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An innovative approach to a new pipeline in Cirencester

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Our first Celebrating Clancy awards

FEATURE

Replacing a substation under Leicester Square

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Imagine

Smarter, greener infrastructure



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Welcome

by
—
MATT CANNON
Chief
Executive
→



Although 2021 has already been a year of ups and downs for many, there is a sense of optimism this summer as we reconnect with family, friends and the places we love. Just as in our personal lives, we're seeing a similar story in utilities too – with opportunities to learn and pursue new projects as a reward for the dedication and adaptability shown over the last eighteen months.

Our team's achievements are reflected in the successes showcased in this magazine. Despite the challenges of the last year, we've been able to maintain a positive programme of investment in our people, systems and tools. We're well placed to pursue further proactive growth as the UK looks to bounce back from the pandemic, and we have recently shored up these solid foundations with major framework wins with Scottish Water and Northumbrian Water (**pages 5 and 6**).

In this issue of Imagine we're sharing our achievements and celebrating the phenomenal work our teams have delivered to create smarter, greener infrastructure. We're showcasing the variety and breadth of our work up and down the country (**page 9**) to keep communities connected to the water and energy they need. This has been more important than ever as demands to homes have increased with people spending more time at home.

We're also showcasing how we're helping the UK build back better, improving vital infrastructure and solving complex and involved engineering challenges. As part of our work with UK Power Networks, we're delivering a major substation replacement underneath London's iconic Leicester Square (**page 3**). Pursuing new work that leverages our civil engineering expertise like this will be a major priority for us in the coming months.

A core part of our work is taking aim at the long-term challenges posed by climate change. Our success at working with the Environment Agency and Southern Water to protect the River Test (**page 15**) is testament to this ambition. It's vitally important that as we create new infrastructure, we also protect important assets such as chalk streams, that are so critical to maintaining a vibrant and rich natural environment.

These projects don't happen on their own, but through the exceptional work of our team who go above and beyond. In 2020, we created the Celebrating Clancy awards programme to recognise people's fantastic efforts. We've included this year's winners on (**page 13**).

As we look to the future, there are challenges left on the road to recovery, delivering the UK government's levelling-up agenda and tackling the climate emergency. The utilities and infrastructure sectors are at the heart of overcoming these and must play their part. With our strong performance, ambitions for the future and dedicated, directly-employed team, I'm confident Clancy has never been in a stronger position to step up.



HEADING UNDERGROUND AT LEICESTER SQUARE

Working with UK Power Networks, Clancy is delivering a major substation replacement project underneath one of London's most iconic squares.



EACH OF THE THREE TRANSFORMERS WEIGHS **100 TONNES**

The strategic substation underneath London's Leicester Square plays a critical role in powering up the capital's theatre district – from the lights of Piccadilly Circus, to the business, retail and restaurant districts in Soho.

To meet the needs of a modern and resilient network, Clancy is working with UK Power Networks as part of the EDISON Alliance to upgrade the substation and replace three 123kv transformers which are reaching the end of their life after 25 years.



£16.2M INVESTMENT IN THE PROGRAMME BY UK POWER NETWORKS

With a project value of £16.2 million, the works began in November 2020 and are expected to run until the end of 2022. When complete, the upgraded transformers will be more efficient, with a SMART monitoring system to allow for efficient maintenance and management of the network.

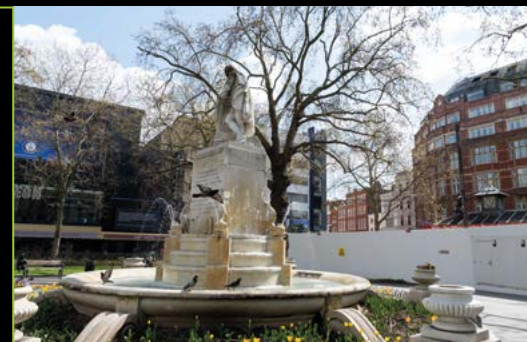
An iconic location

The location of the substation has meant careful planning and communication with neighbours and local businesses to minimise disruption in the area, as Niall Byrne, Contracts Manager, explains:

"Very few people realise that below busy Leicester Square is an important substation," he said. "Even during a pandemic, shutting off part of the square could have had a huge impact for our neighbours. We've been working closely with Westminster City Council, LSA and the Heart of London Business Alliance to keep this impact as



24 MONTH PROGRAMME IN THE HEART OF LONDON'S THEATRELAND



low as possible, replacing the transformers one at a time to ensure that electricity was never cut off for neighbours. We also took the decision to move works forward to November 2020, to get as much of the works out of the way during lockdown as possible."

The substation's ventilation chimney is in the middle of Leicester Square's ticket office, which has meant closing off access to the area while the works are carried out. "We know just how important the ticket office is to the theatres and venues around Leicester Square, particularly as things start to open up again after lockdown," said Niall. "We worked with the Society of London Theatre and Westminster City Council to find a solution, and have now set up a temporary ticket office just metres away from the original, as part of our specially designed hoarding."



"We worked with the Society of London Theatre and Westminster City Council to find a solution, and have now set up a temporary ticket office just metres away from the original, as part of our specially designed hoarding."

