

December 2006



# Moving Mountains

Issue 4

News from the Hargreaves Group

## 2006 – a year to remember

### Dear Colleagues

**A** year ago I had the pleasure of writing the introduction to the first issue of our company newsletter, Moving Mountains.

At that time, we had just floated the company on the Alternative Investment Market of the London Stock Exchange, and we were looking forward to a new era of growth and development for Hargreaves Services plc.

Here we are just twelve months later – and I am pleased to tell you that 2006 has been a particularly successful one.

When we floated on the Stock Exchange, your Board of Directors declared that we would continue to develop the business through a combination of organic growth, diversification, and by making selective and appropriate acquisitions.

This year has been a successful one for each of our operating divisions, and we have seen excellent progress made in terms of market share and profitability.

In April, we launched a joint venture operation with UK Coal plc – Coal 4 Energy Ltd – and the prospects for this new business are very good.

In May, our joint venture company Hargreaves (Bulk Liquid Transport) Ltd acquired the business of Gilbraith Tankers Ltd, increasing both our volume in that market and our geographical spread.

September saw us complete the acquisition of Norec Ltd. Overnight, we welcomed more than 500 new colleagues into the Hargreaves 'family' – and in this issue of Moving Mountains we have created a special 'getting to know you' feature that describes Norec's business in more detail (see pages 4-5)

The changes in our business over the last twelve months have impacted on us all as we go about our daily tasks. On behalf of the Hargreaves Board and management



*Rainbow over Kingsnorth. See our Norec special feature on pages 4 & 5.*

team, I want to thank each and every one of you for your continuing commitment, motivation and loyalty in what are exciting, challenging and demanding times.

I wish you and your families a happy and peaceful Christmas and New Year holiday, and look forward to an even more successful year in 2007.

Yours truly,

**Gordon Banham**  
Group Chief Executive

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# Gordon Banham declared 'North East Business Executive of the Year 2006'

In what, by any standards, has been a quite remarkable year for Hargreaves, the latest public recognition of our collective excellence was demonstrated in Newcastle on November 2<sup>nd</sup>.

At a celebratory dinner at the Newcastle Marriott Hotel, Gosforth Park, a distinguished audience of more than 500 people witnessed our Chief Executive Gordon Banham named 'North East Business Executive of the Year' for 2006.

The awards, sponsored and organised by Trinity Mirror newspapers through their two North East titles the Newcastle Journal and the Middlesbrough Evening Gazette, are now into their 23<sup>rd</sup> year and are regarded as the most prestigious – and keenly contested – business awards in the region.

Introducing the presentations, Steve Brown, regional Managing Director of Trinity Mirror, told the audience: "What makes these awards different is that they highlight – simply and unashamedly – the exceptional achievements of people right across the North East and from every business sector".

Sir Ian Wrigglesworth, chairman of the judges, told guests; "Gordon Banham keeps up the high standard of leadership and management expertise of his predecessors in this competition.

"Hargreaves has been immensely successful under his leadership. He has taken it to the Stock Market and is expanding at a phenomenal rate. He is a worthy entrant into our Hall of Fame."



Gordon Banham, winner of the North East Business Executive of the Year award, with Neil Braithwaite, Managing Partner at Dickinson Dees (picture courtesy of the Newcastle Journal)

On receiving his award from Mr Neil Braithwaite, Managing Partner at Dickinson Dees, Gordon said: "It's an absolute privilege to win this award. The thing about being a successful business executive is picking the right team, and I have come to realise the wealth of talent we have within the Hargreaves group, not just here in the North East but throughout the whole country.

"It's fantastic to work with these people; we have 1,400 staff and hope to be close to 2,000 next year.

"We're like a football team. We argue from time to time, but when we get on the pitch we kick in the same direction and we put a lot of goals in.

**"when we get on the pitch we kick in the same direction and we put a lot of goals in"**

"I want a solid, sustainable business that people are proud to come and work for – and I think we're achieving that aim.

"I would like to thank regional development agency One NorthEast, who make doing business here easier, and I hope that we will be part of the North East for many years to come."

