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New energy infrastructure to support new homes

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Celebrating Clancy

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Imagine

Smarter, greener infrastructure



Welcome

by
—
MATT CANNON
Chief Executive



“Nearly two years on since the UK’s first recorded cases of Covid-19, I am so proud of how our people across the business have adapted in incredible ways to make sure we manage these challenges.”

Matt Cannon
Chief Executive

Already one month into the new year and it feels like a great deal has happened. While I’m writing, businesses and services across the UK are finding their way through a challenging new wave of the pandemic. Supply chains – both in terms of materials and people – are still grappling with disruption on one hand and soaring demand on the other.

However, nearly two years on since the UK’s first recorded cases of Covid-19, I am so proud of how our people across the business have adapted in incredible ways to make sure we manage these challenges – working safely, productively and in partnership with both new and existing clients, as well as their customers.

This issue of Imagine showcases just some of these achievements. Read on to find out how our work with UK Power Networks to build new energy substations is supporting much-needed housing in London (**page 2**); how new tools and working practices are helping to keep the UK’s biggest infrastructure project – HS2 – firmly on track (**page 8**); and how we’re strengthening wastewater networks in East Sussex (**page 14**).

Being innovative is one of our core values at Clancy, and we are constantly assessing existing ways of working and investing in our people, plant and processes to improve. On **page 15**, our Director of IT Mike Collins talks us through the technological advancements we are making as we look to the future of the construction industry. On **page 5** we showcase our latest £22 million investment in our fleet to make sure we are equipped with the best tools for the job.

As a family run business, our people are at the heart of what we do. As you’ll read on **page 10**, we were delighted to hold the national Celebrating Clancy awards at our head office in October, giving us a chance to recognise the individuals and teams who ensure our success. In recent months we have also signed up to the National Social Value Measurement Framework (**page 12**), helping us to measure and evaluate the positive impact we have on communities across the UK.

It’s clear to me that infrastructure will continue to be an important force for change over not just the next twelve months, but many years ahead as we adapt to the need to meet a net zero future. On **page 6** we take a look at a number of the skills and attitudes needed to make a success of new green power sources – expertise that I’m pleased to say comes as second nature to Clancy.

It is opportunities like these that – despite a bumpy start to the year – make me excited about what’s to come. The hard work that our team has put in over the past two years in particular means that we are well-prepared to deliver smarter, greener infrastructure – brilliantly – throughout 2022.

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Thanks for the feedback

SUPPORTING COMMUNITIES THROUGH THE CLANCY FOUNDATION

Just over a year ago we launched The Clancy Foundation as part of our commitment to making life better for everyone’s growing families. In that time, we’ve been proud to support a range of community projects and organisations – donating to projects in our sector, and matching fundraising efforts from within our business.



This year, we’ve been delighted to work with the Lighthouse Club, a charity providing emotional, physical and financial wellbeing support to the construction sector. Our ongoing partnership has seen us provide donations and sponsor its upcoming four peaks challenge, taking place in May this year. The Lighthouse Club provides support to our community, including a 24/7 Construction Industry Helpline which Clancy employees can use if they need it.



“To make sure that the Foundation supports those causes that are important to Clancy employees and their families, we are currently looking for volunteers from across the business to act as employee representatives”

We’ve also been delighted to support charitable causes close to the hearts of our teams at Clancy. Over Christmas, we donated to foodbanks close to our offices in Scotland, Dartford and Harefield. We also matched hard-raised funds that were raised by our teams for men’s health charity Movember, and donated to Beams which provides support for disabled children. Funding has also been distributed to the Ronald McDonald House Charity, Rennie Grove Hospice, Carers Trust and Harefield Library.

This year, we will be building on these donations by selecting two special charities of the year. To make sure that the Foundation supports those causes that are important to Clancy employees and their families, we are currently looking for volunteers from across the business to act as employee representatives on the Foundation’s steering committee – helping us narrow down the shortlist for these two charitable causes, before it is put to a company-wide vote.