Niall Byrne
Contracts Manager,
Clancy

A complex task

The project has seen the southern side of Leicester Square hoarded off to allow for access, creating a secure area within which to carry out the complex installation of the three transformers during May.

Clancy completed the switch over of the transformers, one by one to keep the substation working, as Niall explains: "Each transformer required an excavation eight metres wide and five metres deep.

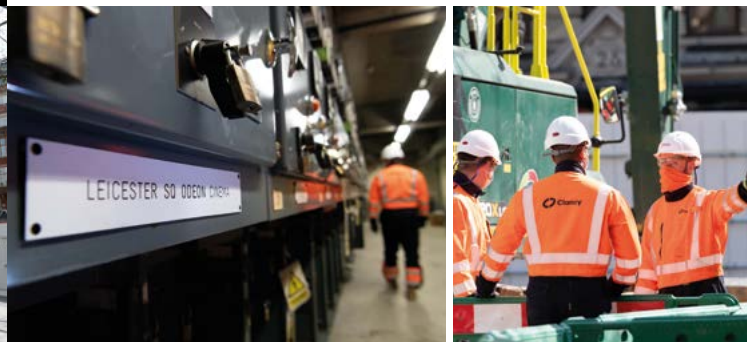
Once we had access to the substation, we used a megalift crane to lift the 100-tonne transformers one at a time. These will then be replaced with the brand new, state-of-the-art equipment, helping to retain the resilience of the network and increase efficiency across the board."

Once complete, Clancy will carry out the associated electrical connections and reinstate Leicester Square, the ticket office and the surrounding area to its original condition.

Supporting green energy

The new transformers will be in place for decades to come and the substation renewal programme is one part of a wider investment by UK Power Networks to upgrade its assets to support modern demands on the network – including the switch to a greener grid. As part of Clancy and UK Power Network's commitment to environmental sustainability steps have also been taken to minimise the impact of the site works themselves. This includes used recycled plastic panelling for the hoarding – which in turn can be re-used again in the future. Specialist 'eco' welfare cabins for the onsite team are also powered by renewable solar energy.

Niall continues: "when talking about clean energy the focus is often on renewable sources of power, but it is equally important that we are looking at ways to decarbonise the impact of our work on every part of the network – from the materials that we use, to our working practices. Together these steps will help deliver a resilient and sustainable network for the future."



Inspiring new cohorts of energy engineers

Delivering a next-generation energy network relies on bring in fresh talent. As part of its work in Leicester Square the EDISON Alliance team has been working with a local community initiative – Energy Garden – to give unemployed young people the chance to develop into prime job applicants.

Targeted at 16-19 year olds who have been out of education and employment for a long time, Energy Garden's programme covers sustainable energy, social enterprise, community development and practical learning.

11 young people are enrolled within the programme backed by UK Power Networks – gaining an insight into low carbon energy through a combination of site visits, discussion with the EDISON team, community engagement activities and surveying. On completion of the course trainees are awarded a certificate from the Assessment and Qualifications Alliance (AOA), as well as being offered careers advice and support with CV writing to help them take their next steps into the world of work.



GROUP NEWS

Success in Scotland



Clancy has secured a major new framework with Scottish Water which will double the size of our operations in Scotland.

We have been awarded the Lot 1 maintenance and repair contract for the new Scottish regulatory period – SR21 – covering both the water and wastewater networks across the country.

The framework builds on our longstanding relationship with Scottish Water since 2000. We have delivered water maintenance and repair services across the country during the current regulatory period, as well as securing additional projects including to address pressure points within the waste network.

Clancy will partner with Scottish Water to support its roadmap to radically transform delivery of its services to support a 'flourishing Scotland' – recognising the opportunity for the water sector to play a critical role in addressing the climate crisis by reaching net zero by 2030,

while also investing in economically resilient communities and a network that offers value for customers.

A new localist operational model will be rolled-out across the framework to bring greater efficiency and value for customers, support the reduction of vehicle emissions and build local skills bases within communities across the country.

Ciaran Kennedy, Director for Scotland at Clancy said: "We are extremely excited by the opportunity and look forward to building on our longstanding partnership to deliver a step change for Scottish Water. Our shared ambition is not only to shape a world-class water and wastewater network, but to do so in a way that helps it achieve its ambitions of delivering excellence and value for customers, becoming net zero and building economic resilience."

New wins in water

Our work in the North East of England is going from strength to strength, with the appointment to **Northumbrian Water's** water and wastewater network construction framework.

The framework is due to run for the duration of the current asset management period in the English water sector – AMP7. It covers

capital works for infrastructure projects across Northumbrian Water's network within Northumberland, Durham, Tyne and Wear and the Tees Valley, including strategic water mains, cross-country pipelines and flood alleviation schemes.

Having secured a position on the framework, we will have the opportunity to tender for specific packages of work as part of Northumbrian Water's investment programme during the course of the AMP.

The award is Clancy's first water framework within the North of England, building on our experience delivering maintenance and repair work within Northern Powergrid's energy network.