## Working at height - vehicles and plant

There are many accidents within the Transport Industry each year due to falls from vehicles.

Some of our own experienced and trained drivers have slipped on ladders and fallen.

We have taken a number of steps to remove the risks including:-

### Cherry picker and training operations Electric sheeting of vehicles Sheeting gantries

However, due to the need to reach sheeting gantries on vehicles, it is often necessary to use ladders and the risk of a fall remains.

It is therefore essential that due care and attention is taken.

It is essential that we all remember and follow these rules:-

- AVOID working at height, where possible
- USE appropriate access to heights e.g. cherry pickers where practicable
- LADDERS should be used as a means of access and when using ladders ALWAYS:-
  - Check that the ladders are in a safe condition
  - Check that the ladders are footed properly – get a colleague to hold them
  - Ensure footwear is clean and put half of foot on rung

- Always use a secure "3 point hold" when using ladders
- Do not jump from ladders

It is also **FORBIDDEN** for drivers to stand on the top of their load or vehicle or to access the vehicle in such a way that they may fall.

### Editor's note

If you want more information or guidance about working at height, please contact Asgeir Nilsen at Esh Winning.

# Norec wins not one but two safety 'Swords of Honour'

**S**afety is something that underpins the Hargreaves philosophy – and we're delighted to say that this same philosophy applies to our new colleagues at Norec, too.

Two operational Norec sites – Longannet and Eggborough – were recently presented with the British Safety Council's ultimate accolade, the Sword of Honour, at a ceremony at the historic Goldsmith's Hall in London.

Norec Ltd was one of only 40 organisations worldwide presented with Swords of Honour, widely recognised as the pinnacle of safety achievement.

The Sword of Honour scheme, now in its twenty-seventh year, recognises organisations that have implemented safety systems that are among the best in the world. Only organisations that achieve the maximum rating of five stars in the Council's Five Star Health and Safety Management System Audit are eligible to

apply. Organisations also have to prove they have a culture of aiming for best practice, promoted from the boardroom to the shop floor. The application form covers key areas of safety activity. All applications are independently adjudicated and standards this year were the highest yet.

In congratulating Norec, Mr David Ballard, Chief Executive of the British Safety Council, said: "Today we have with us some of the safest companies in the world. Winning a Sword of Honour is a difficult but worthwhile achievement, and because we limit the number of Swords awarded to forty each year worldwide, you can count yourselves as being among a small but very distinguished band".

A message of congratulations was also sent by the Prime Minister Tony Blair, who said: "These awards recognise the crucial success that these organisations and their employees have achieved in their pursuit of excellence in the management of health, safety and environmental matters."



Top: Jason Smith (left), Site Manager, Eggborough, receives the Sword of Honour from David Ballard, Chief Executive, British Safety Council



Bottom: Stewart Keddle (left), SHE Co-ordinator, Longannet, receives the Sword of Honour from David Ballard, Chief Executive, British Safety Council

## Editor's note

They say that it's good to develop winning habits. These most recent awards are not the first Swords of Honour presented to Norec. They have previously won no less than four – at Ratcliffe-on-Soar (2000); Longannet and Ratcliffe (2004); and Kingsnorth (2005). We think you'll agree that's quite a track record!

## From the Editor

**W**elcome to this, the fourth issue of 'Moving Mountains', a magazine for everyone in the Hargreaves Group.

An awful lot has happened in the twelve months since we produced our launch issue in December 2005, and we hope that, during that time, we have been able to bring you a real flavour of what happens in the many different parts of the company that we're all an important part of.

As with previous editions, we have a mix of serious business stories here, coupled with stories about some of the people who help make up our extended Hargreaves 'family'.

When we were planning the creation of Moving Mountains, we decided early on to post each copy directly to you at home. Why? Well, firstly, it's a good way to make sure that everybody gets their own personal copy (and let's face it, there's nothing worse than missing out on important news!). Secondly, we reasoned that your families and neighbours might also be interested to hear about life within the Hargreaves group – and from the feedback we've had so far, this idea seems to be working well!

A good company magazine shouldn't just deal with serious and heavyweight business issues; a good magazine should focus on the people that make our company great – ie, YOU!

