

live

News and insight from Keltbray

Winter 2016 | issue 14
keltbray.com



Shaping the Keltbray legacy

BACK TO THE FUTURE –
THE YEAR 1976 –
PROGRESS ON LONDON'S SKYLINE –



CELEBRATING
40 YEARS
OF EXCELLENCE

MESSAGE FROM BRENDAN



THIS YEAR KELTBRAY CELEBRATES ITS 40TH ANNIVERSARY. From providing groundworks to becoming a £270 million Group of companies that provides engineering, construction, demolition, decommissioning, remediation, rail and environmental services nationwide calls for a celebration.

In this anniversary edition of Keltbray Live we look back at how it all began, see page 4, and remind

ourselves of the many great projects we have been involved with over the past four decades, see page 6.

With the help of one of the most respected figures in British construction, Peter Rogers, we also reminisce how our industry has impacted on the evolving London skyline, see page 16.

By going back in time with our charity partner, MOLA, which like us, has matured over the past four decades, we examine how archaeological services have been transformed into a professional and strategic discipline, see page 14.

While we try to remember what the year 1976 was really like, see page 8, we also reminisce about construction plant and how it has changed over the years, see page 24.

We look at how our focus on health and safety has accelerated improvements and is now enabling us to move the agenda on by looking at health and wellbeing for our employees, see page 18.

I am immensely proud that so many of our employees have been with us for several decades, see page 12. This has helped us build a strong knowledge base and long term stability, and I am confident this is due to the family values that have always been at the core of our business, and that have led so many of our employees to recommend us to their family members, which you can read more about on page 10.

Last, but not least, we contemplate the many remarkable relationships we have built over the years with some of our key clients, who join us in our celebrations, see page 22. We are immensely grateful to them for their loyalty and trust in us over the years.

It's been a blast, and I very much look forward to seeing what's in store for us in the next decade!

Brendan Kerr
Chief executive office, Keltbray Group

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FROM THE EDITOR

I hope you enjoy reading Keltbray Live.
To make it better, feedback is always gratefully received to

Marit Meyer-Bell
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Keltbray Group

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I make every effort to ensure featured articles, information and contact details are accurate at the time of writing, but cannot be held responsible for any unintended inaccuracies.

Designed by Berkeley PR
Printed by Windsor Print, February 2016
Printed on Creator Silk, Well Managed Forests (WME)
and fsc® Forest Stewardship Council accredited fibre



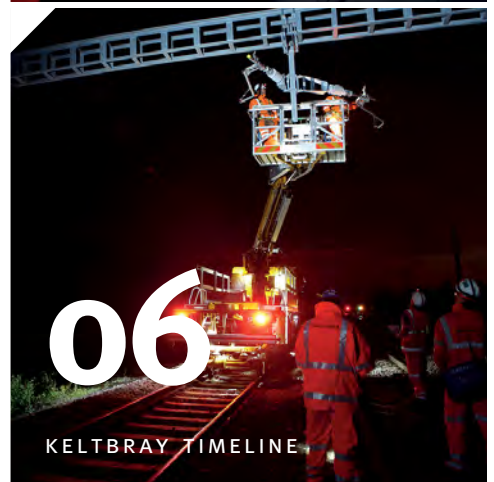
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LONDON'S SKYLINE

SHAPING THE KELTBRAY LEGACY



Keltbray was formed by friends, Howard Burden and David Ewens in 1976. They were both working as surveyors in the construction industry and decided to form their own entity for smaller earth and groundwork jobs. In the early days they also worked on smaller building projects, ranging from private basement digs and extensions, before progressing onto becoming groundwork contractor for Trollope and Colls.

In 1977 Keltbray was contracted to carry out works in Sussex Gardens, where David Ewens recalls that the first delivery of plant and equipment, which comprised of five shovels, had to be delivered by a London taxi, which has since become synonymous with the Keltbray of today.

By the early 1980s, Keltbray had progressed to take on excavation and demolition contracts, and since the late 1990s the company has accelerated its diversification further, and expanded its services portfolio to include engineering design, piling and rail services.

TONY FARRELL

Tony Farrell first came to London from Dublin in 1970. He was 21 and had just completed his studies in aeronautical engineering. With a return ticket in his pocket, he was visiting the capital for a two week holiday to visit his brother Mick, who had just bought himself a tipper truck.

Tony was soon driving the truck and the two-week holiday was forgotten. One truck became five and Tony began running the administrative side of the haulage company, which was named Economic Excavations Ltd.

Keltbray carried out surveying works for Economic. Based on synergies between Keltbray and Economic the two companies merged in 1981 to strengthen capacity, and Tony Farrell joined the Board of Keltbray Ltd as a Director.

During his 22 years with Keltbray Tony's most memorable job was at The Tower of London in 1991, where Keltbray carried out structural alterations to facilitate a new display room for the Crown Jewels at Waterloo Barracks: "This was very special given the historic significance of the Tower and the tight security involved. Keltbray's quality completion of this contract also meant the company became the first port of call after the 1992 fire at Windsor Castle. Following the multi-million-pound restoration, we were invited to a reception with the Queen and presented with a gold commemorative medallion (pictured) to celebrate its completion," explains Tony.

Keltbray expanded steadily, and the nature and number of contracts became larger, more complex and staff numbers grew rapidly.

After recruiting Brendan Kerr as Project Manager in 1989, Brendan was soon promoted to Operations Director in 1994 before becoming Managing Director in 1999.