Lee Cuthbert, Framework Director at Clancy, said: "It's fantastic to be working with Northumbrian Water for the first time, and to secure our first water contract in the region.

"The framework presents a challenging mix of projects and with our extensive experience we're ideally placed to respond to the varied scope of works. We have the technical expertise and we already know the area really well through our existing energy framework with Northern Powergrid."



"In line with our commitment to the health, safety and wellbeing of our teams, James Hiom has joined the business in the newly created role of Director of Health, Safety, Environment and Quality ('HSEQ')."

Matt Cannon
Chief Executive,
Clancy



Strengthening our senior team

As Clancy invests in the business and grows, we have continued to strengthen our senior leadership team to set our business up for success. Over the last few months, this has included a number of key external hires as well as internal promotions – as part of a wider strategy to pursue new growth opportunities.

In April we announced the promotion of Ronan Clancy to the role of Executive Director responsible for strategy and business development. Mike Cape, who has been at Clancy for nearly 18 years, has stepped into

Ronan's former role as Framework Director for Anglian Water.

In line with our commitment to the health, safety and wellbeing of our teams, James Hiom has joined the business in the newly created role of Director of Health, Safety, Environment and Quality ('HSEQ') reporting directly to the Chief Executive Officer. Meanwhile, Mike Collins has also been appointed as IT Director to lead Clancy's internal IT team and investment within digital systems.



ACCELERATING CHANGE - A COLLABORATIVE APPROACH

Working collaboratively is our bread and butter at Clancy. Whether it's closely aligning ourselves with our clients to deliver a streamlined service to customers, or working within alliances which bring together expertise from across the industry, teamwork and co-operation is at the heart of what we do.



"The programme has saved £1 million per year, and has cut input errors down by 72 per cent."



Applying our learnings

The success of this smart metering programme demonstrates the value in sitting down and thinking about how and why we do things the way that we do. This goes to the heart of the alliancing model - where full integration between expert partners enables us to work collaboratively to challenge and improve processes.

The F1 process's success didn't come from radical overhauls of the way we do things. It was about working closely with our partners to identify the small levers we could pull on which would have big results on the other side. As we shift towards more face-to-face interaction with our partners and clients, it's going to be much easier for us all to think about the small shifts we can make which will help us work even more closely and drive greater efficiency.



When we began rolling out one of the world's largest smart water metering programmes with Anglian Water, we knew that collaboration would be crucial if we wanted to ramp up the pace of delivery while keeping costs down. The Integrated Metering and Developer Services Alliance of Clancy, Kier and Anglian Water decided to use the Formula 1 pitstop model as our inspiration, and implemented a series of changes that have seen us racing past our targets this year.

Thinking differently

Clancy, Kier and Anglian Water have worked together on various frameworks for more than ten years. We all have a good understanding of our strengths and expertise - but with ambitious new targets for this smart metering programme, we were keen to think more proactively about how we work together and the small changes we could make to drive efficiency. Installing 1,000 meters a day meant doubling our previous capability - without doubling costs.



Why smart meters?

The Anglian region is the driest in the UK, receiving only two-thirds of the national average rainfall each year. However, household numbers are growing - in the next ten years, the number of households are set to rise by 34 per cent.

As the country faces the looming challenges of climate change and increasingly dry weather, it is absolutely essential to have a firm understanding of water usage. Installing smart meters in the region will give real time data to Anglian Water, providing clearer and more precise data about water use in the region.

The smart meters also give customers access to information about their water usage, encouraging people to make small changes to save water and reduce their water bills.

The meters reduce leakage by detecting in-home and customer side supply pipe leaks faster, allowing Anglian Water to encourage customers to fix them. Initial data has shown that 8.2 per cent of households have in-home leaks - tackling those will be a huge step in helping the region save water.



CASE STUDIES: >>

CRITICAL CONNECTIONS

Keeping communities connected is at the heart of what we do. Here's a snapshot of some of the critical projects and programmes we've been undertaking over the last few months across the UK.

OVER HILLS AND DOWN DALES

Our intrepid teams have been working across the north east to ensure Northern Powergrid's network continues to work at its optimum. Come snow, rain or floods, they've replaced batteries in over 1,200 switches on electricity lines since summer 2020. These switches are a critical part of the system, allowing Northern Powergrid to remotely manage its network.

What's more, our teams have been surveying the network at the same time, giving Northern Powergrid a new, comprehensive overview of the condition of its assets. Completed in April this year, the work has been a huge success that will ensure the resilience of the energy grid for years to come.



COLD SNAPS CAN'T STOP US

This winter, Scotland saw the longest sustained period of cold temperatures in ten years, rivalling exceptional weather events like the Beast from the East. This had a dramatic effect on Scottish Water's network, and its programme to meet its leakage repair targets.

To get back on track, we reinforced our team across north east Scotland in January to make repairs so communities wouldn't lose access to water. While a significant undertaking to redeploy teams and ramp up work, with some staying in glamping pods when accommodation options were in short supply due to Covid-19, the hard work paid off. The team achieved a fantastic result, with no communities disconnected and Scottish Water meeting its leakage target in March.



