Grontmij

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Grontmij

Dialogue.

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Welcome to the latest and my first issue of Dialogue, the newsletter from Grontmij.

Having joined Grontmij twelve months ago, my key focus throughout this time has been on clients, ensuring that we are more in tune with what our clients need and making sure that we continue to deliver 'more for less'.

The central themes in this issue are innovation and added value, challenging us to deliver every project in a cost-effective and creative way.

The innovation and excellence awards are a prime example of how we are responding to our client's needs for innovative ideas, to allow them to meet the increasingly challenging demands for value. They enable our people to showcase the innovative and excellent work we deliver.

Over the past month, we have been rolling out our client focussed initiatives to get a real understanding of what, you, as our client really think of us as an organisation. This will mean that we are more in tune with your needs and meeting your expectations. It will also help us to get an idea of how we are performing as a whole against quality, delivery, problem solving and communication. The first round of our surveys and face to face interviews with a select number of clients are now finished and I look forward to reviewing the findings and exploring ways to further improve our service offering.

Please feel free to get in touch:

John Chubb
Managing Director

john.chubb@grontmij.co.uk

Images:

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Regional offices expansion

Grontmij has expanded its premises with the opening of two new offices in the North East and North West.

The new office on Newcastle's Quayside follows a number of new contract wins within the region. Recent wins include a 10-year framework with Northumbrian Water, covering a range of projects designed to help the utility company deliver its £1.5 billion capital investment programme.

Paul Smedley, regional director of Grontmij's water team said: "With decades of experience working with water and sewerage companies in the UK, we have the skills and expertise to deliver true value to water utilities such as Northumbrian Water.

The new base in Altrincham houses both Grontmij's North West team and that of Trett Consulting. This means that both consultancies are able to work in close collaboration with each other and provide a seamless service to clients. It is also a testament to Grontmij's long established relationship with United Utilities.

Operations director, John Hilson, comments: "In moving both consultancies into a new office space, the teams are better able to share knowledge and expertise where beneficial, to ensure the best possible service for all our clients".

The move to new offices will help facilitate both Grontmij's framework with Northumbrian Water and United Utilities. They will also help develop bases from which to grow in the coming months and years.

Newcastle office - *paul.smedley@grontmij.co.uk*
Altrincham office - *john.hilson@grontmij.co.uk*

Providing telemetry services to Yorkshire Water

Grontmij is working with Yorkshire Water to assist in the implementation of its telemetry systems strategy.

The contract will run for the next five years with the potential for a further two year extension, enabling Grontmij to build upon an existing eight year partnership delivered in a similar framework.

The award follows two other framework appointments with Yorkshire Water including its framework agreements for large schemes to investigate and develop value and risk management solutions with individual projects.

Grontmij was also appointed to Yorkshire Water's framework for treatment to investigate and develop value and risk management solutions to address business risks on medium sized treatment work projects.

The telemetry systems implementation contract is being delivered by Grontmij's specialist team, the largest in the UK. The team specialises in assisting utility companies in collecting and managing real-time data and integrating it into business critical systems to improve the service delivered to customers.

John Parsons, head of telemetry at Yorkshire Water said:"To deliver value and the best service possible to our customers, we are constantly challenging how things are done. We have already benefitted from the strength of expertise delivered by Grontmij's telemetry team and are keen to further utilise their skills to deliver the high standards we continue to set ourselves.

"We believe that by growing our relationship with Grontmij, Yorkshire Water will continue to develop and implement best practice instrumentation control and automation systems which will deliver long term benefits to our customers."

Ian Gray, regional director, in the asset management systems team at Grontmij commented: "Our specialist telemetry team strives to help our clients raise the bar in terms of delivering capital investment and operational efficiency. We aim to assist our clients in the delivery of more for less and demonstrate the value we can add at every stage of the investment process.

"We have been working with Yorkshire Water for the last eight years to find more innovative ways of working and we've consistently delivered real operational savings that can be passed on to its customers."

ian.gray@grontmij.co.uk

Delivering sustainable solutions

Grontmij has launched the first phase of a Sustainability by Design toolkit, to assist project teams in delivering sustainable solutions for clients.

