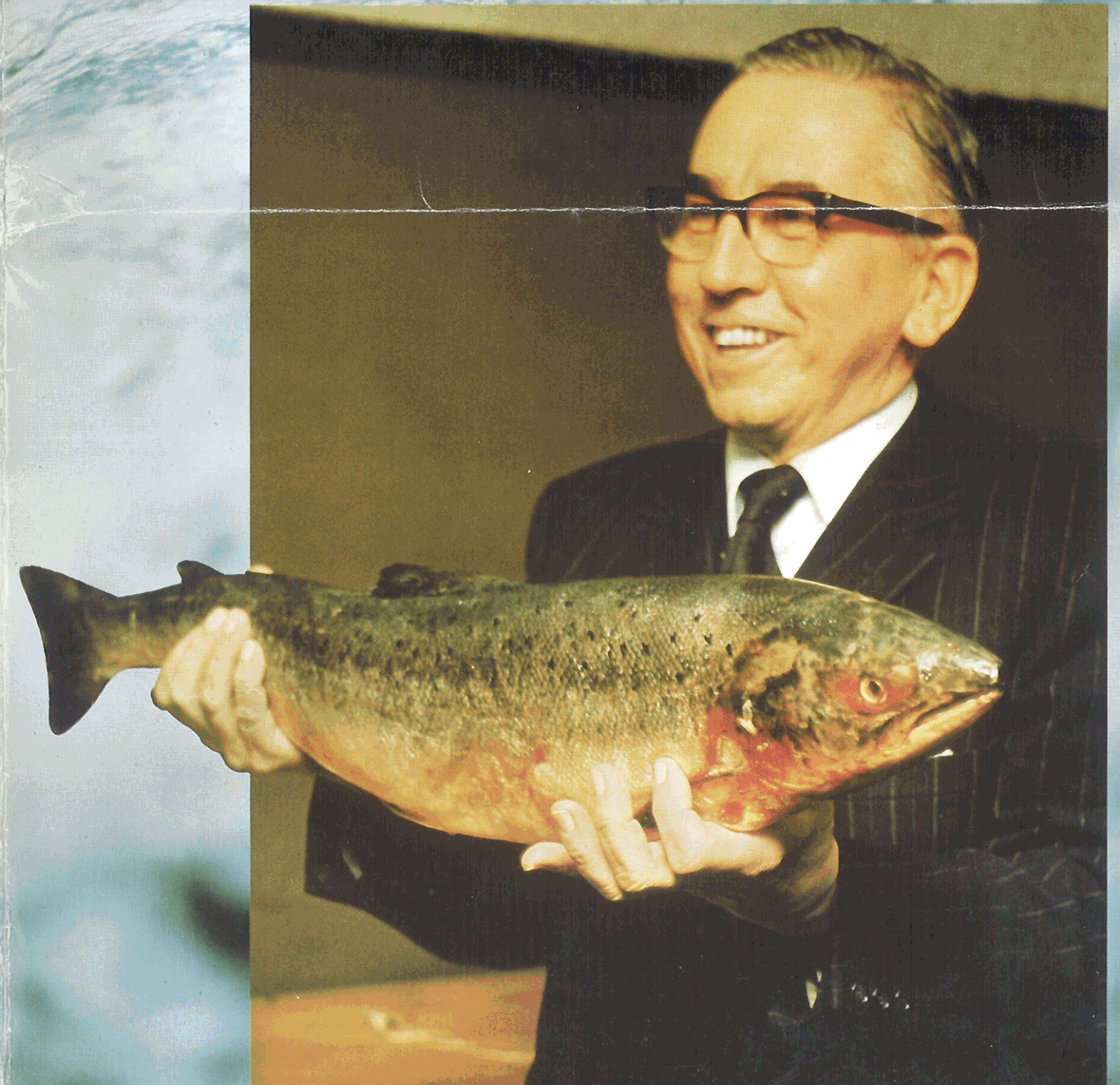


LIBRARY, DEPT. OF THE INTER

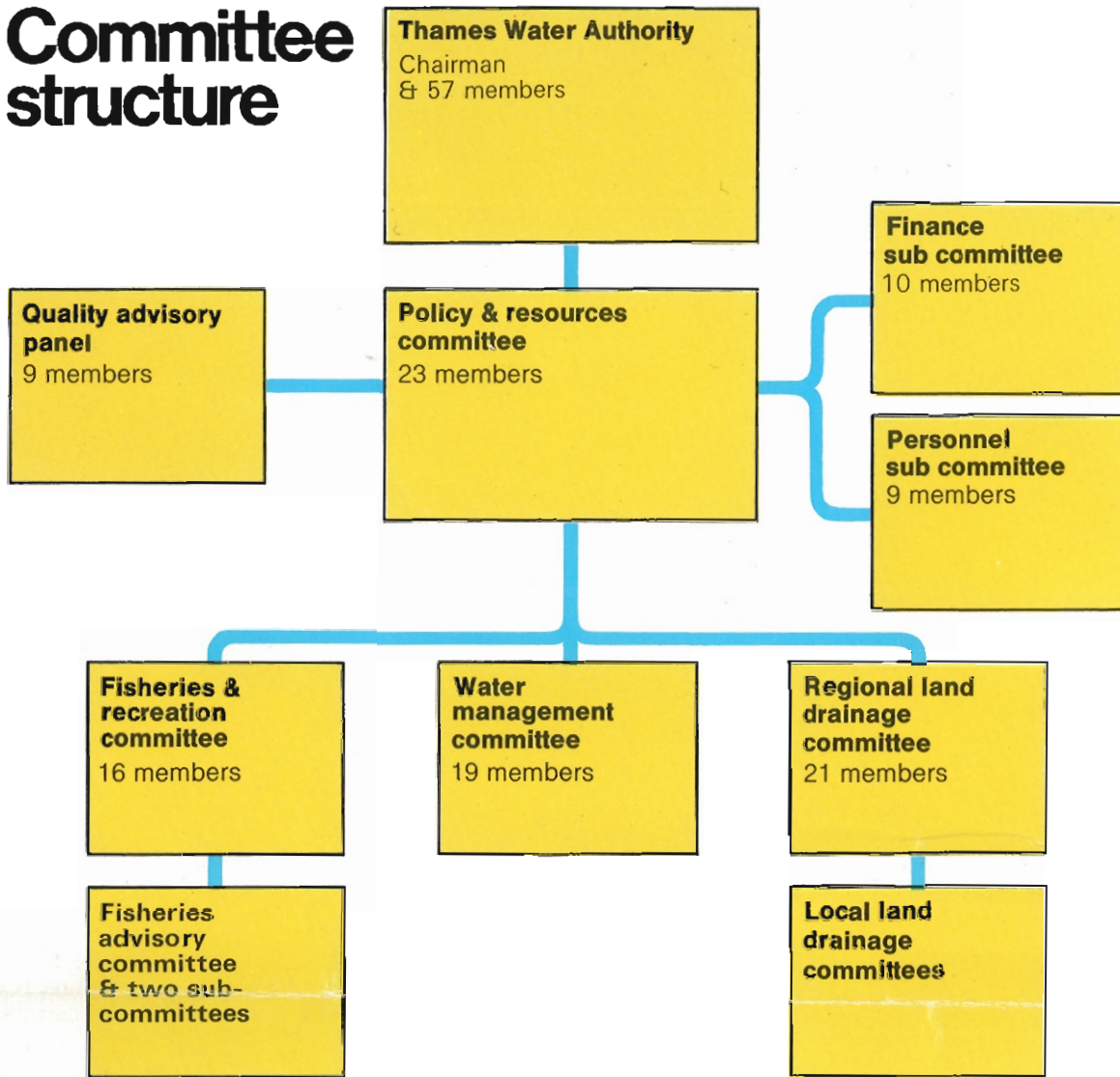
Thames Water

The first year

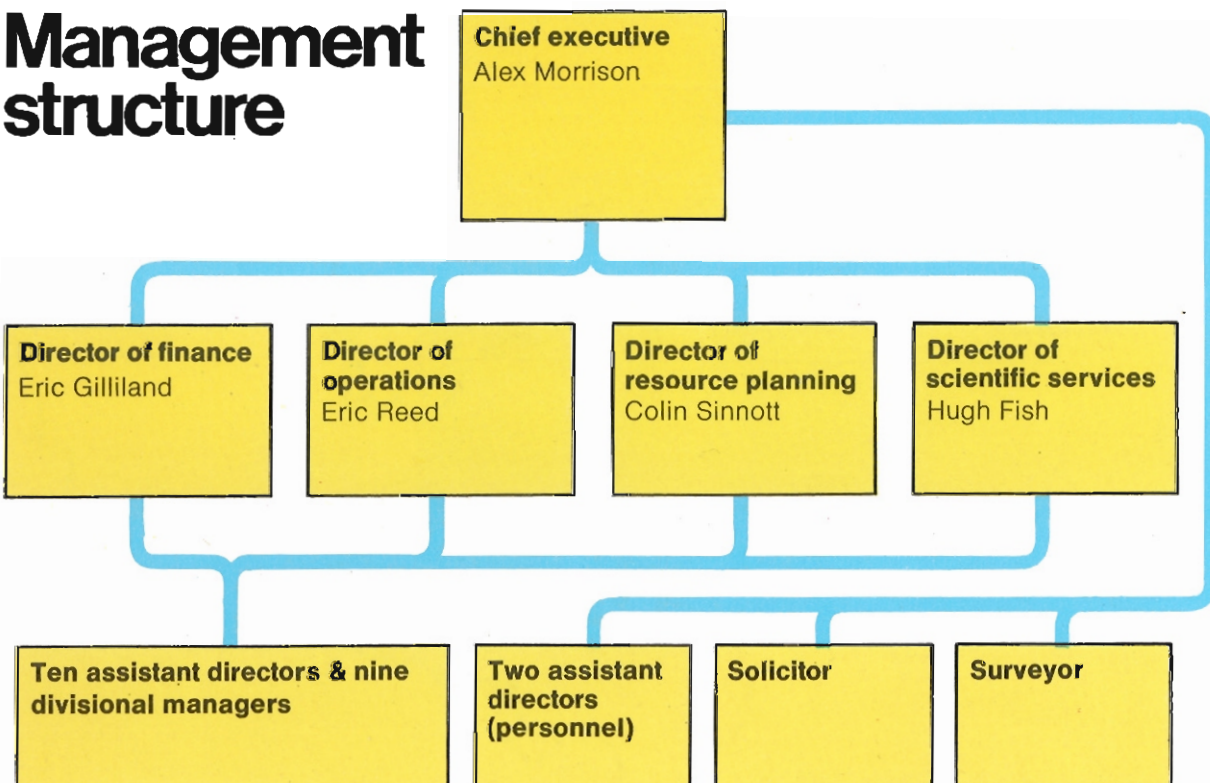


Published by Thames Water Authority
Designed by GBW design Ltd
Printed by Knapp Drewett & Sons Ltd
further copies obtainable from
Press & Publicity Dept
Thames Water Authority, New River Head,
Rosebery Avenue, London EC1R 4TP

Committee structure



Management structure



The First Twelve Months

Peter Black – Chairman

On 1 April 1974, the Thames Water Authority took over the management of water in the Thames Valley. This is an area of over 5,000 square miles. It extends roughly from the Cotswolds in the West to Aveley Marshes at Gravesend in the East. The Northern boundary passes round Banbury and Luton and the Southern limit is formed by the North Downs, Hampshire Downs and Marlborough Downs. About 12 million people live in the Region, 60% of them within Greater London; the other principal towns are Watford, St Albans, Luton, Slough, Reading, Guildford, Oxford, Swindon and Basingstoke.