KEEPING RURAL COMMUNITIES CONNECTED

With access to fewer roads, rural communities can be the most affected when utilities need to be replaced. Recognising the possible impacts on one village near Canterbury, the Clancy team went above and beyond to help keep village life moving.

Our team visited houses and businesses locally with South East Water ahead of work beginning to understand local travel patterns. We then built our work schedule around the community's movements, minimising disruption to day-to-day life. This close working, which also included ongoing updates to give notice of activities such as road resurfacing, has delivered a fantastic result. With work completed in May, the area of hardstanding that we built for our compound is now intended to be used by the owner to build a new children's playground.

ON TRACK WITH HS2

Our work to support the HS2 project at Euston Station, for the Costain Skanska joint venture enabling works contract, is continuing at pace. We're responsible for re-routing utilities at and around Granby Terrace Bridge, by enabling the extension of Hampstead Road Bridge to facilitate excavations that will help widen the railway tracks at the approach to the new station at Euston. The scheme is an involved and complex project, and we're working with multiple organisations to co-ordinate activity which includes the removal, installation and diversion of utilities. We've built real momentum in this first phase of the work and are on track to complete our project on schedule.



TAKING OFF WITH SES WATER

Replacing and maintaining utilities at airports is a vital part of keeping these important hubs working around the clock. With SES Water, our team installed a new water main at Gatwick Airport's North Terminal. Clancy had to work with absolute precision to avoid other connections in the compact area, including the complex fibreoptic system used by air traffic control. With our experience and adjustments to the pipeline's route, we were able to navigate the pipework to its destination with minimal disruption. Taking just six weeks and completing in October last year, the project was a phenomenal success and we with SES Water received fantastic feedback from Gatwick Airport.



"Taking just six weeks and completing in October last year, the project was a phenomenal success and we with SES Water received fantastic feedback from Gatwick Airport."

Delivering through innovation at CHESTERTON FARM

As new housing developments to meet demand from Gloucestershire's growing population put pressure on the utility network, we have been working with Thames Water to increase wastewater capacity – using a series of innovative tools to deliver a major new pipeline near Cirencester ahead of schedule.



With a contract value of £8.5 million, the Chesterton Farm project will deliver 3.8 kilometres of gravity sewer and a new pumping station. The project is being delivered by KCD, the joint venture between Kier and Clancy as part of the Infrastructure Alliance between Thames Water, Murphy and Morrison Utility Services (Agility).



“The micro-tunnelling is a trenchless technique for pipe installation, which has allowed us to minimise disruption. It’s important to us that the project’s construction has as little impact as possible.”

Ian Thompson
Head of Developer Services, KCD

Working within the landscape

While the new pipeline primarily runs across agricultural fields, the project has required careful planning to navigate the unique characteristics of the landscape – including dealing with groundwater as the site is located in the Cotswold’s water park area, as Ian Thomson, Head of Developer Services at KCD, explains:

“There is a high water table, so significant dewatering has had to be factored in from the outset. In total we’ve had to put in well points for 500 metres of trench, and also factor in how we use machinery in conditions that can be unstable.

“Navigating existing utilities and infrastructure has also been important. We have used a combination of open cut trenching across agricultural fields and then high-specificity micro-tunnelling by Joseph Gallagher LTD under the live carriageway crossing points and high-pressure gas mains,” Ian explains. “The micro-tunnelling is a trenchless technique for pipe installation, which has allowed us to minimise disruption. It’s important to us that the project’s construction has as little impact as possible.”

There is also a significant amount of rock in the area, which has required a specialist trencher to keep the project on track. KCD has been trialling the Tescmec 985 chainsaw trencher, supplied by AJ Gammond – the largest of its kind in the UK. In total, 550 metres has been excavated, up to a depth of 3.6 metres of rock.



An innovative approach to technology

The length and scale of the project has allowed KCD to look at how the project can be delivered efficiently and safely – taking the opportunity to trial a series of innovative pieces of equipment and techniques.

One of the first areas of focus was on how to manage the unloading of 1,800 pipes needed on site, especially in light of restrictions in the landscape.

“Standard pipe lifters are only developed to be attached to 360 excavators,” said James Maguire, Construction Manager at KCD, “with no access onto the pipeline easement for delivery lorries, the conventional 360 unloader would only be able to be stationed in the storage yard.

“We approached GroundShore and asked them to develop an attachment for a telehandler, to give us more flexibility with unloading. Their team designed an attachment and supplied it within two weeks of our first conversation.”

The new attachment meant the team could use the telehandler, already deployed onsite for a number of tasks, to help them with pipe unloading. The pipe lifter attachment is the only one in the UK.

“The PIPEMAC system totally removes the need for a person in the trench, which is a huge win for us in terms of health and safety on site.”

New ways to lay pipes

This innovative approach has since been carried through other areas of the project. The PIPEMAC system, developed by Delantor Enterprises, is new technology which automates the laying of pipes in open cut trenches. The two-part attachment includes a 360 rotational pipe pusher which uses lasers to guide the pipes and hydraulic ram to push them into place. The compactor unit includes a quick hitch mounted rotatable compactor, allowing the pipe bedding material

to be poured around the pipe and compacted ensure exceptional bedding for the laid pipe. “The PIPEMAC system totally removes the need for a person in the trench, which is a huge win for us in terms of health and safety on site,” said James. “We will be trialling the equipment over the final six weeks of our pipe laying programme to assess its value and to see how we can bring its benefits to bear on future projects.”