The toolkit aims to drive innovation throughout the design process by providing inspiration for the application of sustainable solutions. It works by taking users through sustainable aspects of a typical project with guidance as to how elements of sustainable design have been applied within best-practice projects. The tool will also help guide Grontmij's project managers to understand the aspirations of their clients, in terms of sustainability and so deliver more sustainable and innovative solutions.

The toolkit is currently in its first phase of development. It is being utilised for projects within contaminated land remediation, water infrastructure and transportation design for strategic roads.

Frank Price, director of sustainability said: "The toolkit offers added value to our clients in helping them explore more sustainable methods. It also underpins our core values and strategy by placing sustainability at the heart of our design practices."

Phase two of the toolkit will bring applications for projects in waste management, onshore renewable energy and geotechnical engineering.

frank.price@grontmij.co.uk

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News //

Building bridges in Salford

The first phase of the £8 million Salford Greengate public realm scheme has taken shape with the installation of Salford Greengate Bridge.

The linear pedestrian bridge connects central Salford to Manchester's commercial centre over the River Irwell. It leads visitors through a two hectare public space at the centre of the wider £450 million Greengate rejuventation scheme.

Grontmij is lead designer on the regeneration project and has collaborated with Arup to deliver the bespoke bridge.

Key features include Pollard Willow tree beds, special lighting features comprising continuous LED lighting features and flexible LED strips to provide a safe and visually stimulating pedestrian route throughout the scheme.

Simon Heald, project landscape architect explains: "The team wanted to design a pedestrian bridge that was elegant and generated a strong visual impact but also provided a powerful and symbolic feature uniting the two cities.

"We worked closely with Arup to design a bridge that is not only a beautiful and distinctive piece of design, but is an innovative and intelligent piece of engineering."

simon.heald@grontmij.co.uk

Capital projects risk mitigation

Trett Consulting, in partnership with ResoLex, has launched a new risk mitigation service for major capital projects.

The service is aimed at clients who are setting up, investing in or operating capital projects. It draws upon Trett's commercial, contractual risk and programme management expertise, combined with ResoLex's neutral risk monitoring skills. The service is aimed at a wide range of clients including investors, funders, developers, contractors and special purpose vehicles.

The service works by identifying and mitigating commercial risk throughout any stage in the life cycle of a capital project from initial opportunity appraisal through to refinancing options, asset operation and exit strategies. It determines the probability of occurrence and the likely impact of risks on project outcomes. The service helps to mitigate risk and reduce costs by qualitatively testing risks through stakeholder engagement and also helps to protect the capital value by avoiding and reducing the incidence and impact of disputes.

Alastair Farr, managing director of Trett Consulting comments: "In line with our market strategy, we will be focusing on delivering this service initially to the renewable energy market, specifically offshore wind farms. This is due to the large investment opportunities for offshore wind production in the UK and Europe. It will also see both Trett's UK and Grontmij's Denmark specialist offshore wind teams work collaboratively to combine their expertise".

alastair.farr@trett.com

Images:

01. The 43m slender steel bridge will unite both cities

02. Centre Point - Re-developing the 32 storey building - image courtesy of Andy Matthews, (Rick Mather Architects)

03. Providing consultancy services and technical advice

02

03

Developing plans for Centre Point

Grontmij has been appointed to work on plans to develop the Centre Point tower in central London on behalf of Almacantar. They will be responsible for all of the engineering systems and sustainable design including minimising the use of energy, vertical transportation, fire strategy engineering, BREEAM and EcoHomes Assessments.

Earlier this year, Grontmij undertook due diligence for the purchase of Centre Point. Nick Bullen, operations manager said: "Having been involved in the due diligence when Almacantar acquired the building, it is obviously very exciting to be involved in the detailed design work on Centre Point."

nick.bullen@grontmij.co.uk

Seeking out offshore wind foundations

Moray Offshore Renewables Ltd (MORL) is currently identifying the most suitable offshore wind turbine and substation foundations in the Moray Firth, in Scotland.