In 2003 Tony handed over the reins to Brendan, who then became Chief Executive and sole shareholder. “It has been pleasing to see how the construction industry is now able to compare itself with the aviation industry in terms of its adoption of regulation, control and health and safety. In Keltbray’s early days, there were no method statements, risk assessments, plant operator licences or even HGV licences!” concludes Tony.

BRENDAN KERR

In 1976, Keltbray’s Chief Executive, Brendan, was 11 and lived in Belfast, Northern Ireland. While he should have been preparing for his 11+ exam, he spent most of his time working to get away from the school work: “I worked at my father’s farm, but preferred the neighbouring farms where I got better pay for labouring, feeding the cattle and collecting eggs from their 24,000 hens! I had just got my first bicycle and left my childhood behind after losing my grandmother, who had been an important part of my life after my mother passed away when I was four.” says Brendan.

Brendan left school at 15 and secured an apprenticeship in carpentry. He then left for England and worked for Berkeley Homes and McGee before joining Keltbray in 1989.

“For me, the first major milestone, which signalled an acceleration of Keltbray’s development, was the demolition works we secured for Bredero to make way for the Hammersmith Broadway Shopping Centre in 1989. This saw us undertake retained façade works for the first time and marked a shift for Keltbray towards winning major, more high profile structural remodelling contracts, such as The Tower of London in 1991, Windsor Castle

in 1992 and The Royal Opera House in 1996. By this time, we had emerged as one of London’s top demolition companies; competing with companies that had been around for decades!”

The day he joined the Keltbray Board as a Director and was given shareholder status was also a momentous day for Brendan: “This enabled me to expand our diversification strategy and extend our portfolio of services.”

Brendan’s journey with Keltbray has been good for the most part: “I enjoyed being on site, and whilst being promoted to the Board was incredible, it required that I developed different skills, which at times was challenging. Luckily, I’ve had some very good people around me, as well as dedicated employees and loyal customers. This stood us in good stead when the recession hit. Thanks to the resilience of our management team and people in the field, who soldiered on delivering projects, we overcame the challenges and emerged even stronger.”

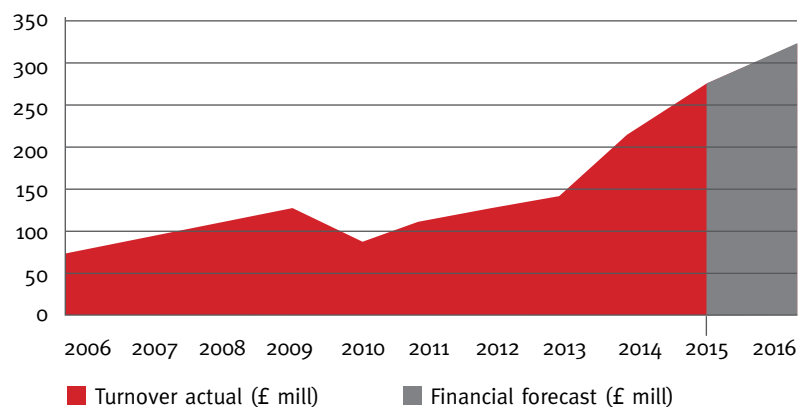
Looking to the next decade, Brendan’s wish is for the continued prosperity of Keltbray and a turnover growth target of £400 million, and with a succession plan in place that is effectively managed to facilitate further growth and expansion. His desire is also for the company to remain family owned with a strong executive board that provides good governance.

And when asked about what he might have been up to if he wasn’t the Chief Executive of Keltbray, Brendan says: “I could see myself as a cattle farmer or a criminal lawyer, but I’m sticking with Keltbray. The ride so far has been fantastic, very rewarding in every sense and I would do it all again tomorrow. I just wish I knew then what I know now.”

KELTBRAY’S EXPANSION

1976	Keltbray is founded
1998	Wentworth House Partnership is formed
2002	Keltbray Haulage is established
2007	Keltbray Training is established
2008	Keltbray acquires Pectel
2008	Keltbray Environmental Materials Management is formed
2009	Keltbray Piling is established
2009	Keltbray acquires Gamble Rail
2010	Keltbray acquires Aspire Rail
2012	Wentworth House Rail Systems is established
2013	Keltbray Remediation is founded
2014	KML Occupational Health is formed
2015	Keltbray Sheet Piling is established

KELTBRAY GROUP TURNOVER



KELTBRAY TIMELINE

In the early days, Keltbray worked on smaller earth and groundworks jobs for projects ranging from private basement digs to commercial refurbishments in London, Berkshire and Surrey. By the early 1980s, Keltbray was taking on excavation and demolition contracts. Since the late 1990s Keltbray has continued to expand its services portfolio to include engineering design, piling and rail services. Here we take a look at Keltbray's most significant contracts of all time:

1984



- ▶ Keltbray develops its expertise and secures its first above ground demolition contract at **Fenchurch Street Station** for Trollope & Colls.

2003



- ▶ Keltbray undertakes demolition at **The Phillimores** for Mace; suspending the retained façade both horizontally and vertically for the first time.

2002



- ▶ Keltbray secures its biggest contract to date (£11 mill) at **Block w8** Regent Street for The Crown Estate, using 3D modelling for the first time.

2002



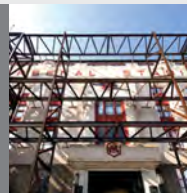
- ▶ Keltbray carries out enabling and demolition works at the Grade I listed **St Pancras Station** to receive the new Channel Tunnel Rail Link.

2004



- ▶ Keltbray carries out asbestos, hazardous waste management, demolition and temporary works across 20 structures at **The Royal Infirmary** (Quartermile) in Edinburgh.