Team members looking to get involved as an employee representative can find more details on One Clancy, or email their details to **internal.communications@theclancygroup.co.uk**



Ronald McDonald House Charities United Kingdom

Keeping families close™

Ronald McDonald House Charities

“Your support will help to ensure that this year, thousands of families can be close to their child in hospital; sleep in a comfortable bed just minutes from their child’s ward, have a place to sit together in the evening as a family and have a meal.”

– Caroline Sinclair,
Regional Corporate Fundraiser



Yiewsley and West Drayton Foodbank

“The donation you have given will enable the foodbank to assist many individuals and families who find themselves in difficulty.”

– Doris Hughes, Trustee



The Lighthouse Club

“Thank you most sincerely for the wonderful donation. The Lighthouse construction industry charity is the only charity that provides mental, physical and financial wellbeing support to the construction community and their families. We can only deliver these vital services with your support, so thank you for helping us to make a real difference.”

– Bill Hill, Chief Executive Officer



UNLOCKING NEW HOMES WITH UK POWER NETWORKS

Over the last 12 months we've been building new energy infrastructure for London that will support housing in the capital.

New housing in London is high in demand, but with more homes comes additional pressures on the energy grid. As part of UK Power Network's investment in delivering a modern, resilient energy network, Clancy has been delivering a series of technical substation projects to connect new and growing communities.



"It has been a pleasure to have you on site (in fact, it has gone so smoothly sometimes it was easy to forget you were there!) Your effective communications and the respect you have shown for the College and campus protocols have been much appreciated."

Sarah King
White City Campus
Manager, Imperial
College London

Wood Lane

One of the most technically challenging of the three projects, Clancy's work in Wood Lane, west London, has seen the Clancy team construct a new substation under the A40 flyover which will support new development in this part of the capital.

Global academic powerhouse Imperial College London is developing its new White City Campus, which will deliver new student accommodation, research and teaching facilities, as well as a community hub. To enable this new development and to increase resilience for the local area, UK Power Networks proposed building a new substation at the Wood Lane Junction to increase network capacity.

Clancy has been responsible for all civil and electrical fit out works, building two new substation buildings from scratch to house the new 132/11kV transformers. Slotted beneath the supports of the flyover, the constrained site



location presented some particular challenges to the team, requiring careful planning and adapting of designs to make the most of the available space for plant and materials.

Throughout the project the team liaised closely with Imperial College London as well as UK Power Networks, and received excellent feedback from stakeholders. The project was completed on schedule and has been fully handed over – ready for the area's new residents.



Barking Riverside

Meanwhile, out in east London we've been working on a major energy network diversion project that is paving the way for the transformation of an area as large as Windsor.

The Barking Riverside development is one of the most significant and ambitious new communities planned across the city, delivering a new town with over 10,000 homes, a new train station, seven new schools and commercial and leisure facilities. Working in partnership with Barking Riverside Limited, UK Power Networks and Clancy have been diverting overhead cables underground to free up land for development.

The project has deployed technically innovative techniques to navigate existing development and features in the landscape. This has included the execution of a major horizontal bore using directional drilling – using no-dig technology to drill over 520 metres and under an existing water course.



The work has also seen us install two new 132kV terminal towers to carry new power lines, while decommissioning eight abandoned circuits.

The project is the first of its kind in London, and has required a collaborative approach with all stakeholders and the local area. Running over the course of 2020, the project was not without its challenges, including supply chain disruption and transforming ways of working because of Covid-19. In spite of this, Clancy maintained an excellent relationship with the client and with Barking Riverside Limited throughout.

"As the customer of the diversion works, we feel that it has been a real team effort, from UKPN management, engineering team to Clancy management and site team... Through coordination and collaboration, we have delivered the project successfully as one team."

Qiao Zhang
Senior Infrastructure Manager
Barking Riverside Limited

Ebbsfleet Garden City Development

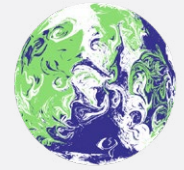
While the work at Barking has been ambitious, the scale of investment in Ebbsfleet Garden City on the outskirts of London in Kent is even greater as the area prepared to see the delivery of over 15,000 homes and a new city centre in the next 15 years. As part of this, the Ebbsfleet Development Corporation – which is overseeing the new community – has invested £30 million in the provision of new electricity sub stations and connections to support this growth.