WE need YOUR news

We're always in need of good 'people news' from every part of our organisation; we need news about promotions; about long-service achievements; about sports teams; about community involvement. In short, we're looking for anything that you'd like others in the Hargreaves Group to know about!

We hope you continue to enjoy reading Moving Mountains – and we look forward to receiving your news, your views and your comments. ENJOY!

If you have items for inclusion in Moving Mountains, please send them to: The Editor, Hargreaves Services, Esh Winning Industrial Estate, Durham DH7 9PT.

Alternatively, you can reach us by email: [editor@hargreavesservices.co.uk](mailto:editor@hargreavesservices.co.uk)

# Getting to know

*One of the most significant events in the Hargreaves calendar for 2006 took place at the start of September.*

*At a stroke, we welcomed more than 500 new colleagues into the Hargreaves Group when we acquired Norec Ltd, a well established and highly regarded company providing outsourced services to the power generation, utilities and minerals industries throughout the UK.*

*News of the acquisition came just too late to be included in the last issue of Moving Mountains, so we have taken this opportunity to create a special feature, to introduce you to Norec and describe how they will fit into our overall business.*

**B**efore we look in detail at Norec's operations, we thought you would like to hear from Hargreaves Chief Executive Gordon Banham.

We asked Gordon what it was that made the acquisition so attractive. He told us:

"When we floated on the Alternative Investment Market of the Stock Exchange last year, your Board of Directors presented potential investors with a growth strategy. In simple terms, that strategy declared that we would actively pursue business opportunities that would make the Hargreaves Group even stronger.

"We looked at Norec – and we liked what we saw. Here was a long established business with a proven team and a track record of delivering high quality services.

"With Hargreaves and Norec working in broadly similar fields, it made sense to bring the operations together, giving us a platform upon which to develop an even more successful business, consolidating our reputation in existing markets – whilst also giving us the opportunity to develop into new markets."

So what does the Norec acquisition mean in practical terms?

"In many ways, the addition of Norec to the Hargreaves Group will see business continue as usual - for example, we intend to maintain the well-respected Norec brand name.

"Norec will now be a division of Hargreaves, working alongside our other divisions of Transport, Minerals, Waste, Monckton and our joint-venture companies.

"A number of Hargreaves employees are already familiar with the Norec team, having worked with them at various sites throughout the country. But for many

others, the acquisition will mean forging new relationships and learning more about each other's respective roles in a much-expanded organisation.

"The success of our business depends on our people, and I urge everybody to embrace these changes as we continue to build an even more successful future."

## Norec – a profile

Norec has been in business since 1988, and began by designing and supplying coal preparation plant.

In the early days, the Norec business was almost entirely devoted to British Coal; the business grew rapidly to include operations and maintenance tasks at their sites.

## Following the coal.....

The late eighties and early nineties saw an acceleration of pit closure programmes. Alert to these changing market conditions, Norec decided to explore alternative markets and so a decision was made to 'follow the coal' to the power stations.

The equipment used to stock and handle the coal at coal-fired power stations was very similar to that employed at the pits, and the Norec workforce very quickly adapted to meet the needs of the power generators.

In 1994 Norec was awarded the materials handling contract for the Flue Gas Desulphurisation (FGD) Plant at Ratcliffe Power Station, Nottingham on behalf of Powergen plc. A year later, the contract to manage, operate and maintain the fuel and secondary products areas followed – a contract that is still held today.



Liverpool Bulk Terminal



Eggborough



Kingsnorth

# Now you.....



## Where Norec operates

Today, Norec holds contracts at six major UK coal fired power stations:

- Kingsnorth** (Medway estuary, Kent)
- Ferrybridge** (West Yorkshire)
- Eggborough** (North Yorkshire)
- Ratcliffe** (Nottingham)
- Rugeley** (Staffordshire)
- Longannet** (Kincardine-on-Forth, Scotland)

In addition, Norec holds contracts at two UK coal import facilities:

- Liverpool**
- Avonmouth**

Other major locations include:

- Ironbridge** (operations and maintenance)
- Clydeport** (rail loading)

## Some big numbers

Did you know that Norec:

- handles **25.5 million tonnes of coal per year** at power stations
- handles **7 million tonnes of coal per year** at two import facilities
- moves more than **2.5 million tonnes of ash**
- manages **4 major ashfield/lagoon sites (Ratcliffe, Kingsnorth, Rugeley & Gale Common)**
- is responsible for operation and maintenance of biomass at **four power station sites**
- is responsible for operation and maintenance of boiler fuel oil at **four power stations**
- is responsible for operation and maintenance of **50% of 'on-line' FGD plants**



Bristol Port

## Additional services

Although much of Norec's business is focussed on long-term fully managed operation and maintenance services, the company continues to offer plant design and modification services on a project management basis.

Fundamental to Norec's contract philosophy is the ability to identify areas that could improve plant availability and efficiency. Feasibility studies, costings exercises (including the management of external tenders), and project management of modifications and new installation works are all part of the Norec approach to business

Some recently completed works serve to illustrate the scope of Norec's offering:

- **Project management/installation of 3B stocking out conveyor for Powergen plc at Ratcliffe power station**
- **Project management/installation of new furnace bottom ash lines for Scottish Power at Longannet power station**
- **Repairs/modifications to various steel works/access/cladding and cabling for British Energy at Eggborough power station**
- **Replacement of vortex mixer lining and conveyor rollers for Scottish Power at Longannet power station**



Ash Lagoon

*It is difficult in a brief feature like this to successfully convey a complete picture of the scope of business handled by our new colleagues at Norec – but we hope this snapshot will, at the very least, give you a better understanding of why bringing Norec into the Hargreaves Group makes such good sense for us all.*

# Drive safe: Pull over to make – or take – that call!

**D**riving is the most dangerous work activity that most people do. In fact, research indicates that about 20 people are killed and 250 seriously injured every week in crashes involving someone who was driving, riding or otherwise using the road for work purposes. (Source: Royal Society for the Prevention of Accidents - RoSPA)

These days, almost everybody either owns – or has the use of – a mobile phone, and there's no doubt that, used responsibly, a mobile can be an absolute boon.

But with convenience also comes potential danger – and that danger is something that increasingly applies when use of a mobile phone is combined with driving.

### Consider this:

Drivers who use a mobile phone (hand-held or hands-free) while driving:

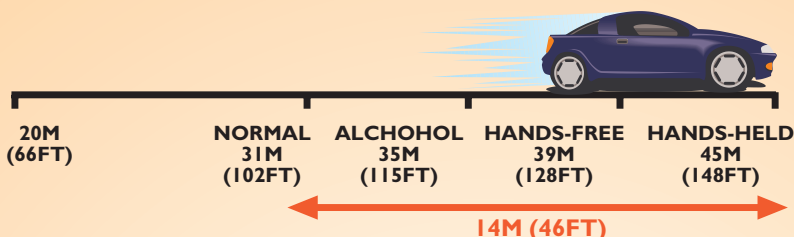
- Are much less aware of what's happening on the road around them
- Fail to see road signs
- Fail to maintain proper lane positions and steady speed
- Are more likely to 'tailgate' the vehicle in front
- React more slowly and take longer to brake
- Are more likely to enter unsafe gaps in traffic
- Feel more stressed and frustrated

These drivers are also four times more likely to crash, injuring or killing themselves and/or other people.

While you think about this, also take time to let this next piece of research sink in.....

The Transport Research Laboratory confirm that the reaction times of someone using a mobile phone when driving are **even slower than those of someone driving under the influence of alcohol.**

### Distance travelled before response at 70mph



Source: Transport Research Laboratory/ Direct Line

### Mobiles and the Law

On December 1<sup>st</sup> 2003, the law changed on the use of hand-held mobile telephones or similar devices.