The Authority is responsible for water resources and supply; sewerage, sewage treatment and sewage disposal; the prevention of pollution; land drainage and fisheries; the recreation and amenity use of water space; and flood protection and navigation in most of its area. These functions were previously administered by about 200 separate undertakings and have been brought together in recognition of the fact that they impinge on each other. A single management for the reclamation of water in sewage treatment works, for the conservation of water in rivers and for water supply is better able to tackle the two major problems of the water industry: an excess of pollution and a shortage of supply. It is our intention to reduce the one and increase the other.

If we have already had some success, we must thank our predecessors. The Metropolitan Water Board, the Thames Conservancy and the GLC main drainage undertaking, to mention only three, were internationally famous. They have bequeathed to us standards of excellence which we are determined to maintain and improve.

But our inheritance is not all in perfect order. There are about 31,000 miles of sewers – more than enough to encircle the world – and nearly the same length of water mains. Many of them are very old and in need of repair or renewal. The replacement value of the sewers alone is between £3,000 and £4,000 million. There are also 60 water treatment works, over 450 sewage treatment works (some of which are in poor condition) 2,500 miles of river and 68 locks.

After water, our major resource is manpower. 12,000 people work for TWA. Without their expertise and industry, nothing could be done. The Authority and its consumers owe them gratitude both as individuals and collectively in trades unions and staff associations.

Regional Water Authorities are set up on a basis that is new in this country. Their function most closely resembles public service undertakings like the gas, electricity and railway boards, but their constitutional position is different. For, whereas, in common with the boards, their Chairmen and some Members are appointed by central government, a majority of the Members are nominated by local authorities – in the case of TWA, the numbers are 21 and 36 respectively. Thus the Authority in itself combines the executive powers of a nationalised industry with the electoral mandate of the public to represent their interests as consumers. We believe that this structure gives us an opportunity to develop an entirely new kind of public service.

Twelve months is not long, but a lot has happened. The most newsworthy was the discovery of a salmon in the tideway. This proved what has been known for some years now, namely that the Thames is the cleanest metropolitan estuary in the world. Two major new works approached completion: Datchet water storage reservoir to the west of London and Beckton sewage treatment works to the east. Both are the largest works of their kind in the country. A new water storage reservoir for Oxford was begun at Farmoor and a decision was made to go ahead with the long-awaited River Mole flood alleviation scheme.

On looking to the future, we have by no means seen all the advantages of water reorganisation yet. There are many opportunities for improving our services to the public.

Changing patterns of land development will demand new services of water supply, sewage disposal and land drainage for new residential schemes and our agreed policy is that these demands will be met.

Increasing demand for water will require us to develop new sources of supply and to make the fullest use of those we have – this we will do.

I look forward to reviewing our activities next year and reporting to you again.

Managing the Authority

The Authority must have good local management. Compared with even the very largest local authorities, our territory and population are enormous. Yet unlike the Greater London Council and Metropolitan Counties, we are providing a direct service to every household, commercial, industrial, and public establishment in our area.

Effective management of such a large organisation calls for a high degree of decentralisation and delegation. Quick response to the needs of consumers and an awareness of local problems cannot be obtained through a system of detailed control by Regional Headquarters; a high degree of autonomy is therefore

given to Divisions and indeed to local works.

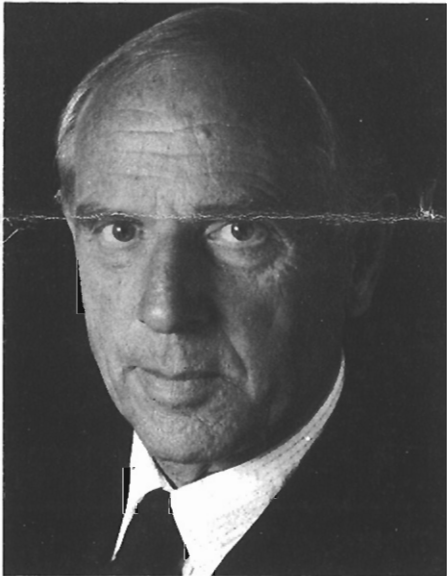
The Chairman and Chief Executive lead the Authority which has two structures of responsibility. The Chairman and Members – the policy makers – are involved in interlocking responsibilities which culminate in the meetings of the full Authority. The Chief Executive and Directors head an organisation which executes the policies through a structure which is calculated to combine the maximum of local initiative. The nine operating Divisions of the Authority are each headed by a Manager who has intimate knowledge of his own sphere of operations and has responsibility to the Directors for the effective management of his Division.