In line with other consultants, Grontmij is providing consultancy services and technical advice for the site. This includes the conceptual design of the foundation and substructures based on geotechnical, geophysical and metocean data.

The wind development zone is located on the Smith Bank in the Moray Firth and covers an area of 522km$^{2.}$ It is located 22km from the coast and has depths between 30 and 60 metres, which could provide up to 1500 megawatts generating capacity.

Dan Finch, project director at MORL said: "The strategic appointment of Grontmij will help us to develop plans for the area and enable us to harness the natural power of wind in the North Sea, to deliver Moray Firth wind generation long into the future".

The project will incorporate the skills of Grontmij's offshore energy and wind specialists across the international group.

alastair.lewis@grontmij.co.uk

Image:

Grontmij's new endorsed assessor team has capabilities in energy, transportation and water

IAM endorsement for Grontmij

Grontmij has been endorsed by The Institute of Asset Management (IAM), as an Endorsed Assessor for PAS 55:2008 Asset Management.

As an endorsed assessor, Grontmij is able to advise, assess and certify organisations on good practice asset management as meeting the internationally recognised standard of PAS 55:2008. It also means Grontmij is able to advise clients in how to achieve good practice asset management processes which help improve business effectiveness, efficiency and sustainability.

Grontmij has recently supported Welsh Water in the preparation for their annual maintenance audit to retain PAS 55 certification. This follows a major reorganisation, bringing the operational management of their assets back in-house and refocusing their asset management processes. Grontmij worked to test the new organisation and processes against the PAS 55 requirements which assisted in the preparation for the formal PAS 55 annual maintenance audit. The philosophy underlying the audit approach was that PAS 55 helps to achieve business benefits through the alignment of asset related roles with a clear focus on managing related risks and costs sustainably and efficiently. Thus Grontmij also assisted Welsh Water to identify areas for business improvement. Welsh Water has subsequently appointed Grontmij to provide further assistance with improving its processes through a review of their capital delivery process from an asset management perspective.

Paul Edwards, project owner at Welsh Water comments: "Given the major changes that the company had undergone since the previous PAS 55 maintenance audit, we required both challenging and pragmatic consultancy support. Grontmij was able to provide this and they were a major contributor to our success."

Grontmij has also advised the Nuclear Decommissioning Authority on good practice asset management, with PAS 55:2008 as an exemplar, over the last three years. The new endorsed assessor team has capability in the energy and transport industries as well as water.

philip.floate@grontmij.co.uk

Green light for new carbon management scheme

The Environment Agency has given the go ahead for a new carbon management scheme. This will serve as a Carbon Trust equivalent standard for the Carbon Reduction Commitment Energy Efficiency Scheme.

The Carbon Masters Standard (CMS) is a new carbon reduction scheme, developed by Carbon Masters. It has been developed based on UK emission reduction targets, as well as Scottish Climate Change legislation which requires a higher rate of emissions reduction.

Grontmij is working as fully accredited CMS independent assessors for the scheme. Their involvement will centre on carrying out audits and field assessments on behalf of clients for submission to the scheme, and providing independent third party verification of greenhouse gas emissions in line with ISO 14064.

Steve Morgan, director of environment commented: "In drawing upon our extensive expertise within the building services and environmental management sectors, we can deliver a seamless service offering to our clients. A key focus of our strategy has been to identify and develop new opportunities that emerge within the sector. This scheme clearly positions Grontmij at the forefront of the practical carbon management industry, a growth sector with a promising future".

steve.morgan@grontmij.co.uk

Focus on Transportation

Forth Replacement Crossing

Construction activities on Scotland's largest major infrastructure project for a generation, the Forth Replacement Crossing (FRC), commenced at the end of September 2011.

Forth Crossing Bridge Constructors (FCBC), comprising Hochtief, American Bridge International, Dragados and Morrison Construction has been awarded the principal contract for the Forth Replacement Crossing Project by Transport Scotland. FCBC will construct the new 2.7km long bridge, approach viaducts and associated road network connections for the scheme which is due for completion in 2017.

Grontmij is a partner in the international design joint venture which includes Gifford (now part of Ramboll), Ramboll and Leonhardt Andra and Partners and is responsible for the project management, design and construction supervision for the majority of the land based works on the scheme.