Put simply, **it is an offence to use a hand-held mobile whilst driving.**

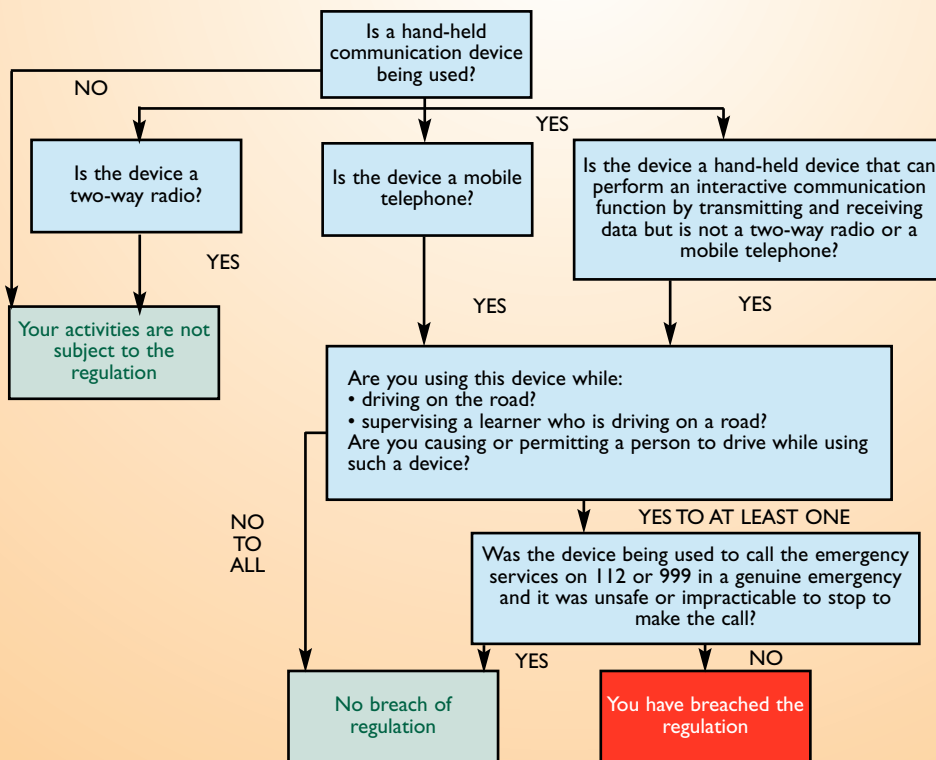
The penalties are initially a fixed-penalty fine of £30 – or up to £1,000 if an offender goes to court. The fines for goods vehicles and passenger-carrying vehicles are even more – up to £2,500 if a case goes to court.

The UK Government intends, in the near future, to make driving whilst using a hand-held phone an endorseable offence which will put three penalty points on the drivers licence plus a minimum fine of £60.

### Any exceptions?

Very few.

If your vehicle is equipped with a 2-way 'press to talk' radio (of the type used by the emergency services and taxi drivers), this is allowed. (Continued on page 7...)



**NOTE:** Effective 1 December 2003 it will be an offence to use a hand-held mobile phone or similar device while driving or in certain other circumstances. This chart provides guidance as to what is and is not prohibited. This is only a simplified guide and, should you have any doubts as to whether an activity is lawful, you should seek your own legal advice.

And you can use a hand-held mobile to make a genuine emergency call to 999 or 112 – if it would be unsafe for you to stop.

**“I’m OK – I use a hands-free mobile.....”**

Not necessarily. It can be illegal to use a hands-free phone while driving. Depending on individual circumstances, a driver can be charged with ‘failing to have proper control of their vehicle’ – and in more serious cases the use of any type of mobile can result in prosecution for careless or dangerous driving.

The Police can – and do – check phone records when investigating fatal and serious crashes to determine if use of a phone contributed to the incident. In fact, new guidelines soon to be introduced will allow Police to give information on company employees involved in such incidents to the Health and Safety Executive (HSE). HSE inspectors can then follow up road risk assessments held by the company concerned.

#### Some advice....

What do we do when a phone rings? Most of us instinctively reach for it – and that applies whether it’s a phone on our desk, in our pocket, in a bag.....or in our vehicle.

On the road, this instinct to answer leads to a vital few seconds when all of our other normal driving instincts are ignored – and those few seconds can make all the difference.