Highlights from our first year . . .

Twelve months is a short time in the life of any large enterprise; it is even shorter for a new organisation which has to establish an organisational framework and the ground rules of operation. We can therefore mention only one highlight among many contenders from each of the Authority's working Committee Chairmen.

Quality Advisory Panel

Sir John Hanbury – Chairman



The past twelve months has seen an important step forward in the solution of a serious problem. The level of nitrates in drinking water is subject to World Health Organisation recommended maxima; to exceed those limits can give rise to serious health hazards (particularly in young babies). The level of nitrates in the River Lee had been growing steadily and at times has rendered the river unsuitable as a source of water supply. Pilot plant operation at Rye Meads (on sewage-works effluent) and at Lea Bridge (on water abstracted for drinking) has shown that nitrate levels can be reduced dramatically at a relatively modest cost, and we congratulate the staff responsible for this work.

Regional Land Drainage Committee

Mr. R. E. Thornton – Chairman



Much of our work is inevitably unobserved and so unsung. Yet the heavy rains of November 1974 provided for my Committee a brief moment of publicity – without notoriety. There were moments when we feared a repetition of 1968. One of the significant differences between those serious floods and the less severe experiences of 1974 was an availability of resources which was the direct result of re-organisation. When, after a week of non-stop effort, the men of Thames Conservancy and Lea Division were nearing exhaustion, they were reinforced by skilled help from other divisions of the Authority. I believe the public benefited directly and immediately from this flexibility of manpower and resources.

Fisheries and Recreation Committee

Mr. J. R. Pearce – Chairman

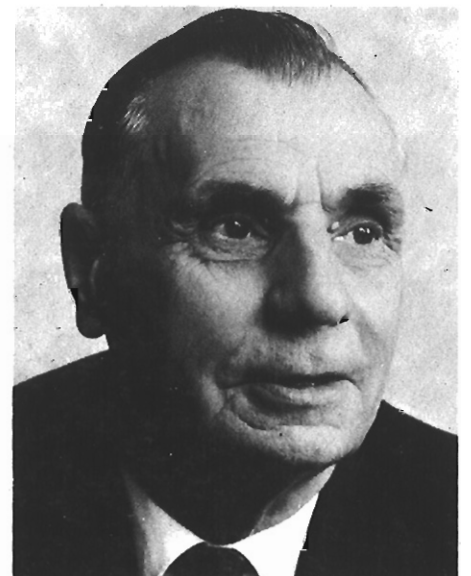
The Thames and the Lee have always been important recreation areas for both fishermen and boating enthusiasts. This year has been one of consolidation; we have established solid working arrangements with both groups. A new liaison committee has been set up,



incorporating all sections of the boating public. So far as anglers are concerned, we have set up consultation procedures on topics like rod licensing, close season arrangements and match fishing and organised direct public response to assist the Authority's decision over the London area's newest water playground – the 475 acres of Datchet reservoir.

Water Management Committee

Mr. T. W. Newson – Chairman



As Chairman of the Committee responsible for operations throughout the Authority, I find it almost

impossible to choose one item to represent the year's activities. I'm therefore choosing one which may (or may not) be the most significant, but is certainly the biggest. And that's the completion of construction of Datchet Reservoir. With more than three miles of perimeter bank, and holding some 8,300 million gallons, it's Britain's biggest man-made reservoir. It will take nearly a year to fill (since filling is a highly technical operation); it typifies in its grand concept this Authority's determination to continue to maintain a totally reliable service to all its consumers.