Involvement in the project sees Grontmij delivering a multidisciplinary service from the various design teams based around the UK, delivering three key strands of work – highway, structures and geotechnical design. Early key activities in the design programme are dealing with the challenging geotechnical ground conditions, particularly north of the River Forth, where the road connections cross soft and/or compressible ground which necessitates the adoption of innovative ground improvement measures to transmit road embankment loads to more competent, incompressible founding materials. The use of such innovative ground improvement measures also delivers capital cost and construction programme savings over more traditional techniques for constructing geotechnical load transfer platforms.

Grontmij is also providing comprehensive land contamination assessments for potentially contaminated sites across the scheme by using quantitative risk assessment techniques to maximise the reuse of construction materials and minimise site waste.

Consideration is being given to the project's aesthetics and its integration with the surrounding natural environment as Grontmij is working closely with the delivery team to develop a landscape design which ensures the project is in keeping with the surrounding natural environment.

Iain Goldie, project manager, said: "Having a breadth of capabilities and services under one roof and working in a multidisciplinary way means that we are able to offer more integrated services to our client. In doing so, this minimises the number of external design interfaces which require to be managed on a project of this scale."

Detailed design work on the project commenced in May 2011, with initial site clearance operations, environmental surveys and supplementary geotechnical investigations being carried out since September.

Grontmij is proud to be involved in this prestigious infrastructure project of global interest.

iain.scott@grontmij.co.uk

Image:

The new bridge for Scotland's major infrastucture project

Forth Bridg

Grontmij PRIMA100 takes to the pitch

Grontmij has provided Sports Labs, a design consultants and testing laboratory, with a second PRIMA100 Light Weight Deflectometer (LWD). The equipment will be used to test the construction of football pitches and other playing surfaces on behalf of the sport's governing bodies.

The PRIMA100 enables the stiffness of foundation layers to be determined rapidly at a range of applied loadings. The Trimble data logger uses differential geographic positioning systems to record the test locations so that data can be reported in Geographical Information Systems (GIS) or drawings.

Malcolm Durie, principal engineer at Grontmij comments: "PRIMA100 equipment is widely used amongst civil engineering contractors as a key element of their quality control procedures. Grontmij Denmark developed and manufacture the PRIMA100 using their extensive experience in Falling Weight Deflectometer technology. As sole distributor in UK and Ireland for the sale, training and support of the PRIMA100, combined with our experience, Grontmij is well positioned to provide customised training and specialist testing services to clients."

malcom.durie@grontmij.co.uk

M80 Stepps to Haggs – putting the fizz into Scotland's economy

The widening of a new section of motorway between Glasgow and Stirling in with the existing M80, one of Scotland's most heavily utilised roads, is now complete. The scheme is already delivering clear benefits to both the economy and road user.

As featured on Transport Scotland's website, companies such as AG Barr, Scotland's soft drinks business and makers of IRN-BRU have already seen a clear reduction in travel times. Graeme Kay, head of logistics has reported: "Given our location, the M80 is the main artery connecting us to our customers. For us, the key benefit now that the road is fully open is that we will are able to offer much more robust guarantees in terms of supply times. Already we are seeing 15 minute reductions in journey times into Glasgow for our vehicles".

The completed works are a culmination of over four years' of Grontmij's involvement as lead designer to the construction Joint Venture Highway Management Contractors (HMC). Grontmij has provided a wide range of services on the scheme including tender design, detailed design, design checking and site supervision of

the works, with Grontmij's offering including roadworks, structures, geotechnical, ITS and landscaping design and site supervision.

The scheme comprises the new construction and widening of 18km of dual two and three lane motorway and associated grade separated interchanges and side roads, with a capital works value of £280m. The 'Permit to Use' (PTU) for the final phase of the scheme was issued by Transport Scotland in October 2011.

iain.goldie@grontmij.co.uk

A LEAN journey for Grontmij

Grontmij has recently undertaken their first Highways Agency Lean Maturity Assessment Toolkit appraisal, (HALMAT) a Highways Agency's methodology for assessing its supplier's adoption to the principles of continuous improvement.