Meeting targets

Through the application of innovative new tools and a collaborative mindset with the technical supply chain, KCD has flown ahead with the project, which is due to finish ahead of schedule in the Autumn of 2021 despite an initial month’s delay due to the Covid-19 pandemic.

“This project has been a great opportunity for us to bring our utilities expertise and innovative techniques to such a significant civil engineering project,” Ian adds. “While many sectors have seen projects delayed due to Covid, the importance of utility work has meant that we’ve had to keep motoring – safely – through the crisis.

“With more homes being built at Cirencester, and households spending more time in their local area, it’s been even more important to keep this essential project on track.”

Phillip Boothroyd, Thames Water’s Head of Developer Services, said: “This has been a real joint effort between KCD and Thames Water, all the way from pre-design to delivery.

“It’s great to see the use of innovative techniques and collaboration is creating positive outcomes – it’s certainly set the benchmark for future large projects.

“These projects are critical to ensuring that we build the resilience and capacity into our networks for future generations.”

RECOGNISING EXCELLENCE

Our teams across Clancy work incredibly hard to deliver excellence and our mission to make life better for everyone's growing families.

Without our people we wouldn't be able to provide the outstanding services we deliver, or achieve our vision of creating a better future by driving the delivery of smarter, greener infrastructure brilliantly. Our people embody our values – being ambitious, innovative, easy to do business with, doing what we say we'll do, and caring about people and our planet.

We always want to make sure we recognise great work and those who go above and beyond. In 2020 we created the Celebrating Clancy programme.

With these awards, we're recognising the efforts of individuals across the different areas of our business, and also the collective work of project teams. This includes awards for employee and team of the year, and awards for those who have inspired others and helped build and foster our safety-conscious business culture. Our teams have also created bespoke awards to give special recognition.

We're proud of the fantastic work our people have delivered amid difficult circumstances in the last 18 months. Congratulations to everyone who was nominated for an award and to all the winners. All winners have had opportunity to secure further recognition with our national awards during September of this year.

"We're proud of the fantastic work our people have delivered amid difficult circumstances in the last 18 months. Congratulations to everyone who was nominated for an award and to all the winners."



Anglian Water

Carly Swannell won Employee of the Year, Louisa Cape won Motivator of the Year and Jamie Reynolds and Daniel Reynolds won the Zero Harm Champion award. Sam Frisby was also named Rising Star of the Year. The support hub team won Team of the Year and the outstanding achievements of the smart metering project were recognised as worthy of the Project of the Year award.

SES Water

Sharon O'Sullivan took home Employee of the Year, Lee McCarthy won Motivator of the Year and Jason Franklin and Regan Collins won the Zero Harm Champion award. The planning hub team won Team of the Year and the Raven Housing Trust scheme won Project of the Year.

South East Water

Employee of the Year went to Willie Campbell; Ross Farnes took home Motivator of the Year and John Mackinnon won the Zero Harm Champion award. For the team's bespoke awards, MRF was given the Subcontractor Award; the Collaboration Award went to Kevin Stewart and Dale Bristow won the Unsung Hero Award. Owen Jones and Vince Small won Team of the Year and the Alfriston mains laying scheme won Project of the Year.

Southern Water

Malcolm Lelliot won Employee of the Year and James Tremain received the Motivator of the Year award. Ken Vye, Paul Brotherton, Matthew Simmonds, Shaun Sowden, Simon Gard, Adam Benson, Chris Bowers and Nick Kathawick won the Zero Harm Champion award. Emmett Lawler and Rebecca Carlsen were given the team's bespoke Keep Calm and Carry On award too. The Scotney Castle Repair Team won Team of the Year.

Northern Powergrid

Samantha Raper received Employee of the Year; Leanne Bousfield won Motivator of the Year and Tana Gold took home the Zero Harm Champion award. The planning team was awarded Team of the Year, and the trial of new connections project management scheme won Project of the Year.

Scotland

Employee of the Year was given Lindsay Glass; Gary Thorburn won Motivator of the Year and Alexander Smith and Paul Lister received the Zero Harm Champion award. Stephen Mosey and Lee Barton won Team of the Year, and the cash collection scheme won Project of the Year. The team's Directors Award was given to Stephen Mosey.

HS2

Dean Lockey won Employee of the Year; Mick O'Connor won Motivator of the Year and Dan Voicu won Zero Harm Champion. Valli Hincu's team won Team of the Year, and the Granby Terrace Bridge utility diversions scheme won Project of the Year.

UK Power Networks

Andy Cherrett won Employee of the Year; David Moor won Motivator of the Year and Andy Armstrong won the Zero Harm Champion award. The CAD team won Team of the Year, and the Ebbsfleet scheme won Project of the Year. Tony Campbell, Mick Marshall and George Pali won the Associate Directors Energy Award, the first of the team's three bespoke awards. Stephen Johnson received the Going the Extra Mile Award, and Jamie Hughes, Owen Miller and Kieron Dighton were awarded the Supply Chain Team of the Year.