Our work – again with UK Power Networks – has seen us deliver a new state of the art elevated switchhouse with two 132kV transformers and connections to overhead lines. We've also led on the construction of security and access for the site with fencing a new road and lighting.

The project's record was exemplary, achieving a certificate of excellence from the Considerate Constructors scheme.

Although across three individual fixed sites, all of the projects were delivered as part of our ground breaking long-term alliance with UK Power Networks – EDISON – which is overseeing £1bn of investment across London and the South East in greater capacity and resilience in the energy grid.

GROUP NEWS



UN CLIMATE CHANGE CONFERENCE UK 2021
IN PARTNERSHIP WITH ITALY

Supporting COP26

Northern Powergrid | *New remits in the North East to run until 2024*

Our long-standing relationship with Northern Powergrid has continued to grow with a three-year extension to our contract delivering cable engineering services and the addition of a 24-hour fault service for asset restoration and repair.

The contract covers the Northeast Licence Area and will run until 2024, ensuring a smooth transition into OFGEM's new Electricity Distribution regulatory period – ED2.

We've brought on 30 new team members to support the renewed framework, which will allow us to redistribute expert resource across different activities as needed.

We'll also continue our work with Northern Powergrid towards operational advancements, focusing on customer experience, network resilience and productivity through innovation.

Lee Cuthbert, Associate Director at Clancy, said: "We're really pleased to see our partnership go from strength to strength and with the expansion of our remit to include fault services we'll be able to further improve efficiency and exceptional customer service."



As many world leaders prepared to descend on Glasgow for COP26 in November, Clancy Traffic Management was setting up our Variable Message Signs (VMS) around the city.

We placed the solar-powered signs at strategic locations to give citizens and visitors advanced warning that Glasgow's expressway would be closed for the event so they could make alternative travel plans.

The job was part of our work with long-standing customer Markon Traffic Management and we were pleased to be able to contribute to the climate conference.



As part of our ongoing investment in Clancy, we are investing £22 million in renewing our plant this year. This commitment is bringing cutting edge technology to our frameworks all over the country, helping us improve efficiency, affordability and sustainability for our clients.


£22M
OF NEW PLANT INVESTMENT


100
NEW ELECTRIC VEHICLES

A fleet for the future

The fleet includes 18 innovative Mercedes 32 tonne grab lorries, 515 Mercedes vans and two new tankers.

As we build towards a more sustainable future, we are continuing to deploy electric vehicles on our projects, and have invested in 100 electric cars this year as part of our commitment to reducing carbon emissions across our business.

We are also installing electric vehicle (EV) charging points at our depots up and down the country to make sure we are prepared for new innovation in EV in the coming years, especially as manufacturers look to invest in technology that will allow a wider fleet of construction vehicles to make the switch away from traditional fuels.


"With the renewed framework, we're well placed to support ongoing investment in the North East's energy network, helping to 'level up' the region."

Lee Cuthbert
Associate Director
Clancy



Storm Arwen response

When Storm Arwen hit the UK in late November, thousands were left without power in the North East. Our overhead linesmen worked tirelessly in difficult circumstances as part of Northern Powergrid's response to get the lights back on for local communities as quickly as possible.

Powering up net zero INFRASTRUCTURE

COP26 in Glasgow last year saw the UK commit to global targets on carbon reduction as part of a coordinated effort to address the causes of climate change. After centuries of reliance on fossil fuels to power our homes, workplaces and industry, achieving net zero by 2050 is going to require huge changes to how we generate and use energy in this country.



To meet the challenge, major investment is being made in new, renewable, sources of power – from solar farms, offshore wind generation in the North Sea and a next generation of nuclear power at locations like Sizewell in Suffolk, to innovative ways to generate energy from waste (EfW).

The success of this transition relies on the construction sector – not only to create these net zero power hubs, but to adapt and expand the infrastructure needed to channel it into homes and businesses.