2006



- ▶ Keltbray carried out the demolition site enabling, remediation and excavation works for the construction of the **Emirates Stadium** and redevelopment of **Highbury Stadium** for **Arsenal Football Club**.

2006



- ▶ Keltbray demolishes **Drapers Gardens**; the tallest building in the City and the UK to be demolished at that time. Archaeological attendance unearthed a Roman urban street.

2015



- ▶ Keltbray Aspire becomes the first contractor to start installing electrification wires on **Great Western Mainline**.

2015

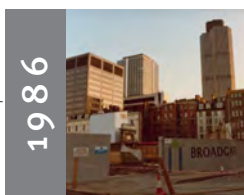


- ▶ Keltbray secures the contract to demolish **Earls Court** I and II Exhibition Centres for Capco paving the way for a £8billion redevelopment scheme in the area.

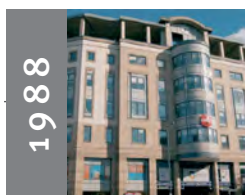
2014



- ▶ Keltbray Rail provides concrete auger and piled foundations on **Great Western Mainline** for AmeyInabensa and ABC Electrification.



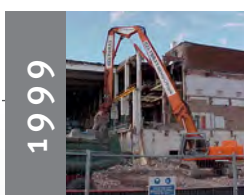
- ▶ At **Broadgate**, which set new, flexible construction standards, Keltbray installs the biggest pile cap in Europe for Stanhope and Rosehaugh. Image courtesy of Mike Lidgley.



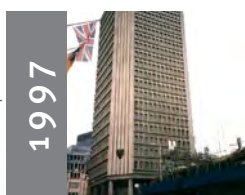
- ▶ Keltbray's demolition for Bredero made way for **Hammersmith Broadway Shopping Centre** and saw Keltbray undertake its first retained façade works.



- ▶ At **Brooks Wharf**, Hammerson appoints Keltbray as main contractor for the first time; leading to NFDC* membership and Considerate Contractors Scheme Gold. Image courtesy of Wayne Robson.



- ▶ Keltbray wins its first industrial explosives decommissioning contract outside London at **Merseyside Power Station** for Unilever.



- ▶ Keltbray demolishes **Barclay Tower**; the tallest building in the City at that time, and secures Keltbray's first Considerate Contractors Scheme Chairman's Cup*.



- ▶ Keltbray supports restoration of the Grade I listed **Windsor Castle** following the fire and is invited to a reception with the Queen.



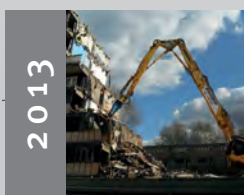
- ▶ Keltbray undertakes infrastructure works, earth retention and hard landscaping works at **Queen Elizabeth Olympic Park stadium**.



- ▶ Keltbray carries out asbestos removal, demolition, excavation, temporary works and pile enabling to make way for **The Shard**; the tallest building in Western Europe.



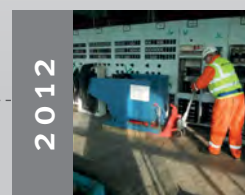
- ▶ Keltbray demolishes **20 Fenchurch Street**; one of only four top-hung UK tower blocks, to make way for The Walkie Talkie.



- ▶ Keltbray carries out asbestos removal, demolition and temporary works at the **Heygate Estate** to make way for the Elephant Park.



- ▶ Keltbray wins its biggest contract to date (£46 million) providing Power Supply Upgrade on the **Westcoast Mainline** for Network Rail.



- ▶ As part of the Doosan Keltbray Consortium (DKC) Keltbray is awarded its first contract at nuclear power station, **Bradwell**.

THE YEAR 1976



Keltbray was founded in 1976, which was by those who remember it, the year of ‘endless summer’ when the mercury topped 28 degrees centigrade for a record-breaking 22 days. It is also remembered as the year rank outsiders Southampton beat Manchester United to win the FA Cup.

A pint cost 32 pence and the cost of living meant petrol was 77 pence a gallon and a loaf of bread cost 19 pence. Crime levels were low and there were fewer cars on the road. There was large investment in the public sector and a narrowing in the wage gap between the sexes.

For the wealthy, Concorde started commercial flights from Heathrow to Bahrain. Priced at £1,950 the new Ford Fiesta was more affordable.

People danced to Abba and The Wurzels’ Combine Harvester topped the charts. The Sex Pistols swore live on tv and The Damned gave birth to punk rock. The UK won the Eurovision Song Contest with Save Your Kisses for me, and at the cinema, Sylvester Stallone’s Oscar winning boxing film, Rocky, was showing.

According to the New Economics Foundation the year 1976 was when quality of British life was at its best based on



indicators such as crime rate, pollution levels and public sector investment. But some may question if the Foundation forgot to take account of Britain’s economic failure which required international bailout, and the turbulent political times, which saw Harold Wilson resign as Prime Minister. And what about the appointment of a dedicated Minister of Drought, who within days became Minister of Floods as the rain came down?

1976 was a year of strikes and 17 per cent inflation. Individually we were poorer with an average wage of around £72 a week and taxation at 35 pence in the pound. Fewer of us owned homes, as it was difficult to get a mortgage with interest rates at 15 per cent.

Only half of us had phones – landlines, that is, and no one had a PC, although 1976 was the year that Steve Jobs and Steve Wozniak started Apple in the US.

But while the economy was crumbling and the seeds of the winter of discontent were sown, it is the sunny memories which seem to have lasted, making 1976 the Golden Year of Britain.



