contaminated excavations and on site, and the processing of hazardous soils and waste for reclamation for future developments.

Keltbray Remediation is a division of Keltbray Environmental Management, which is headed up by Managing Director, David Jenner: ‘Keltbray first turned construction waste recycling and recovery into a standalone business in 2010.

Since then, we have been able to offer tailor made ways of treating waste and contamination issues using physical separation, chemical or biological treatment. Keltbray Remediation allows us to manage larger scale contaminated sites from inception to completion, and take this commercial offering a step further, by managing excavation and the processing of waste and ‘hotspot' remediation on site.

‘This includes the remediation of old landfills and the treatment of heavy metals and fuel or groundwater contamination and control on brownfield sites to facilitate new developments, such as housing,' he said.

The new division is currently undertaking work for Crest Nicolson in preparation for the company's new 150 home residential development, Willow Reach, in Hoe Valley in Woking. As part of this, Keltbray has been engaged to remediate a 25,000m² former landfill site, where 80,000m² of soil is being excavated and treated on site, and then re-used within the scheme to construct embankments to protect the future development from flooding.

The new business venture is headed up by Operations Director, Joe Jackson, who has extensive experience from environmental consultancy and land remediation. He explained: ‘By handling complex waste on site, Keltbray Remediation will help bring down transportation costs and minimise the carbon footprint associated with material handling. We also see this business as playing a key role in meeting the ever increasing pressures to improve waste recovery levels.'
in the name of collaboration

Mel Jones is Magnox Programme Manager for Plant and Structures Programme at Trawsfynydd Nuclear Power Station in North Wales. He is responsible for overseeing delivery of the site into a care and maintenance phase. In this article he outlines the importance of collaboration in achieving the challenging deliverables associated with the project.

Magnox Limited is a nuclear decommissioning Site Licence Company responsible for the management and operations of ten nuclear sites and one hydroelectric plant in the UK under contract to the owner, the Nuclear Decommissioning Authority (NDA).

At Bradwell and Trawsfynydd nuclear power stations, decommissioning work is being accelerated to deliver the sites into a care and maintenance phase earlier than originally planned.

In practice, this is the phase where sites can be safely left to allow radiation levels to decay, and where dismantling can be facilitated when the site is finally cleared.

There are a number of essential projects within the programme, which need to be undertaken before this stage can be reached at Trawsfynydd. The Doosan Keltbray consortium has been awarded a contract to deliver work to de-plant and demolish the site’s former cooling ponds complex, which was used to store and cool used nuclear fuel elements after they were removed from the reactors.

While it is early days, we are encouraged with good examples of this coming through. There is a high degree of integration within the supply chain and with Magnox staff, and we have been able to utilise the supply chain expertise earlier than expected during the design phase.

Trawsfynydd is benefitting from a single, consolidated work plan that has been agreed with the client and the contractor. When combined with the use of NEC3, which is a best practice, collaborative procurement contract framework, this provides the fundamental tools for promoting collaboration. It remains important, however, to retain strong oversight and ensure project controls are in place. It is valuable to ensure there is still a route for providing effective challenge and clear, auditable governance.

We are now moving from the design to the implementation phase and it remains as important as ever to remain focussed on collaboration. It is time, after all the preparation work is complete, to begin realising some of those collaboration benefits in practice.

The use of a collaborative model has resulted in a much more efficient and effective solution, which in turn has realised greater value for our customer, the NDA.

At the start of our framework, we set ourselves three strategic objectives as a measure of success:

- To hit all programme dates – all key milestones have been achieved
- To ensure safe delivery of the works – we recently delivered six million man hours without a lost time incident
- To deliver the programme at 10% below budget – it is currently 11% less. This is a first for Magnox.

We are very proud of our achievement to date, which reinforces our belief in the tangible benefits of our collaborative model.
The Doosan Keltbray Consortium has received an award from the Nuclear Decommissioning Authority (NDA) for its outstanding collaborative working skills. The award for ‘Best supply chain collaboration led by a large company’ was made in recognition of the project to deliver the deplanting of four boiler houses at Bradwell Nuclear Power Station in Essex.

Judged by a panel of senior nuclear and engineering professionals chaired by the NDA’s head of Supply Chain Optimisation, the award recognises excellence in NDA suppliers who work collaboratively to achieve a common goal. It was awarded to representatives from the Doosan Keltbray Consortium, made up of Doosan Babcock and Keltbray, working with Deborah Services and Magnox.

As a result of the collaborative approach, the Consortium delivered the two-and-a-half year programme work a month ahead of schedule and seven percent below target cost. On top of this, there were no lost time accidents in more than 250,000 working hours.

Magnox Plant and Structures Programme Director, Alan Bladon, said: ‘The transformation of the reactor buildings into de-planted safe store structures is a key step on Bradwell’s journey to becoming the first UK reactor site to enter care and maintenance. The boiler house project has been a big part of that work and we are delighted to have had the Doosan Keltbray Consortium in place to deliver safe and efficient decommissioning for the site’s owner, the Nuclear Decommissioning Authority.’
prepare for growth –
invest in people

Britain started 2014 well by cementing its position as the fastest growing economy in Western Europe. Despite this good news, a recent survey conducted by The Royal Institution of Chartered Surveyors, shows that 40% of the surveyors polled think skills shortages in construction are hampering growth.