Finance Sub Committee

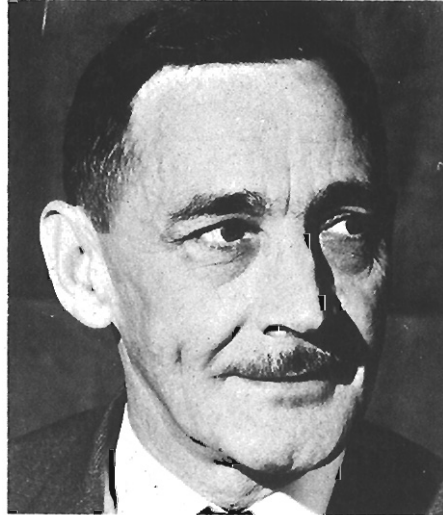
Mr. R. T. Whiteley – Chairman



No one loves the taxman, and by the same token I don't really expect anyone to love the Finance Sub-Committee. Nevertheless, without the collection of money the Authority couldn't function. My sub-committee takes pride in the fact that no necessary activity has been curtailed for financial reasons during the past year. At the same time, we have so harboured our resources that our increases in rates for 1975/76 are due almost entirely to inflation and are the lowest of any water authority in the country.

Personnel Sub Committee

Mr. H. T. Mote – Chairman



The 12,000 staff of the Authority came from some 200 previous undertakings – with nearly as many salary scales and conditions of employment. My sub-committee's immediate concern, during this first year, has been to rationalise these varying conditions. (Thames was the first Authority to implement a Regional Joint Council). We have no doubt that the Authority's objectives could not be achieved without our major resource – the staff, who have served our consumers so well and so long.

Policy and Resources Committee

Mr. A. F. G. Edwards – Vice Chairman

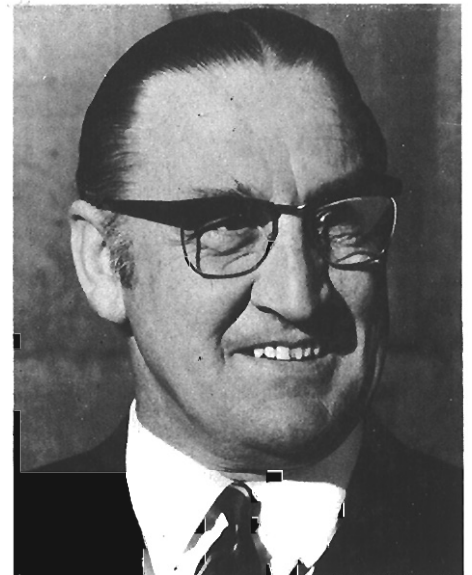


As Vice Chairman of the Authority, I am also Vice Chairman of the Policy and Resources Committee, the body which co-ordinates the work of all the operational committees. In some ways I think the photograph of Peter Black, on the cover of this leaflet, best summarizes the Authority's work during the last year. It was a splendid success: the first salmon to be taken from the Thames for 140 years. And yet, like much of our work, it is the result of many years of patient effort by the predecessor authorities.

The Authority's Senior Management

Chief Executive

Mr. A. Morrison



Director of Finance

Mr. E. J. Gilliland

Director of Operations

Mr. E. C. Reed

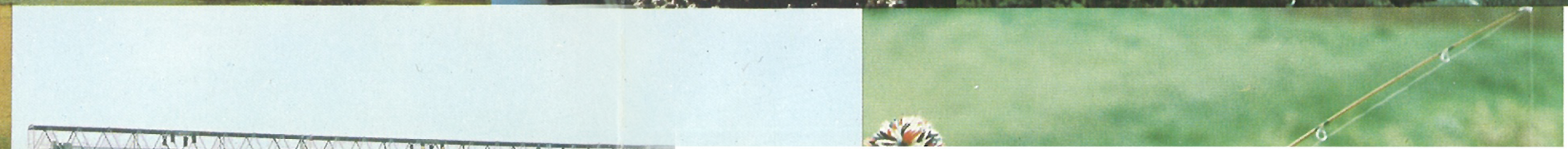
Director of Resource Planning

Dr. C. S. Sinnott

Director of Scientific Services

Mr. H. Fish

Front Cover *The Chairman, Peter Black, holding the first salmon to be caught in the tidal Thames since 1833. The salmon weighing 8lb 4oz was taken at the intake screens of the C.E.G.B.'s Thurrock Power Station on 12 November 1974.*