Here we look at four critical areas of expertise needed to build the UK's smarter, greener infrastructure network – brilliantly.

1 PLUGGING IN RENEWABLE POWER

New sources of power require new infrastructure. Key sources of renewable energy, especially offshore wind, are creating a need for significant new onshore infrastructure – the substations that are needed to bring power to homes and businesses.

These projects bring together specialist skills in civil engineering with accreditations to support power connections up to 132kv – creating a resilient and safe distribution network.



We are renewing critical substation infrastructure for UK Power Networks. A major feat of civil engineering, the project will power up the West End

2 GETTING FROM A TO B

The nature of new energy sources means that a lot of this infrastructure needs to be built from scratch – creating new cable routes cross-country that must navigate existing networks like rail, road and water.

It's also critical that delivering net zero infrastructure doesn't compromise the natural world in other ways, requiring sensitive route-planning and construction that protects important habitats.



New tools like suction excavators allow us to work more efficiently and sensitively with the environment

3 EXCEPTIONAL ENGAGEMENT

Technical skills in construction are only one half of the story. As key workers, our teams at Clancy are the ones working directly in communities – meaning that we must be ambassadors for our new net zero future.

We need to act as considerate constructors, sensitively working with households and businesses to help explain the work that we are doing to create new much-needed connections.

We do this through investing in our dedicated community liaison teams to spearhead engagement, but also behavioural training through our own Clancy Academy – making sure that we are focused on delivering an exceptional customer experience.



Our focus on training and community engagement allows us to make a positive impact in the communities we work in

4 ATTRACTING NEW TALENT

For construction, the shift to net zero is a major undertaking, but one that also brings new opportunities to get communities excited about making a difference.

Our renewed UK energy network will be built by the expert construction workforce that already exists in our 2,300-strong team at Clancy. At the same time, we

and our partners across the industry, must make the case and attract new talent to our ranks.

Our own work over the last two years to expand our in-house recruitment hub and engage with specialist programmes like the Armed Forces Covenant is helping to bring more people from all walks of life into our world – delivering net zero, as well as supporting social value in the form of local skills.

REDUCING CARBON IN EVERYTHING WE DO

Reaching net zero is not just about switching our energy grid, but reducing our carbon footprint in everything we do.

At Clancy we have committed to **reducing our operational emissions by 50% between 2020-2025** – backed by £0.5m investment in electric vehicles last year.

We'll then reach net zero by 2030, twenty years ahead of the UK national target.



FOCUS ON: MAJOR INFRASTRUCTURE PROJECTS

Laying the groundwork for HS2

Our work on HS2 has seen us navigate the complexities of working in central London to ensure the UK's biggest infrastructure programme stays on track.



Clancy is supporting the Costain Skanska joint venture (CSJV) to divert utilities in and around London's Euston station, paving the way for the construction of the new line itself.

Harrington Street

Clancy's team has been working on a critical sewer diversion at Harrington Street in the London Borough of Camden. This involved exposing and diverting the existing Victorian brick 'egg' sewer. A complex project, the team had to maintain the live flow of the sewer at all times while installing 120 metres of pipe at a depth of four metres.

Staying on track

To up the pressure on the works further, the diversion was critical to allow the main HS2 works package to progress, meaning that any delays to the project would push back the entire HS2 programme in Area East. As a result, Clancy and CSJV had to work collaboratively to make sure that sewer works kept to schedule.

This was secured by maintaining a culture of constantly challenging standard ways of working and thinking about ways to reduce the time needed on the project. Sam Pook, Project Manager at Clancy, explains:

"Our team had responsibility to keep the works on track, so we were consistently searching for opportunities to save time. One of these areas was the design for the ground excavation. The original design was complicated, involving a significant concrete pour in stages that would increase the time needed on the job. We approached our own design partners with proposals which removed the need to pour concrete, saving us time as well as reducing embedded carbon associated with the materials specified."

Clancy was also able to resequence the works being carried out through liaising with local stakeholders, as Sam explains: "Emergency services need to be able to maintain through-access while work is being carried out. The proposed sequence was to complete and then demobilise works in sections to allow continued vehicle access. However, we worked with the London Fire Brigade to find alternative emergency routes which meant that we were able to do more work concurrently, helping us to cut the schedule down significantly."