Thames Water and KCD

Denise McSharry took home Employee of the Year; Rachel Hughes won Motivator of the Year and Rhiannon Butcher won the Zero Harm Champion award. Gary Gentle and Rick Keenan received the Team of the Year award, and Chesterton Farm was awarded Project of the Year.

Clancy Plant

Steve Bow was given Employee of the Year; Mandy Buss received Motivator of the Year and Dave Dearnaley won the Zero Harm Champion award. The Harefield yard operatives team won Team of the Year and the Clancy re-brand won Project of the Year.

Clancy Traffic

Employee of the Year was given to Liam Hope; Nathan Watson received Motivator of the Year and Jonny Sherwood won the Zero Harm Champion award. The Lincoln Clancy traffic management team received Team of the Year, and the Project of the Year award was given to the Southern Gas Networks traffic scheme.

Clancy central team

Within the central team, Tracey Blake took home Employee of the Year and Phillippa Butson received Motivator of the Year. Rachel Timms won the Zero Harm Champion award and the human resources administrative team won Team of the Year. The project to implement our new Learning Management System was awarded Project of the Year and the team's bespoke award, the Customer Services Champion, was awarded to Michael Ford.

PROTECTING THE RIVER TEST

We have been working alongside the Environment Agency and Southern Water to deliver an essential potable mains diversion, while protecting the unique ecosystem of one of Hampshire's chalk streams.



"We worked closely with the Environment Agency to make sure all activity minimised any potential impact or disruption to the local ecosystem."

Ken Vye
Project Manager,
Clancy

The Environment Agency is developing a permanent flood alleviation scheme for Romsey in Hampshire to protect homes that sit close to the River Test flood plain – where 30 properties were damaged by rising water levels in the winter of 2013-14.

As part of the upgrade to flood control structures, the Environment Agency needed to divert a potable water main across approximately 600 metres of the flood plain. It also needed to install a new pipe bridge over the river and build-up embankments along its course.

To add further complexity to the project, the River Test, a chalk stream, is one of the most species-rich lowland rivers in England and is a designated European protected site (Site of Special Scientific Interest). The position of the water main alongside the Test meant that it was essential to avoid any contamination or damage to the landscape – requiring strict protocols and processes for environmental management.



A challenging landscape

Working closely alongside the river and in a flood plain meant managing a very high water table, as Ken Vye, Project Manager at Clancy, explains: "We had to work quickly and methodically to get around the fact that water was coming in all the time. The standard dewatering method, with lances in the ground to drain the holes, wasn't possible due to the gravel ground conditions.

"Instead, we had to use an old-fashioned technique, digging a sump hole and pumping the water back to it with each six-metre length of pipe that we laid. The team did an excellent job of picking up on a new way of doing things and adapting it to be as efficient as possible.

We got our practice in on the north side of the river, but were then really put through our paces on the south side where the ground level was lower than the river, meaning much more water to cope with at once."

Protecting the environment

The unique ecological environment of the River Test meant that the team needed to approach the project with care. "We worked closely with the Environment Agency to make sure all activity minimised any potential impact or disruption to the local ecosystem," said Ken. "This included a permanent archaeological watching brief and visits from ecologists twice a week for the duration of the project to monitor for local wildlife and reptiles. At the start of the project, we worked with the Environment Agency to identify a tree protection area which was ringfenced for the duration of the project to minimise harm."

Working in such a protected area also meant taking extra precautions to manage the threat of contamination and invasive species, as Ken comments: "In such a delicate area, we had to be hugely cautious about what was coming in and out of the site.

"Every item that went on and off site was pressure washed to remove any potential contaminants. We also identified some Japanese knotweed which was immediately fenced off and monitored to prevent it invading the area."

Clancy also had to manage any potential for pollution as work was carried out. "It was important that we kept any risk of spillage or pollutants to an absolute minimum," said Ken. "We used bio oil in all of our equipment to guard against any risk of contamination of the river. We also used plant 'nappies' under every item of plant to stop any minor leaks from affecting the area.

"Finally, we made sure that every team member was prepared for a potential spillage – running spill drills to give everyone a chance to rehearse their roles."

Protection for homes and habitats

The water mains diversion project ran from September to November 2020, finishing a month ahead of schedule. Ken said: "The success of this project is testament to the hard work and collaboration of our team, working closely to keep the Environment Agency updated and managing a complex and sensitive site while keeping the project on track.

"As awareness of the climate crisis increases, projects like this are setting a new high bar for ecological protection that ensures investment in the water network can take place in a way that brings results for communities and the environment."



Spotlight on: A LOCAL APPROACH TO SKILLS

Our approach to local skills and expertise can help us to play a starring role in levelling up the UK.



While many sectors have been hugely disrupted by the events of the past year, the work we do has been more secure than other industries. In fact, it's been essential to keep communities connected.

At the same time, the UK as a whole is undoubtedly facing huge difficulties. Sectors like retail, hospitality and tourism have suffered.