1 Thames Water must do many things to serve its consumers. Nothing can be achieved without plant, and new plant has to be constructed. (Broadwell Sewage Treatment Works, Cotswold Division)

2 Water must be stored: throughout the region 54,000 million gallons of water are held in reservoirs. (Queen Mary Reservoir, Metropolitan Water Division)

3 Before the consumer can drink it, water must be purified. (A primary filtration microstrainer at Farmoor Treatment Works, Vales Division)

4 To get water to the consumers it must go through mains. (Digging the trench for a new 200 mm main at Hambledon, Southern Division)

5 Our consumers get clean water from us; they use it and make it dirty. (Inside a main trunk sewer at Charlton, Metropolitan Public Health Division)

6 Once we get the sewage to the works, we must treat it so that clean effluent is discharged into the river. (Aeration tanks at Basingstoke Sewage Treatment Works, Lambourn Division)

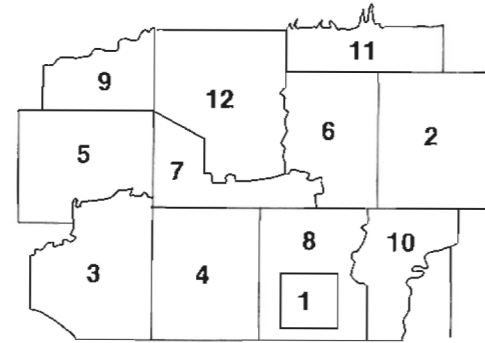
7 The treated sludge must be disposed of; it's a good soil conditioner and much of it is spread on the land. ("Hydig" tankers load up at Rickmansworth, Chiltern Division)

8 The Authority must drain the land and prevent flooding. (The tidal defence barrier at the mouth of the River Lee, Lea Division)

9 On the non-tidal Thames, we ensure that the river remains navigable. (Dredger at work, Thames Conservancy Division)

10 11 Throughout the region we provide recreational facilities - boating, fishing and the simple pleasure of sitting by the water.

12 Monitoring the quality of water is an important aspect of our work. Our laboratories are constantly testing samples from rivers, reservoirs, water treatment works, sewage treatment works and industrial waste discharges.



Operating Divisions

Chiltern
Maple Lodge, Denham Way,
Rickmansworth, Herts. WD3 2SQ.
Rickmansworth 76644

Cotswold
17 Bath Road,
Swindon, Wilts. SN1 4AT.
Swindon 24331

Lambourn
11 Berkeley Avenue,
Reading, Berks. RG1 6JJ.
Reading 56211

Lea
The Grange, Crossbrook Street,
Waltham Cross, Herts. EN8 8LX.
Waltham Cross 27881

Metropolitan Public Health
Broadway Buildings, 50-64
Broadway, London SW1H 0DB.
01-839 8822

Metropolitan Water
New River Head,
Rosebery Avenue,
London EC1R 4TP.
01-837 3300

Southern
Filmer Grove, Nightingale Road,
Godalming, Surrey GU7 3AD.
Godalming 4663

Thames Conservancy
Nugent House, Vastern Road,
Reading RG1 8DB.
Reading 583583

Vales
Denton House, Iffley Turn,
Oxford OX4 4HT.
Oxford 778261

Thames Water Authority - Some Facts and Figures

Area	5,000 square miles
Consumers	12,000,000
Employees	12,000
Budget 1975/76	£250,000,000
Main sewers	31,000 miles
Water mains	26,000 miles
Rivers	2,500 miles in total
Water storage capacity	54,000 million gal
Water supply - treated	710 m gals a day
Water supply - directly abstracted	300 m gals a day
Volume of sewage treated	944 m gals a day
Sewage treatment works	450
Water treatment works	60

Thames Water
Regional Headquarters
New River Head,
Rosebery Avenue,
London EC1R 4TP
01-278 2300