Staying safe

Protecting our teams is the first priority on any project and a number of tools were deployed to promote a great health and safety culture on the job, as Sam comments: "We're proud of our positive safety record on this project, which had zero lost time incidents. Part of this is thanks to our commitment to seeking out technology which could help us improve the safety of our site.

OUR WORK WITH HS2

We are delivering an intensive programme of utility diversions to support phase one of the HS2 project.

Delivering HS2's ambitious programme requires precise and sensitive engineering, as we work in congested and challenging urban environments.

The value of our expertise means we are working for three of the delivery joint ventures, CSJV (Costain Skanska), SCSJV (Skanska Costain Strabag) and EFKB (Eiffage, Kier, Ferrovia Construction and Bam Nuttall)

For example, this includes the SledgeSafe edge to guard around excavations. This heavy barrier system can't be moved by hand, making it ideal for reducing risk of falls from height."

"In a tight urban environment it was also important to balance the need for easy communication alongside appropriate noise protection for our operational team. We therefore invested in EAVE active hearing protection, which are ear defenders with a microphone on the outside and a speaker inside, helping to drown out loud noises but also make sure our team could hear their surroundings at a healthy decibel. This ensured they were aware of what was around them while also protecting hearing. We had good feedback about these defenders and will now be implementing them on other projects too."

Future-proofing assets

Improving the safety of future works in the area, the team also used photogrammetry technology to image the excavated areas, creating three dimensional models of the utilities connections. This means that future workers will be able to know exactly what's in the ground before digging it out, reducing the risk of service strikes that will benefit the health and safety of teams as well as the risk of disruption to customers.

Sam concludes: "We're proud to be bringing our utilities expertise to such a vital and high profile infrastructure project. By consistently challenging expected ways of working and encouraging a culture of innovation within our teams, we were able to deliver this project with an excellent health and safety record and ahead of schedule."

CELEBRATING CLANCY... at home in Harefield

We were pleased to hold the national Celebrating Clancy awards at our head office in October – recognising those individuals and teams that have made a stand-out contribution to the success of our business over the last twelve months with a glittering presentation at our head office Clare House.



"My father started this business in 1958 with strong family values at its core. For me, family is about young people and moving forward into the next generation with energy, ideas and enthusiasm. I'm pleased to have the chance to celebrate the achievements of Clancy colleagues with these awards and we are already looking forward to next year's events."

Mary Clancy
Non-Executive Director

We launched the Celebrating Clancy programme in 2020 and in the last issue of Imagine profiled the winners from individual teams across the business. The national awards have been an opportunity for a second round of recognition of the 'best of the best' across the whole UK.

Members of the team gathered in a specially-built venue in our grounds. After swapping stories over lunch members of our senior leadership team presented the awards with

the opportunity for the winners to have a few minutes in the limelight.

Reflecting our values – ambition, innovation, being easy to business with, doing what we say, and caring for each other and the planet – the awards showcase the best that our big 'Clancy family' has to offer.

Congratulations once again to all of our deserving winners!



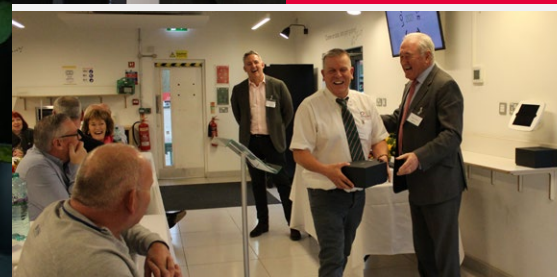
Long service lunch with colleagues

Not satisfied with just one major celebration, we have also had the pleasure of commending and applauding the achievements of an especially familiar set of faces last month with our Long Service Lunch – an event to thank those employees who have been with Clancy for more than 25 years.

Hosted by our Chairman Kevin Clancy and Chief Executive Matt Cannon, employees were presented with personalised watches to recognise their outstanding work and commitment.