PLANT THROUGH THE AGES

Since Keltbray was formed 40 years ago, construction plant has evolved considerably. This has been driven by the demand to improve efficiency and developments in technology, but also by tighter regulations and health and safety requirements.

While the wrecking ball was a common form of large-scale coarse demolition until the late 1990s, Keltbray never actually had one. “The wrecking ball is just not as efficient or precise as the high reach hydraulic excavators,” according to Operations Manager for Keltbray Demolition & Civil Engineering, Mark Taylor.

The first ever excavator, the Otis shovel, was invented in 1836. It was driven by steam and operated using cables. This changed dramatically in 1970s, which is often referred to as the era of hydraulics, when the excavators and wheel loaders we use today started to emerge. These were cheaper, faster, and easier to operate and resulted in cable excavators almost becoming extinct.

The area of hydraulics also marked the transformation of piling. Hydraulic hammers replaced their diesel predecessors in the 1970s and signalled a move towards more environmentally friendly techniques that were less noisy.

On the rail side, it was the cherry picker invented in 1944 to harvest fruit on a farm that was one of the industry’s most significant inventions. This led to the development of Mobile Elevated Work Platforms (MEWPS) that are now essential to our electrification installation, maintenance and repair works.

Although attempts to develop road-rail vehicles were made in the 1930s, they were not successful, and only really took off in the 1970s and 80s when they became critical to help reduce the amount of time it took to bring materials from a depot to a railway work site.

“In the early days of Keltbray, there was a lot more manpower required to operate the equipment, and you certainly didn’t need a licence to drive a machine. Operating machinery was a much more physically demanding job than it is today, and you had to use both arms and legs to operate the cables. Now, it is required that drivers are trained and understand the technology and use the settings that will minimise noise and emissions,” says Mark.



Over the years, the industry has continued to push the boundaries in terms of capacity, automation and safety. This means ever bigger machines with improved performance that optimise efficiency and comfort. To enhance safety, the latest trends also include the installation of more warning lights and cameras for improved observation, as well as automated settings to ensure the smooth running of the equipment and minimising emissions.

In terms of what the future holds, Director of The Construction Plant Hire Association, Kevin Minton, says: “It is predicted that new technologies will include the automation of piling rigs and the use of drones to survey structures. Operators will need to adapt to new ways of working, and trust intelligent functions to carry out some of the tasks.”

RELATIVE VALUES



ANA AND MARTA

Sisters Ana and Marta Cunha moved from Portugal to London in 2012. Ana joined Keltbray as an administrator at Earls Court in 2014. Last year Marta joined too on a different project.



TERRY, CASEY, ASHLEY, JOE AND KYLE

Operations Director for Keltbray Environmental Solutions (KES), Terry Cross, has three sons and one nephew working in his division: "I'm chuffed about the great Keltbray ambassadors they have all become," he says.



TOM AND ANTHONY

Site Manager, Tom Timoney, has been with Keltbray for a decade. His son, Anthony, joined four years ago. "We occasionally work on the same sites, and are more like brothers," says Tony.



DARREN AND BECKY

Senior Contracts Manager for KES, Darren Smith, and Becky Sims, who until recently was the Office Manager for KES, met at work and are expecting their second child in May.



MARK, PATRICIA AND SHANE

Keltbray Demolition & Civil Engineering's Operations Director, Mark Taylor, joined Keltbray 30 years ago. He recently helped niece, Patricia Morrison, secure a position as Assistant Project Manager, and her brother, Shane, a Plant Mechanics Apprenticeship.



TREVOR AND ROSS

Trevor Stewart and his son Ross Sinclair joined Keltbray Aspire as Overhead Line Electrification Supervisors in 2014: "I've taught Ross a few tricks, but can't take all credit for him being one of Keltbray's best," says Trevor.



STUART, MICHAEL, LIAM, NICHOLAS AND JOE

Stuart and Michael Joynson are brothers and Site Managers for Keltbray Demolition & Civil Engineering. Their nephew, Nicholas Childsworth, is an apprentice. So is Michael's son, Joseph, while Stuart's son, Liam, is a Supervisor.



PAT AND JAMIE

When Keltbray Rail's Depots Maintenance Manager Pat Moore's son, Jamie, was made redundant, Pat suggested a Personal Track Safety course. Jamie subsequently joined Keltbray as Trackman and is now Assistant Resource Manager.

At Keltbray our family values have always been at the core of our business. They have helped shape the company over four decades, and created a strong sense of identity. They have also proved productive and influenced the way we make decisions and conduct our business.

Our work culture has made Keltbray into a popular company to work for, and one that many of our people have referred to their family members. Here are some of them:



IAIN AND GEMMA

When Keltbray was recruiting for an administrator at Queen Elizabeth Olympic Park Stadium in 2008, Site Manager, Iain Park, suggested his daughter, Gemma Neal, should apply. Gemma got the job and has never looked back!



MARK AND DEAN

Mark Roberts is Business Development Director for KES. His son, Dean, recently joined as Bid Management Assistant. Dean says: "Despite our differences, we always work it out and get the job done!"



MICK, DARREN, STEPHEN AND RYAN

Keltbray Rail's Senior Projects Manager, Mick Woodcraft, joined in year 2000. He was followed by sons, Controller of Site Safety, Stephen, and SWT Delivery Manager, Darren. Last year, Mick's grandson, Ryan, joined too!



TONY AND BILLY

Project Manager at Knightsbridge, Tony Hawkins, joined Keltbray in 2012. His son, Billy, is now undertaking site management training: "We have worked across numerous projects and stick together as a team," says Tony.