The Government's economic plan is not just about recovery, but also tackling longer-term structural inequality between different regions and communities in the UK with its 'levelling up' agenda. Infrastructure is going to be central to this, made clear with announcements such as Project Speed last Autumn and the backing for a series of Freeports in the Chancellor's March budget.

The utilities sector may not be the focus of the headlines, but we are a crucial part of the puzzle in this investment and recovery. All new projects,



be it schools, homes and hospitals, or renewable power and ports, need water and electricity connections. By employing local people for local jobs, and using our newly elevated status as key workers to attract new talent, the utilities industry has a crucial part to play in recovery and the drive to 'level up' the UK.

Embedding skills in our communities

The careers we can offer in Clancy and across the utilities industry give people stable, skilled employment. No sector is more evenly spread throughout the UK – our work reaches into every community. Through careful planning and the way our teams are set up, this means good, well paid job opportunities are on offer throughout the UK, including in areas where other employment opportunities are fewer and further between. Analysis from our framework in Scotland shows that standard operative wages can be up to 52 per cent higher than the local living wage in some parts of the country.

Spreading roles out evenly not only benefits local communities we work in, but also helps us boost productivity. On our Northern Powergrid maintenance framework in the North East, for example, our localist approach gives us multi-functional teams which are deployed in adjacent, tight geographical areas by a central planning team.

This model has cut the distance between jobs by 55 per cent, cutting travel times and allowing our teams to fit in on average one extra job per day. That means greater efficiency, lower vehicle mileage and reduced emissions, but also huge opportunities in the longer-term, with roles spread across different communities in a region.

Bringing talent through the door

A localised model not only helps broaden opportunities in an area, but for Clancy, it also broadens our catchment for recruitment – something that's critical if we're going to tackle the skills shortage the entire construction industry is facing in the next few decades. Recent research from the Institute for Public Policy Research showed that up to 750,000 workers in the construction sector could retire or be on the verge of retiring over the next 15 years. Just 20.3 per cent of construction workers are under the age of 30.

We need to champion careers in our sector and at Clancy, and make sure younger people

are aware about the range of opportunities on offer – from utilising sophisticated technology such as vacuum excavation, to designing and project-managing new connections to the network, as well as our more hands on roles.

Making people aware of the progression opportunities we offer is also important for this. At Clancy, we have invested in our training platform to centralise and better-coordinate development in our teams across the country, and have delivered 4,500 accreditations and skills courses in the past 12 months. Access to online training, which has grown hugely over the past year, will support a localised approach to jobs.

“Recent research from the Institute for Public Policy Research showed that up to 750,000 workers in the construction sector could retire or be on the verge of retiring over the next 15 years.”

Local expertise

On a practical level, we benefit from our teams having on-the-ground expertise of their local areas. Although the technology we use and skills we need continues to change, local knowledge remains essential to the work we do.

Embedding expertise within our local communities will be crucial if we want to face up to the challenges the UK faces: both immediately with Covid-19, and also longer term with regional inequality, climate change and water scarcity on the agenda. By using a model of a skilled, local workforce, we can increase our efficiency, reduce our carbon emissions, and play a central role in levelling up the UK.



GIVING SMARTER JOURNEYS THE GREEN LIGHT



Our investment in innovative new tools and ways of working is shaping smarter, greener traffic management. We catch up with the Clancy Traffic team to look at how new technology is transforming efficiency on the road network for clients and customers.



Having spent much of the past year with restrictions on travel, the last thing that the British public wants is to be sitting in a queue of cars – making Clancy's work to modernise traffic management practices more critical than ever. As the country emerges cautiously from the pandemic, Clancy Traffic's Gary Moore is enthusiastic about new opportunities.

"The last year has underscored the importance of our digital systems to drive efficiency across our jobs", Gary explains. "Whether we're working with our own Clancy contracting teams, directly for utility companies, or for principal contractors on a major job of Highways England, visibility over our teams and our plant is essential to keep communities connected."

Clancy first establishes its Associated Management System (AMS) back in 2019 and the system is now embedded across all parts of the traffic business. While the main driver behind the app originally was for resource planning within the business, the variety of benefits for clients has become clear over time.

"There is no doubt that the AMS has played a huge role in our resilience as a business," Gary continues. "If you think back to before the app, we were using 54,000 pieces of paperwork every month to manage jobs across the team. In a world of social distancing and remote working, that would have been a nightmare to manage compared to the fully digital platform that we now have in place."

"The pandemic has accelerated the digitisation of our sector more widely and that's also fed greater expectations over clients' visibility on performance. The growing prioritisation of customer experience – especially in the water sector with the introduction of the Ofwat's new C-Mex metric from April last year – is driving this trend too. With our platform, we're able to give clients an instant snapshot of their work programme with real detail – from the plant that's deployed and personnel resource to manage it, to compliance and maintenance checks to ensure everything is set up correctly at all times."



"We believe in being fully transparent with our data. The visibility provided from the AMS gives confidence to clients, which in turn allows them to reassure local highways authorities that jobs are managed safely and efficiently."