"At our core, we are a people-led business – our direct employment model and our independence means we are able to invest directly in talent. I am thrilled to be able to express our gratitude for those employees who have been a part of Clancy for such an incredible amount of time."

Matt Cannon
Chief Executive



Our values



We are ambitious



We are innovative



We are easy to do business with



We do what we say



We care

Measuring our impact – a new approach to social value

Clancy has signed up to the National Social Value Measurement Framework which will help us understand the positive impact that we have across the UK.

At Clancy the careers we shape, services we provide and infrastructure we build adds value for individuals, families and communities up and down the UK.

This ethos has been a common thread in our 60 year history but joining this new national framework will mean we actively measure this impact – helping to ensure we deliver on our mission to make life better for everyone's growing families.

The framework covers four main themes which closely follow our own values, as well as the targets that we've already set as a business for the future.



Supporting the environment

It's essential that we play our part to reduce waste and carbon emissions, achieving our goal to become net zero by 2030. This means continuing to bring down emissions from our vehicles, investing in technology and operational efficiency to reduce overall mileage. It also covers our work to protect habitats and avoid harm through construction.



Promoting local skills

Our direct recruitment and long-term employment model means we can give our team the training and support they need for career success – making a difference to individual families.

Our work in the last few years to expand training through the Clancy Academy is helping our people to meet their potential and for us to achieve our goal to be an employer of choice within infrastructure.



Championing small and regional business

Across the UK we work with micro, small and medium-sized enterprises (MSMEs) to bring specialist tools, tech and expertise to our projects.

Currently this accounts for 95% of our spend with the supply chain and we will continue to seek the best partners from this group to help champion innovation. Our Diversity & Inclusion Charter underpins our commitment to providing equal opportunities and benefiting from the experience of those joining our business from all walks of life.



Helping communities

We partner with local charities and other Voluntary, Community and Social Enterprises (VCSEs) to provide skills, time and experience – including recent projects such as the healing garden at Harefield Hospital. Our work through the Clancy Foundation to also provide direct financial support to charitable bodies is continuing to grow – making a difference to causes that matter to our team as well as to those partners we work alongside.



by
RONAN CLANCY
Executive Director

"While many of these priorities have been consistent across our history, the renewed rigour and measurement associated with our new approach will help ensure our future success goes hand in hand with that of individuals, families and communities that work for and with us."

Ronan Clancy
Executive Director,
Clancy

INTRODUCING: NIEL ROACH CONTRACTS MANAGER AT CLANCY

We catch up on family, the business' growth in waste water and trenchless technology with Niel Roach, Contracts Manager working on the Water Recycling Networks (WRN) Alliance for Anglian Water



Tell us about your career at Clancy?

I left school with no formal qualifications and, after working at my family's drainage company and later another utilities contractor, I joined Clancy in 2015 as a senior supervisor. I've since completed my ILM Level 3 Management course and am now a Contracts Manager on our Anglian Water WRN Alliance. This means that day to day I manage a team of over 50 people, working closely with our client and experimenting with innovative technology to deliver wastewater and water recycling work. A highlight has been our alliance winning Supplier of the Year at Anglian Water's Annual Supplier Awards, based on customer satisfaction, efficiency, safety and wellbeing.



What have you learnt along the way?

I've been lucky to have some brilliant mentors who have taught me how to deal with different challenges. Over the past two years we've had to learn very quickly how to manage our work and our teams alongside changing government guidelines to make sure that our employees and customers feel comfortable and supported. People are one of the main reasons I come to work every day so it's been really rewarding to develop those management skills, and I've recently started studying for an Operational Management degree to continue that development.

What does family bring to a business like Clancy?

Having worked at my own family's company I was really glad to join a family-run business like Clancy. It means that the leadership is really invested in its people and the long-term success of the business. For me, this is a family business in more ways than one because since I joined, I've been pleased to be able to bring my dad and two younger brothers into the team to build our technical expertise in wastewater. It's great to be able to draw on their experience, although it does mean we probably spend too much time talking about work!

What's the biggest opportunity you see for your business area this year?