The aims of HALMAT are to determine the extent to which organisations within the Highways Agency supply chain have transformed themselves to adopt the Lean principles. It also enables suppliers to gauge their own Lean capability and determine priorities for improvement. The initiative follows in response to the Highways Agency's drive for cost efficiencies through identifying ways of offering savings to clients of the Highways Agency, producing high quality products and eliminating waste.

Grontmij was praised for their open and honest approach and for the Client First toolkit, Grontmij's client care programme and the integrated business-wide processes that are implemented to deliver projects.

Grontmij will be launching new initiatives that are based on Lean principles and will help improve its general performance as well as demonstrating its commitment to identifying client value and eliminating waste.

Alistair Webb, head of engineering within Grontmij's transportation team said: "The Lean process can be used as a powerful enabler for cross-company improvement, focusing on methods of delivering exactly what the client wants to the required time, cost and quality. The key is to rigorously analyse our systems and processes to define what value they provide to the customer, the definition of value being something that the client would knowingly pay for."

john.mckenna@grontmij.co.uk

Awards & Recognition

Innovative approaches to delivering value

Grontmij has recently introduced a quarterly innovation and excellence award that is designed to allow teams and individuals to showcase the innovative and excellent work produced in the delivery of consultancy services.

The awards are managed by Grontmij's heads of engineering. The key aims are to share best practice across the group and ensure that the whole of Grontmij is aware of the excellent and innovative work delivered in response to the challenges experienced by clients.

Entries are submitted from all expertise areas across the group. The key criteria being that they relate to something from which the learning or experience, no matter how small, will be of benefit to Grontmij's clients.

One winner is the Water Industry Telemetry Standard (WITS) team who led the design and development of a new industry standard communications protocol for telemetry systems. This protocol has now been adopted by a number of clients including Anglian Water and Severn Trent Water. The most recent winner was from the @one Alliance Bedford Sewage Treatment Works team. The team utilised Integrated Film Activated Sludge (IFAS) technology to achieve a cost saving of £9m and a carbon saving of 60% in overcoming the challenge of providing additional capacity.

stewart.evans@grontmij.co.uk

Making the list at employer of the year awards

Grontmij was shortlisted for The Chartered Institution of Building Services Engineers (CIBSE) Employer of the Year Awards.

The award recognises employers who have shown excellence and innovation in developing engineers of the future. It seeks to reward organisations that proactively champion young people within the building services industry, whether through a commitment to young people in employment or by supporting those employees through education.

Graduates and young engineers have always been the focus of development and training within Grontmij, with learning and development being a key strand of Grontmij's people strategy. In the application, Grontmij was able to demonstrate its commitment to supporting young engineers through development initiatives such as the Graduate Forum, Graduate Challenge, Young Grontmij and the Buddy System as well as offering a CIBSE accredited graduate training scheme and supporting graduates from membership to the IMechE and IET.

Grontmij was commended by the judges for their innovative and varied schemes to encourage and develop junior engineers. The judges also chose Grontmij as the company where they would most like to work.

geoffrey.palmer@grontmij.co.uk

Most efficient - lowest cost award

The Morgan Sindall Grontmij Joint Venture picked up the "Most efficient – lowest cost" award for Yorkshire Water's recent supply chain awards.

The award demonstrates the partnership's continued focus on understanding clients' needs and the way in which the Joint Venture adapts its approach to meet these requirements.

scott.aitken@grontmij.co.uk

Image:

Marcus Tatton, right, Grontmij's health & safety manager collects the RoSPA award.

Health & safety recognition

Grontmij has received two prestigious health and safety accreditations in the form of a RoSPA occupational health and safety award and an International Safety award.

The Royal Society for the Prevention of Accidents (RoSPA), which recognises and celebrates health and safety management excellence awarded Grontmij a Gold Medal in the scheme. It is the seventh year running that Grontmij has received the award.

Grontmij also received recognition for its health and safety performance from the British Safety Council. The award acknowledges the commitment that Grontmij has made to improving corporate health and safety and rewards the success of achieving high safety standards.