#### So what should we do?

Safety is something that we should cultivate as a habit, so here are some tips

Keep your hand-held mobile switched off whilst driving and use your voicemail, message service or call diversion so messages can be left for you.

Plan your journey to include safe stop-overs. These provide an ideal opportunity for you to check your messages and make calls – and breaks in your journey also make you less tired and less stressed.

Try to avoid taking calls on a ‘hands-free’ phone. No matter how safe a driver you are, you can’t help but be distracted when holding a phone conversation. If you MUST take a call, tell your caller that you’re driving and end the call quickly. You can then pull off the road and pick up where you left off.

**At work or at play, the message is clear; we need to think carefully and be prepared. Our mobile phones are there to make our lives easier and more convenient; it’s only a lack of thought that can make them a danger.**

# Successful integration is the name of the game at Hargreaves BLT

One of the business highlights of 2006 was the announcement (in May) that we had acquired the assets, goodwill and business of Gilbraith Tankers Ltd in a £2million deal.

The Gilbraith acquisition immediately enhanced the comprehensive coverage we had steadily built in the bulk tanker business via our joint venture company Hargreaves (Bulk Liquid Transport) Ltd.

Six months from the Gilbraith deal, we caught up with Hargreaves BLT Managing Director Gareth Vicary and we asked him what has been happening in the newly-expanded operation.

Gareth told us: “As expected, we have made great progress in significantly improving our customer offering. We have now fully integrated the Gilbraith business and we are making great strides in developing operational synergies on the back of a concerted effort by all of our BLT employees.

“Confident in our role as a ‘premier league’ tanker operating company, we have committed to more than £2 million in additional investment, and no less than 26 new tractor units are currently rolling into the fleet, with deliveries spread from October 2006 to February 2007.

“We have committed to 6 new Road Barrels that are currently in production with delivery expected by the end of 2006, and we will be firming up additional orders in the near future. As you would expect, the new barrels incorporate all the latest technology and safety features.

“We are extremely pleased to have secured a new 5 year contract with Electrical Oil Services Ltd (EOS), and in support of this we recently took delivery of 5 brand new Mercedes tractor units. On delivery of the units, EOS and Hargreaves undertook a joint training initiative, taking the drivers through a comprehensive familiarisation programme on the new units including road testing and also incorporating use of the new digital tachographs. On completion of training all of our drivers were presented with certificates, and I have to say that the entire exercise went without a hitch.

“Working closely with customers in this way pays huge dividends – and serves as a very practical demonstration of our ongoing commitment to driver training as part of our comprehensive Health and Safety programmes.

“We’re currently working with the EOS team to apply a distinctive livery to the new vehicles, and that should be complete early in 2007”.

## Lytag UK business acquired

It has been a very busy year for all parts of the Hargreaves group – and our joint venture company Hargreaves Coal Combustion Products Ltd (HCCP) is no exception to that rule.

Shortly before this issue of Moving Mountains went to press, we learned that Hargreaves and its JV partners in HCCP had linked up to purchase the business of Lytag UK from its parent company Cemex UK.

Lytag is a versatile lightweight aggregate produced from pulverised fuel ash (PFA), a by-product of coal-burning power stations. A truly environmentally friendly product, Lytag provides an excellent alternative to natural quarried aggregate. It is strong, light and consistent, and has many uses and applications, primarily in the construction industry.

For example, Lytag offers cost and weight savings when used for lightweight floor and roof screeds – and it offers enhanced thermal and sound insulation properties as well.

When used in making structural concrete, Lytag offers architects and structural engineers a wider range of opportunities in design – again because of its weight-reducing properties.

We spoke with HCCP’s Nigel Waldron and asked him to tell us more about this latest acquisition.

Nigel told us: “Lytag is a well-known brand in the construction industry and it has an excellent reputation. We are always alert to opportunities to diversify. Acquiring the Lytag business makes a lot of sense for us, because it represents a natural extension of – and a natural fit for – what we already do”.

Andrew Doel, Lytag’s General Manager added: “We are looking forward to a promising future with Hargreaves, which will allow us to develop and meet more of the customers requirements”.