We've invested a lot in trenchless technology and I'm excited about the potential this has for other areas of the business, especially as we face into industry challenges of supply chain issues and net zero targets. One of the big benefits of this investment is that we have the right people and plant to run the technology ourselves. Being less reliant on third party contractors and suppliers makes us more efficient – especially in light of skills shortages across construction at the moment. Using trenchless techniques also reduces the carbon footprint of our projects and is particularly valuable for tight or challenging environments like busy towns.

At the moment just over half of the work our business area carries out uses trenchless and with trials underway in clean water I can certainly see big opportunities coming down the line to expand its use on other contracts and civil engineering projects.

CASE STUDY: SOUTHERN WATER

BUILDING WASTEWATER CAPACITY IN WEST SUSSEX

Our work on two new wastewater pump stations and pipelines has increased network resilience and helped achieve the goals of the National Environment Programme (NEP) to secure higher water quality discharge.

Working with Southern Water, the objective behind the 12-month project has been to help achieve higher water quality by intercepting flows into two small wastewater treatment works and passing them to a larger, modernised works. This has seen a total of 6.25km of new pipeline laid cross-country, allowing flows to be pumped to the larger existing network around Horsham and – in turn – enabling the decommissioning of old treatment facilities at Faygate and Warnham.

Innovative engineering

Sensitive environmental constraints and the need to navigate existing infrastructure including a golf course, wandering watercourses and a railway meant that an innovative approach was required throughout the project.

This included identifying the need to modify the pipeline plans at the point where an under-track-crossing (UTX) was required beneath the railway line. Following a design review, the decision was taken to lower the pipe from the originally planned 3.4 metres to 5 metres below the track. This required deeper, more complex excavations, but helped to minimise risk of disruption to the railway and aided a swift acceptance of our proposal by Network Rail. The team also deployed a Voidmate system to continuously monitor the rails for signs of movement during the tunnelling process.

Elsewhere on the project, similar planning identified opportunities to use trenchless technology to limit disruption, including navigating a major new development in Horsham.

Caring for the landscape

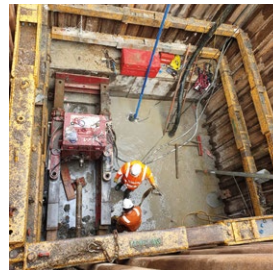
At Warnham, we proposed an alternative route for the project along an existing bridlepath to avoid environmentally sensitive areas of oak woodland, natural habitats and another UTX

beneath a railway. In addition to benefiting the programme, the local community has hugely appreciated having a more accessible path following reinstatement.

Denver Knight, Framework Director at Clancy, described the approach as typical of the team's focus on understanding stakeholders' needs when planning projects that we have received at outline design stage:

"This is a fantastic example of where experience on the ground can help design and build a successful scheme by working closely with the Engineering & Technical Solutions team at Southern Water. By modifying the design in specific locations we've been able to reduce disturbance to residents and the environment.

"These changes, plus the team's dedication to deliver for the client and stakeholders, have ensured the scheme has been a major success – securing water quality, while also achieving our target programme and budget."



"This is a fantastic example of where experience on the ground can help design and build a successful scheme by working closely with the Engineering & Technical Solutions team at Southern Water."

Denver Knight
Framework Director, Clancy



Our excavator at work at the UTX in Faygate

SPOTLIGHT ON

Technology in construction

As a family run and independent business, our focus at Clancy is on investing for the future. Here we look at four key workstreams to ensure our digital infrastructure is supporting our success and that of our customers.



by
MIKE COLLINS
Director of IT

"Technology has great potential to support the construction sector in ensuring that our people can work safely and our operations and back-office systems are running smoothly. We've made excellent progress in the last year and will continue to invest to drive better results for us and for our customers."

Mike Collins
Director of IT, Clancy

Achieving digitisation across support teams

The past 12 months have seen us fundamentally overhaul our systems. This has included digitising our human resources systems and payroll, as well as launching our intranet and business management system – One Clancy. We've also rolled-out our Enterprise Resource Planning system to manage finances, supply chain, plant and projects.