Director of health and safety, Andrew Carpenter commented: "These awards are recognition of the hard work put in across the company in ensuring health and safety is visibly top of our agenda. Not only does this ensure a safe working environment, but demonstrates to clients that we can assist them in delivering a risk free environment".

andrew.carpenter@grontmij.co.uk

Accomplishments at Anglian Water awards

The @one Alliance earned an impressive four awards at the Anglian Water "We Love What You Do Awards". The Alliance, a collaborative organisation comprising seven partners of which Grontmij is part of, is responsible for delivering Anglian Water's capital programme for AMP5.

The @one Alliance team was successful in the following categories:

- **Make it Safe, Make it Home Award (Supplier)**
  The Work Safely Induction Team
- **Drop CO2 (Embodied Carbon) Award (Supplier)**
  The Sustainability in Design Initiative Team
- **Right First Time, Zero Waste Award (Supplier)**
  The Waste Initiative Team and the Product Based Delivery Team
- **Supplier of the Year Award**

The awards recognise the efforts of Anglian Water employees and suppliers over the past twelve months.

scott.aitken@grontmij.co.uk

Image:

Feedback from the Investors in People accreditation has helped shape Grontmij's people strategy

Continuing recognition as Investors in People

Grontmij has been successfully re-accredited as an Investor in People following a tri-annual accreditation during the summer.

Areas of good practice at both a strategic and local level were recognised by assessors. Grontmij was also praised for its practices to engage and have clear dialogue with employees across the business, their involvement in the creation of our strategy and the development of a knowledge management culture.

Craig Harrison, head of learning & organisational development, commented: "I am delighted that Grontmij has been formally recognised once again. Investors in People is an important benchmark and helps to identify areas of both good practice and areas for development. It was a particularly positive experience for our landscape and building services divisions who both underwent the assessment for the first time, with building services receiving specific praise for their graduate recruitment and development programme. The feedback that we received has shaped our people strategy and directly supports our goal of making Grontmij a great place to work."

craig.harrison@grontmij.co.uk

Demonstrating our integrity

Grontmij has introduced a new group-wide Grontmij Integrity Management System (GIMS) built on six principles: **responsibility, competence, diligence, impartiality, fairness and anti-corruption.**

GIMS provides Grontmij with a framework to embed, integrate and grow integrity awareness throughout the group. It consists of four equally important parts. The Business Policy sets out the strategic framework for how Grontmij conducts business. The Business Principles are the standards Grontmij has set up in business practices. The Code of Conduct outlines how Grontmij staff are expected to act, both internally and externally. The Local Business Guidelines cover daily operational procedures that put into practice and support the Code of Conduct.

Gavin Stonard has been appointed as Grontmij's business integrity officer for the UK businesses and business integrity will be addressed regularly at leadership team meetings. Grontmij has introduced a Whistle Blowing Procedure and confidential reporting hotline to ensure that all staff have a means of reporting any integrity concerns.

The anti-corruption provisions in GIMS replace the UK Anti-Bribery Policy that Grontmij introduced in response to the coming into force of the Bribery Act 2010. All staff, suppliers of services and other business associates are required to comply with the anti-corruption provisions in GIMS. These policies are being communicated to relevant parties and training on GIMS and the UK Bribery Act 2010 is being rolled out to all Grontmij staff in the UK businesses. This includes overseas operations that carry out any business in the UK.

Copies of the Business Policy and Principles and Code of Conduct are available on Grontmij's website by visiting the CSR tab, under 'About us'.

For more information on GIMS, please contact:

gavin.stonard@grontmij.co.uk

Grontmij

Grontmij

Grove House
Mansion Gate Drive
Leeds
LS7 4DN

T +44(0)113 262 0000
F +44(0)113 262 0737

www.grontmij.co.uk

Locations:

Altrincham, Bristol, Edinburgh, Glasgow, Leeds, London, Maidenhead, Newcastle, Peterborough, Solihull, Wrexham

If you would prefer to receive the Dialoge newsletter electronically, please email us at:

dialogue.newletter@grontmij.co.uk