SIMON AND JO

In 2013 Managing Director for Rail & Infrastructure, Phill Price, played cupid and brought Trainer, Simon Banks, and Purchase Ledger Assistant, Jo O'Neill, together for a meeting. Two children later, they get married this summer.



JOHN AND CAMERON

At London Bridge John Mitchell is Site Manager. His son, Cameron, is Supervisor, having started on a two-week placement. John says: "He gets the occasional ear full. Luckily, he's got the patience of a saint!"



MARTIN AND BILLY

Billy Longhurst was a personal trainer, but wanted a career less affected by peaks and troughs. After discussions with stepfather Martin Sprange, who is Keltbray's HSQE Manager, he was appointed Trainee HSQE Advisor last summer.



TERRY SR AND TERRY JR

Terry Marshall Sr joined Keltbray in 2007 and works in the haulage department. His son, Terry Jr soon followed: "We have worked together, but not recently, but its inevitable talk 'shop' when we meet," explains Terry Sr.

SERVING KELTBRAY

Finding good employees is challenging for any business. Retaining them is even harder. Keltbray has succeeded at both. Many of our people have been with us for several decades. This has helped us build a strong knowledge base and long term stability. They have also proved to be great ambassadors for 'how we do things' and a great support system for new employees. Here we talk to some of those loyal employees who have been with us the longest and who have helped inspire trust and loyalty from their teams.



CHRISTOPHER KELLY, nicknamed Kojak after a trip to the barbers Chris first joined Keltbray 39 years ago. Now 66, he runs the store at London Bridge, where he is often referred to as 'The Daddy'. Kojak first started working for Keltbray as a general labourer. He says: "I've enjoyed working for Keltbray during this time. In the early days there was a lot less paperwork, but there was also more pressure to just get on with the job. The work wasn't planned out in the same way it is these days."

According to Assistant Site Manager, at London Bridge, Pat D'Arcy, "Kojak ensures we have systems in place and comply with tight regimes, despite all the changes in technology and the scale of the store these days. He doesn't suffer fools gladly and is very much looked up to by the younger generation who all have to come to him to get an introduction to the tools."



EUGENE SHEEHAN came to England from Ireland in 1967. He joined Keltbray in 1978 as a groundworker. His first big job with the company was in Duke Street, Reading in 1981, where he led a gang of 20 people for two and a half years. He also led Keltbray's works at Windsor Castle after the fire in 1992, and vividly remembers Prince Philip, who oversaw the project: "He would often do daily walkabouts and give us all a nod."

Eugene tried to retire in 2013, but has since been roped back in to support supervision of Keltbray's works at the Ageas Bowl, Southampton. "I do like to keep a hand in," he says.



GEORGE HENDERSON is originally from Newcastle and is usually referred to as George The Stores. He first joined Keltbray as a driver in 1985 after six years in the

army. He continued to drive for Keltbray when the company relocated from Battersea to Old Kent Road in 1986, but moved on to manage the stores when Keltbray relocated to Wandsworth, where there was a plant yard, in 1999.

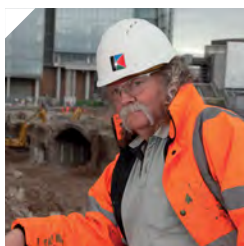
George continued to run the store when it was relocated to Bedfont in 2010. In his view, "It's been good to be part of Keltbray's growth, although I sometimes miss the old days when things were more relaxed, and there was less bureaucracy and paperwork involved!"

Operations Manager, **MARK TAYLOR** came to England from West of Ireland in 1979. He joined Keltbray in 1984 as an Underpinner, working in confined basements. He was soon put in charge of a 25-strong team engaged on a basement dig in Great Russell Street for Higgs & Hill. "But it was our contract at Fenchurch Street Station in 1984 that moved us into a different league. Until then, Keltbray had been a groundworks sub-contractor. With Fenchurch we started to demolish above ground. After that, the contracts just got bigger and bigger," Mark explains.



Peter Rinn
Right

Geoff Wheeler
Left



For Mark, Brendan Kerr's appointment as Operations Director in 1994 marked another turning point for the business: "Until then we always struggled to get the right plant for the job in time. Brendan made sure we invested in plant. This improved efficiency no end. He also drove standards up by making sure we acted professionally and delivered quality work, and that the plant we had was fit for purpose, well maintained and clean."

Project Manager, **BOBBY ELLIS**, joined Keltbray as a Chain Boy in 1984. He was 16 and got the placement at Feltham School through his father, Vincent. From setting up equipment and taking breakfast orders, Bobby progressed onto labouring and machine operations. "Licences for driving machines were just coming in, and I drove them all for over a decade," he says.



Bobby moved into supervision at The Oracle in Reading circa 1997 and Site Manager at Appleton Park in Slough shortly after. He completed his neboosh qualification in 2004. He has since mentored many younger managers and is now involved with the development and streamlining of work instructions and new site procedures. "I've had an interesting career with Keltbray working my way up the food chain. Operatives like to know that you once did what they do, and so I will occasionally still drive a machine for a day to ensure I maintain those skills," says Bobby.

Purchase Manager, **PETER RINN** (above right), joined Keltbray in 1991 as Site Manager at Leicester Square in London. He says: "I knew Brendan from McGee and decided to follow him to Keltbray. I spent two years on site before starting work in purchasing and logistics. In the early days, I spent my days liaising extensively with Economic for plant and lorry deliveries, but as time went on, we grew our own plant division. In Procurement we still have a copy of Keltbray's first ever order, which was for building sand and 20 tonnes of cement from Erith & Co Building Supplies for use at 5 College Place," Peter explains.