These new digital systems give us greater visibility of the work that we are doing, meaning that we can be more responsive to customers. Following the pandemic, we've now using tools like Microsoft Teams to collaborate more easily – saving our colleagues and customers time but also helping to reduce vehicle journeys as we work towards becoming net zero.

Extending digital success to the field

The digitisation we've achieved in our offices also needs to carry through to our teams on the ground to help increase efficiency and capability. We're adopting new work order management systems that will remove paper processes and provide productivity data dashboards to enable us to make more data-led decisions around improving our service. While these new systems will increase our efficiency and productivity insights, we'll be maintaining our usual flexibility to align our processes with clients' requirements.

Health & Safety

When it comes to health and safety in the field, emerging technologies are offering exciting opportunities for our sector. We're investigating a number of tools to find the best fit for our business, including AI-based dynamic risk assessment tools that can dynamically detect and record visible hazards and augmented reality (AR) software that will be able to survey an area and highlight potential service strikes.

Cyber security

As our systems become more sophisticated, ensuring their resilience and security is also of paramount importance. Managing a large business across multiple frameworks means that we need to be especially vigilant, so we've been investing heavily to ensure that our security systems are robust, deploying the latest protocols and software to stay ahead of any evolving risks.



DIGGING DEEP



Some of Clancy's green thumbbed teams have been turning their hands to gardening, brightening up projects and in some cases putting food on the table as well.



"The gardens have been a great opportunity for people to unwind and focus on being mindful. Looking after our mental health is always worth spending time on, and being able to garden in breaks has given our teams the chance to take some time for themselves – as well as growing some tasty veg!"

Gardens and allotments have been cropping up on projects in London, as teams working on the UK Power Networks EDISON Alliance have sought to create a green oasis on their project sites. Teams have grown flowers, herbs and vegetables, including courgettes, radishes and tomatoes.

Workers tended to the garden during breaks, giving them the chance to relax with some eco-therapy.



Dave Moor
Business Change
Lead, Clancy

THANKS FOR THE FEEDBACK...

We're proud of the hard work our teams put in up and down the country, going above and beyond to keep our clients and customers happy. Here are a few compliments we've been given across our business recently.

A representative from Newham Council thanks our UK Power Networks team for their work on the East Ham to Nelson Street project:

*"It's been a pleasure in all honesty. I would like to say thank you for the great communication, efficiency and effortless teamwork. **This has made my job a lot easier with how this project is going!**"*

A regional leakage manager at Sutton and East Surrey Water passes on his thanks to our team:

*"I just wanted to say that this team were well set-up and dealt with the drivers in a really polite professional and commendable way. **All told I thought they were a credit to Clancy.**"*

The South East Water team received this glowing review from a customer following a repair:

*"Brilliant job, stunning in every way. **Immaculate reinstatement, and all done in three hours including the lines. Thank you!**"*

We received thanks from this Anglian Water customer following completion of a new mains water connection:

*"What a cheerful hard working lot they were, they didn't mind me asking questions and were only too pleased to answer. **I was very impressed.**"*

Clancy recognised with Armed Forces Covenant Silver Award

We were honoured to receive the Armed Forces Covenant Silver Award in October, recognising the steps we have taken to support our employees and the armed forces community.

Clancy first signed up to the Armed Forces Covenant in 2019. The enterprise works to build links and career opportunities for former members of the forces once their finish their service.

We are proud that our team of over 2,300 employees across England

and Scotland includes Armed Forces veterans, reservists, spouses and cadet volunteers. We recognise the long-standing value that these individuals contribute to both Clancy and our country, and by signing the Armed Forces Covenant, we are committed to ensuring all our employees have equal access to opportunities.

We strongly believe that no member of the Armed Forces community should face disadvantage in the provision of public and commercial services compared to any other citizen. That's why we guarantee interviews for ex-service personnel with transferrable skills, support and mentor new recruits with a military background, and hold special leave policies for serving reservists.



Kate Douglas, Human Resources Director, collects the award

We are delighted to receive this Silver Award, and we're so excited to continue our journey in supporting all members of our workforce to build a successful career here with us at Clancy.



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