This highlights the need for construction firms to take great care to attract and employ the right people, while continuously investing to retain them. This is a challenge, even for those companies with enviable reputations for their training and development programmes.

At building engineering and design specialist, Arup, the company came to realise that the graduate scheme plays an important role in the company’s employment strategy the hard way: ‘In the early 90s, during the last recession, we briefly closed the graduate programme. We soon found ourselves with skills shortages in certain areas, and so we now know it is important to keep these programmes going, even during the lean times,’ explains Director of Arup Building Engineering, Paula Walsh.

Director at global professional services consulting firm WSP, Ron Slade, agrees: ‘We recognise that if we don’t attract enough young people into our profession that our future workforce won’t be strong or diverse enough to deliver on the industry challenges ahead. That’s why we recruited over 21 apprentices across the UK last year, nearly doubling the intake from the previous year.’

As for graduates, Ron is positive that learning through experience by working on actual projects and reflecting on those experiences is key: ‘While we expect our people to work towards professional qualifications, site visits and work placements and exchanges with our suppliers, such as a recent one we did with Wentworth House Partnership, help our people develop skills, knowledge and behaviours. The street view is very different from the theory books, and there is much to be gained from building direct relationships with clients and suppliers.’

At WSP professional development is supplemented with internal courses, seminars and networking opportunities, such as the Young Engineers Network, which promotes community engagement and interdisciplinary talks. As members of the internal development vehicle, Taskforce, early career professionals also have opportunities to work as part of a team on business-relevant research projects and disseminate and share knowledge with colleagues.

Paula is confident that Arup’s success in attracting and holding on to the best candidates may partly be attributed to senior involvement in the recruitment process, and the structured ‘life plans’ for employees, which have regular appraisals as well as trigger points for both salary increases and professional development built in.

There is also a widening scope of people’s roles to encourage responsibility and better-rounded project teams: ‘Our senior engineers play an active role throughout the recruitment process; from reviewing CVs to interviewing...’
candidates and mentoring the graduate we employ. There are also clear expectations that the people we employ have the hunger and drive to join the relevant institutions, so they can progress towards chartership and keep developing professionally.’

Ron is concerned about all the well qualified people who left construction during the recession, and explains that the key challenge is now to hold on to good people by promoting them and providing job satisfaction.

Paula concurs that the most recent recession has left the industry somewhat de-skilled in certain areas: ‘As the market picks up, we expect to see shortages in mechanical and electrical engineering, as energy becomes top of everyone’s agenda. Luckily, we are able to recruit from overseas, but not everyone can, and so it is important that we widen the talent pool and tap into the real diversity that exists in this country; both in terms of female and ethnic minority capacity,’ she concludes.
Gold again!

Keltbray has been recognised for its approach to occupational health and safety by securing a gold award from the Royal Society for the Prevention of Accidents (RoSPA).

Keltbray secured the Gold level again on the back of its health and safety performance and behavioural safety – based programme.

HSQE Director for Keltbray, Keith Stableford, said: ‘We are delighted to be recognised by RoSPA for our efforts in improving health and safety. Last year, our combined initiatives and efforts helped drive down our Accident Frequency Rate from 1.72 to 1.50; 52% less than the construction industry average. At 0.20, our RIDDOR Frequency Rate was also considerably lower (68%) than the industry average for construction. However, it is crucial that we maintain this downward trend, and so we have a target to reduce this figure by a further 10% in 2014 as part of our goal of achieving our zero accidents target.’

RoSPA’s awards manager, David Rawlins said: ‘The RoSPA Awards encourage the raising of occupational health and safety standards across the board.

Organisations that gain recognition for their health and safety management systems, such as Keltbray, contribute to a collective raising of the bar for other organisations to aspire to, and we offer them our congratulations.’

The gold FORS

Keltbray is one of just 22 companies to have achieved Gold Status in the Fleet Operators Recognition Scheme (FORS) run by Transport for London.

This recognition scheme aims to encourage freight operators to raise standards within their organisations through education and incentives, and only freight operators who demonstrate self-improvement and deliver environmental savings are awarded the Gold membership.

Keltbray’s progression from silver to gold membership involved implementing a robust improvement plan, meeting core objectives as well as continued provision of benchmark data and improvement thresholds.

This ultimate accolade personifies Keltbray’s commitment and dedication in delivering a lawful, environmentally efficient and safe haulage operation throughout London, and Group Managing Director, John Price, said that this puts Keltbray at the pinnacle of freight operations: ‘We were the 13th company out of the more than 3,000 registered FORS Companies to achieve the Gold standard. This clearly demonstrates our commitment and determination to deliver continuous improvements and environmental savings,’ he said.