Payroll Manager, **GEOFF WHEELER** joined Keltbray in 1995. "In those days, there were 12 of us in the office. Our 70 or so people on sites used to be paid weekly in cash distributed in little brown envelopes by our van drivers. Our office in Old Kent Road, East London, had no windows and was not exactly located in the safest part of town! Word has it that Wandsworth House was a former brothel, but it still seemed a big upgrade when we relocated from the East End to this listed building in Dormay Street in South West London 1999.

"The biggest development during my time here was computerisation of our accounts in the late 1990s. Paper pay packets are a thing of the past, and we now pay our people using electronic bank payment systems (Bacs)," Geoff concludes.

BACK TO THE FUTURE

Archaeology is a way of reaching back and touching the physical existence of lives that have shaped the way we think, feel and live. Thousands of visitors have flocked to see the Roman sarcophagus at the Museum of London and our excavations at the new London Bridge Underground Station.

In 1990 archaeology began to be integrated into the planning process; administered by local authorities and funded by developers on a commercial basis, rather than by grants from central government. Prior to that, archaeology had tended to be state-funded 'rescue' excavations in response to development threats.

On the back of this move, archaeology matured into becoming a more structured and strategic discipline, located within the framework of the statutory planning and development process, rather than the ad hoc and reactive affair it had been previously.

The Museum of London formed the Museum of London Archaeology Service (MOLAS) to meet the new demands of project-based, developer-funded archaeology, and today you will find our high-visibility-clad archaeologists working alongside demolition contractors, engineers and construction managers delivering a shared programme of goals set by local planning authorities.

Over the years, we have worked with Keltbray on numerous projects: At St Bartholomew's, we recently completed excavations, while at Convoys

Wharf, excavations in 2011 unearthed several phases of the Dockyard Basin, which was adapted to moor the King's ships in the early 16th century. These finds are of huge significance for the nation's maritime heritage. Meanwhile, at Moorgate in 2013 MOLAS discovered many buildings from the medieval and Roman periods and one of the largest collections of Roman artefacts from any single site in London.

Beyond developers and contractors, we have built relationships with many organisations over the past four decades. Thinking creatively about the requirements set out in the planning process has opened the doors to oral history projects, archaeology displays, heritage CPDs, school workshops and training programmes.

The inherent excitement and educational power of archaeology is a unique opportunity for developers to communicate with stakeholders and showcase what is special about their places. The stories that literally underpin these developments are being shared on the hoardings that surround their sites and the websites that market them.



TARYN NIXON

School children learn about archaeology and have a go in dig boxes.



The impact is also felt well beyond the development and archaeology sectors; it ripples through the local community and the wider public. Archaeology is being employed to teach new skills, develop the identity of places, and engage marginal community members.

With the support of partners, including Keltbray, MoLA recently launched an Archaeology Traineeship. The programme seeks to address the shortfall in construction and archaeology professionals and looks outside the established routes into these professions, which are not always accessible to all in society.

The ten Londoners undertaking the programme are being trained in archaeology and construction skills and will be able to use their qualifications to start careers in field archaeology. The programme is being extended to take on more trainees including neets (not in education, training or employment).

This year we will also launch our new Time Truck; working with corporate partners to take this flexible events space out to their projects to deliver community engagement activities, CPD days and stakeholder events.

The development sector is the single biggest investor in the UK's heritage and is beginning to realise the potential and positive impact that place making through heritage has on their investment.

Taryn Nixon is Chief Executive of MoLA, and has many years of archaeological experience in consultancy, project management and field practice in the UK, France and South East Asia. She is an active contributor to historic environment policy and standards, and has served on the CABE's Design Review Panel and English Heritage's London Advisory Committee. She is a Fellow of the Society of Antiquaries and a former Chair of the Chartered Institute for Archaeologists.

WORK IN PROGRESS ON LONDON'S SKYLINE



Peter Rogers CBE is considered one of the most the most influential figures in British construction and has spent most of his career working on London's skyline. A trained engineer, he started his career with McAlpine's before co-founding developer Stanhope in 1985.

When he left Stanhope in 2013 at the age of 66, his intention was originally to spend more time sailing. Instead, he teamed up again with his co-founder at Stanhope, Sir Stuart Lipton, to form Lipton Rogers Developments, which now works on large-scale London schemes. About his latest move, he says: "I've just always loved building things and problem solving, and because I enjoy what I do, it feels more like a hobby than a job."

Peter's entrepreneurial skills and talent for building were evident early on, when he sweated more over his Meccano creations than his homework, and redesigned wooden packing boxes from the hospital, where his father was a superintendent physician, into animal crates, which he sold, complete with a hamster from his collection, to local youngsters.

It was at the same hospital, in the basement, that Peter entered the professional world of construction, doing summer stints for Cementation (now Cementation Skanska) while studying for his A-Levels.

His hunger for problem solving saw Peter spending the years after completing his degree in Civil Engineering at University of Portsmouth working on numerous projects; from airports in the Middle East, to high-rise in USA and oil rigs in the North Sea. "I just wanted to get as much exposure to different types of projects as possible. When I found that the process for putting together developments is more or less the same, irrespective of the actual project, I settled for office building and returned to London. Since then, my objective has been to make buildings the best that they can be," he says: "It's all about marrying efficiency and quality of life."