# A wedding is announced...

**O**n November 4<sup>th</sup>, a popular member of the Hargreaves team at Castleford was married at a beautiful stately home, Wentbridge House in Pontefract.

Becky Burbridge – who looks after general administration matters at Castleford and also helps out at Monckton – became Becky Hall when she married fiancé Christopher, an engineer at Rockware Glass in Knottingley.

Becky's dad is Wilf Claydon, a supervisor who divides his time between Drax power station and Monckton. Becky jokes that she is commonly referred to as 'Wilf's daughter', so there should be no confusion amongst all her colleagues now that she's changed her name!

Special guest of honour at the wedding celebrations was Becky and Christopher's 2-year-old little boy, Noah, who (as cute 2 year olds are wont to do) almost stole the show!



Becky and Christopher

Many of Becky's friends and colleagues joined the happy couple for an evening reception at Wentbridge House and a good time was had by all.

The happy couple have recently returned from a two week honeymoon – and dad Wilf's bank account is reported to be recovering – slowly!

# Calling all drivers - competition to launch in the new year

In the September issue of Moving Mountains we gave you advance notice of a 'Driver of the Month' competition.



Due to unforeseen circumstances, the launch of this competition has been put back a little, and it will now 'take to the road' early in the New Year.

As a refresher and a reminder, here is how the competition will work:

Every month a cash prize of £50 will be awarded to the driver who, in the opinion of competition judges Paul Young (MD Hargreaves Transport Services) and Neal Sowerby (Fleet Technical Director) best meets the following criteria:

- Driver appearance**
- Overall attitude**
- Cab housekeeping**
- Paperwork handled as instructed**
- Vehicle profitability (repair/damage/fuel)**

In addition to a monthly award, a further cash prize of £250 will be presented to the overall 'driver of the year'.

To find out more about the competition, please call: Andrea Mason, Personnel Administrator, on 0191 373 8326

## Competition Time

**Win a trip for 4 people to any Odeon/UCI cinema of your choice!**

It's back – and it's bigger! After 'going missing' in our last issue, here is a brand new word-search competition for you to contemplate over the holiday season. We've made the wordsearch grid a bit bigger this time around because some of our readers told us the last one was a little hard to read; we always listen to our readers!!!

Once again, we have a set of gift vouchers to give away. The first correct entry out of the hat will receive vouchers for 4 people to take in a favourite big screen blockbuster at an Odeon/UCI cinema of your choice.

Because we're in a festive mood, the theme for this new competition is – surprise surprise – a seasonal one. There are ten words to find – so good luck!

This is what you do: Simply find the 10 words cunningly hidden in the grid, add your name and address and send to:

**The Editor, Moving Mountains, Hargreaves, Esh Winning Industrial Estate Durham DH7 9PT.**

(We'll accept originals or photocopies – just in case you don't want to cut up your magazine – but **ONLY ONE ENTRY PER PERSON PLEASE!**) Entries must be received by Wednesday January 31 2007 – and the Editor's decision will be final!

We will contact the lucky winner directly – and the result will be published in the next issue of Moving Mountains. Good luck!

Name \_\_\_\_\_

Address \_\_\_\_\_

Postcode \_\_\_\_\_

Contact tel no: \_\_\_\_\_

Words to find:

**CAROLS  
CELEBRATION  
CRACKERS  
NOEL  
PUDDING**

**REINDEER  
SANTA  
SLEIGH  
TURKEY  
YULETIDE**

L	E	O	N	F	T	Q	G	W	F	J	H	C	J	T	W	Q	G	A	I
U	T	U	R	K	E	Y	C	D	T	G	H	K	Y	F	J	N	X	P	C
P	C	O	U	D	Y	C	F	V	I	C	G	G	S	R	I	S	J	W	C
S	L	O	R	A	C	K	V	E	A	D	W	W	C	D	O	B	G	L	M
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P	V	G	T	I	C	H	J	R	T	R	V	Y	A	J	S	E	S	V	G
E	D	I	T	E	L	U	Y	Z	D	I	A	E	I	S	V	H	Y	I	Y