Rogers first crossed paths with Keltbray (then Economic) in the late 1970s, when working on Cutlers Gardens (now Devonshire Square); an office development on the historic

site of East India Company Warehouses in the City of London. But perhaps it was the joint working on Broadgate in the 1980s, which was the first significant milestone in Peter's history with Keltbray. "It was a fast and efficient project, which opened up a new part of the City. It was driven by the quest for quality and performance of the buildings and incorporated an ice rink, cafes and green space as part of the philosophy that our surroundings can influence the quality of our lives," Peter explains.

In Peter's view, this new way of thinking has accelerated London's development for the better: "Over the past 40 years, we have become increasingly commercially driven in the UK. This has impacted on the density and height of London's developments. We have also expanded the city and moved its heart north.

"Simultaneously with this drive, however, we have seen the emergence of sustainability and a move towards more holistic plans that incorporate a building's surroundings and the quality of life for the people who live and work there. These developments have had a tremendously positive effect for the social aspect of new buildings. Add the globalisation of London, which is reflected in the high quality culture and foods now available to Londoners, and you have a very exciting city!

"During my career, I have also witnessed a transformation of the construction industry, and a de-risking of operations through the use of new and efficient technology and mechanical engineering. In the 70s, demolition was all about wrecking balls and sledge hammers. Many people lost their lives. There has been a revolution in terms of professionalism and putting people and neighbours first, and with the complex engineering schemes Keltbray now gets involved with, it is hard to believe the company started out providing skips!"



In terms of the future of construction, Peter is all in favour of more collaboration and would welcome British contractors to play more of an integrated part within the project team: “In France, contractors have too much power, while in Britain we have a tendency to suffer from cultural hierarchy, which often prevents contractors having access to clients, and means we underestimate the contribution contractors can make to the project.”

As for the future of London’s skyline, Peter maintains the trend towards pushing the boundaries upwards and downwards into ever higher and deeper buildings is set to continue. He also thinks there is potential to improve efficiency and simplify buildings by reducing material complexities and make buildings more ‘fun’: “The blending of people’s office requirements and private and social needs will become an increasing consideration for new developments. This means we will continue to add facilities and integrate cafes, gyms, gardens and other social aspects on different floors to make people enjoy their buildings more.”

And will Peter be part of it? “With a bit of luck, I will still be constructing buildings for a while,” he says. But first, we need to finish 22 Bishopsgate, where Peter and his team are injecting new life into a scheme that fell victim to the recession, and where Keltbray is now on site to demolish the existing 10 storey core and a majority of the three-storey basement on site. According to Peter, “the 278-metre, 62-storey high office block tower will be the tallest in the City with a viewing deck higher than the Shard’s.”

Peter Rogers CBE is co-founder and director Lipton Rogers Developments. He is at the forefront of design solutions, major project delivery and industry leadership, and has delivered a large proportion of London’s most iconic developments. He is founder Chairman of the UK Green Building Council and non-executive director of First Base, Red & Yellow Care, PCW Planning & Development Ltd. He is also member of The Courtauld Institute of Art Buildings Steering Committee.

FIGHTING FIT AT FORTY

IT is just over 40 years since the Health and Safety at Work Act came into force. Since then it has helped to protect millions of British workers.

Progress over the past 40 years has been remarkable. To put it in perspective; in 1974, when the act was first introduced, workplace fatalities stood at 651. Last year the number of workers fatally injured had dropped 86 per cent to 142. There have been similar reductions in work-related injury and ill health.

Despite becoming increasingly rare events, the construction industry is responsible for 27 per cent of work related deaths, but the good news is that the number of fatalities on construction sites has fallen by more than a quarter in the last five years, according to the Health and Safety Executive's (HSE) Statistics on fatal injuries in the workplace in Great Britain 2015.

Before the 1974 Act there was a host of different regulations – some industries were swamped with prescriptive rules and others had little or no regulation at all.

Based on consultation and engagement, the new The Act was designed to deliver a proportionate, targeted and risk-based approach. According to HSE Chair, Judith Hackitt, 'forty years on the Health and Safety at Work Act has demonstrated it can be applied to new responsibilities and new demands, creating the framework for people to come home safe and well from a day's work in any sector of the economy.'

While we can be proud of Britain's record on work-related safety and health, which is one of the best in the world, making this great record even better is now the big challenge, given that injuries and ill-health still cost UK plc over £14.3 billion every year: 'Every fatality is a tragic event and our commitment to preventing loss of life in the workplace remains unaltered,' concludes Judith Hackitt.





HEALTH AND SAFETY REGULATION AT A GLANCE

- 2015 New Construction (Design and Management) Regulations**
These order clients to formally take responsibility for health and safety on construction projects and ensure sufficient resources are allocated to deal with issues.
- 1998 The Provision and use of Work Equipment Regulations**
Ensure the safety and suitability of work equipment for the purpose it was provided.
- 1998 The Working Time Regulation**
Cover working time, the right to annual leave, rest breaks and length of the working week.
- 1993 Management of Health and Safety at Work Regulations**
Specify that employers carry out risk assessments, appoint competent people to oversee health and safety, and provide workers with information and training and operate in accordance with a written health and safety policy.
- 1992 The Workplace (Health, Safety and Welfare) Regulations**
Require employers to provide adequate lighting, heating, ventilation.
- 1992 The Personal Protective Equipment at Work Regulations**
Ensure employers provide suitable personal protective equipment.
- 1992 The Manual Handling Operations Regulations**
Seek to minimise the risk of injuries to employees from manual handling activity.
- 1989 Noise at Work Regulations**
Introduce assessments to reduce risk of hearing damage from noise exposure at work.
- 1985 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations**
These stipulate the reporting of incidents to enforcing authorities.
- 1983 Asbestos (Licensing) Regulations**
Specify that no-one without an hse licence can carry out work with asbestos.
- 1981 Health and Safety (First Aid) Regulations**
Stipulate that provisions are made for first aid if employees are injured or become ill at work.
- 1974 Health and Safety at Work Act**
Introduced goal-based regulations supported by guidance for employers and employee.

PERFORMING BETTER

For many years now the focus on health and safety in the construction industry, and in most other organisations, has been on Accidents and Incidents to the workforce, both internal and external via the supply chain. While this has been a key factor in reducing workplace injury and improving site safety, in the main the industry's actions have been reactive.

In Great Britain through 2014/2015 the statistics continue to generate challenges:

- 1.2 million working people suffering from a work-related illness
- 2,538 mesothelioma deaths due to past asbestos exposures (2013)
- 142 workers killed at work
- 76,000 other injuries to employees reported under RIDDOR
- 611,000 injuries occurring at work, according to Labour Force Survey
- 27.3 million working days lost due to work related illness and workplace injury
- 14.3 billion estimated cost of injuries and ill-health from current working conditions (2013/14)

These are all good reasons to look at what employers can do to improve the health of their workforce.

“The UK construction industry is highly skilled, but relies on the talents and continuing health and goodwill of an ageing workforce.”



These Keltbray Rail employees are participating in a team building event, which is part of a supervisor and management development programme to improve engagement, improve work life experience and minimise risk.

OCCUPATIONAL HEALTH – A PROACTIVE APPROACH

Occupational health and wellbeing increases the focus on proactive reviews of the health risks to employees. This is achieved by risk assessing the potential health implications to workers based on an individual's physical and mental ability to carry out the assigned work, as well as the general risks involved in carrying out that activity.

The UK construction industry is highly skilled, but relies on the talents and continuing health and goodwill of an ageing workforce. The daily impact of construction work on the health of this workforce, now working even longer before reaching pensionable age, is likely to be felt intensely.

Absenteeism due to ill-health imposes financial costs on the UK economy, employers, employees and their families; so taking proactive steps to minimise work-related sickness is not only a moral imperative and legal obligation, but also one that makes good business sense.



MICHELLE ALDOUS

Michelle Aldous is the Chief Executive of Constructing Better Health, and has specialised in health and safety for over 20 years, both in the public and private sectors. Michelle has been with CBH since 'day one' and was responsible for delivering both the Pilot scheme in Leicestershire and the evolution of the model for the national scheme. Receiving the BOHS Peter Isaac Award for outstanding achievements in the field of occupational health, Michelle is committed to improving the health of the workforce.



GOOD HEALTH IS GOOD BUSINESS

Industry and the government recognised about 10 years ago that the health of the industry's workforce was not being considered in any robust and consistent way.

Constructing Better Health (CBH) was formed to set minimum standards of health surveillance across the construction industry. We've done this by developing a national database that can, at a glance, reveal the health status of our workforce; it can also identify trends and patterns in health that need to be considered in a more methodical way.

Since its inception, CBH has worked with industry and the health profession to deliver robust standards that organisations such as Keltbray subscribe to, aiming to help employees stay healthy, work longer, and enjoy a work-life balance. You can find more information about CBH on our website at www.cbhscheme.com

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Celebrating 40 years in business gives us the opportunity to reflect on the remarkable relationships we at Keltbray have built over the years with some of our key clients, who wished to join us in our celebrations. We thank them for their loyalty and trust in us over the years:



Capco is proud to work in partnership with Keltbray on the delivery of the Earls Court Masterplan. Keltbray's focus on delivering projects in an innovative, safe and efficient manner is a credit to the construction industry and testament to the principles of quality and delivery we have come to expect from Britain's foremost demolition contractor.

Gary Yardley, Managing Director and Chief Investment Officer, Capco



Our team has worked with Keltbray on numerous complex projects in the City over the years, and Keltbray regularly show exemplary project performance. I cannot remember a year when at least one of the developments being worked on by Keltbray in the City of London failed to receive a Considerate Contractor's gold award."

Richard Lambert, Environmental Health Officer, City of London



40 years is an incredible achievement Keltbray should be proud of. I have always found Keltbray to be a professionally run company and the ethos of the company comes through its skilled management. The company prides itself on achieving good relationships with their clients and maintaining these. So it should not be a surprise that this milestone has been achieved through dedication and teamwork.

Dinesh Patel, Director, Arup



At Costain we take pride in delivering solutions that support customer needs. We seek to work with supply chain partners in a collaborative manner; ensuring that their expertise is harnessed in a way that delivers value. For over a decade Keltbray has supported Costain in this way. We are delighted to see them going from strength to strength and congratulate them on their 40th Anniversary.

Darren James, Managing Director – Infrastructure, Costain Limited



The first time I worked with Brendan Kerr and Keltbray was in the 1980s, and over more than 30 years Waterman and Keltbray have jointly delivered many complicated and demanding projects on programme and on budget. Brendan's commitment to succeed on a personal and professional level runs deep through the veins of Keltbray and is a catalyst for innovation and collective working.

Nick Taylor, Chief Executive, Waterman Group

HAPPY BIRTHDAY
KELTBRAY

CHILDREN'S ART COMPETITION



To mark Keltbray's 40 year anniversary, we held a children's arts competition which was open to children under the age of 16.

Winner of the competition was Megan Shale, 11, from Birmingham (pictured with her winning entry) whose father, Phil, works for Keltbray Aspire in Crewe. Megan's entry won the top prize; a family Merlin Pass, in stiff competition with some strong runners up, which are featured in our 2016 company calendar.



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