Gary Moore
Clancy Traffic

Building trust across stakeholders in traffic management is a major benefit too. Gary continues:

"There is a real need to break down silos between the different parties with a stake in traffic management and get them talking to each other positively. We believe in being fully transparent with our data. The visibility provided from the AMS gives confidence to clients, which in turn allows them to reassure local highways authorities that jobs are managed safely and efficiently."

The same principle applies to other technologies being adopted by the team, including the use of auto-green traffic lights. The innovative lights can be programmed to automatically respond to traffic conditions to optimise vehicle flows – avoiding queues when there is no traffic coming in the other direction.

The technology was recently used working with Balfour Beatty in Scunthorpe to deliver a major network upgrade for Anglian Water. The use of the lights, complemented by the app, enabled the client to make the case to the local authority to reduce personnel on site by 100 per cent from two to one.

"For everyone involved it was a win-win situation", says Gary. "For us and the client it removed team members from a live site – which is good for safety and optimising costs. For the local authority it kept road users moving with minimal disruption while essential utility works could be completed."

The auto-green lights are just one example of how the AMS is allowing digital solutions to be bolted-into Clancy's armoury of tools and plant, along with the growing use of variable message signage (VMS – see box-out), and the business is continuing to look at new ideas as it expands.

"As the country gets moving again we're in a really positive position to drive better and easier journeys", concludes Gary.

Getting the message

Communicating road improvements and traffic management to motorists is an important part of keeping our road network safe.

To help do this, Clancy Traffic has a fleet of smart LED variable message signs (VMS) that clearly relay key information to road users. By utilising modern technology, we're helping improve safety and reduce the carbon footprint of projects.

Between September and December 2020, we deployed our VMS signs around the A590 in Cumbria, supporting HW Martin and others as they delivered an £8 million roadwork project for Highways England. The wirelessly controlled signs shared important messages with motorists, and were updated remotely to give new information as the project evolved. They were also used to relay Covid-19 guidelines, reminding people of the measures in place.

What's more, the signs are completely solar powered and utilise integrated battery storage. No external power cables are needed, making the signs easy to set up and relocate as construction work moves and changes. It means the signs are carbon neutral in operation, and it's fantastic to see they've played a key part in helping the A590 scheme become the first carbon neutral road improvement project in the UK.



SPOTLIGHT ON: OUR APPRENTICES

Clancy's apprenticeship programme offers the chance for people to build a career in utilities. We take pride in supporting our apprentices at every stage of their development through bespoke training programmes and clear progression opportunities. In turn, our apprenticeship programme is crucial to help us build a pipeline of skills for our business and our clients.



What does our apprenticeship programme look like at Clancy?

Since 2015, we have brought 111 apprentices through our business. We offer a range of apprenticeships at Clancy, from water operatives, electrical fitters and plant maintenance to quantity surveying and roles in our central office teams. After a temporarily reduced cohort last year because of Covid-19, this year we have 12 new apprentices moving through the ranks.

In terms of the day-to-day, the programmes vary depending on the scheme, but all of them offer a combination of learning in classrooms and on the job. Most programmes last between two and four years during which time apprentices will have the opportunity to work across a number of projects within the business.

Why is the programme important?

As a people based business, it's important that we value and invest in our employees and continue to build our early talent pipeline. Our apprenticeship programme doesn't just create a pipeline of skills for Clancy, but for the wider construction industry.

The benefit of a role in utilities is that we need skilled employees up and down the country. Through our investment in people, we can help build talent and provide skilled employment opportunities, helping us to give back to the communities we work in.

As a long-term employer, it's absolutely essential that we're playing a part in attracting and training the teams who will be shaping the infrastructure projects of the future. Over the past few months we have been fitting out a new training suite – our Clancy Academy – at our head office in Harefield. While direct training has always been an important part of our direct delivery model, the new facilities reinforce this message and make it easier for us to bring people together to learn.

What do you wish more people knew about being an apprentice at Clancy?

That it's not just for young people! We take apprentices from all walks of life who are enthusiastic and want to learn. Our programme isn't just for people at the start of their careers – we offer upskilling apprenticeships to employees at Clancy who want to develop.

We have had supported a range of apprenticeships including MBA programmes, professional qualifications like the CIPD as well as those that are traditionally thought of for apprenticeships like our water and energy programmes.



THANKS FOR THE FEEDBACK...

We're proud of the excellent standard our teams continue to work to, keeping our clients and our customers happy. Here are a few compliments we've had from across the UK in recent weeks.

A satisfied Scottish Water customer thanks our team following a repair:

“After a recent visit from your team I just wanted to let you know how impressed I was with how helpful the guys were. It was a breath of fresh air to have a team like this show up for a job, they managed to fix the leak and explain what had been the cause. I was very grateful for the efforts they went to and just wanted to give them a 5-star review!”

Jack Hartland, principal mechanical engineer at Gatwick Airport:

“The teams from SES and Clancy were outstanding, Gatwick is not an easy place to work and they worked diligently and within process throughout the project. Just a quick note to thank all of the team for their efforts.”

A local councillor praised Clancy's work on the South East Water framework:

“The crew on the project have been excellent. They have shown great consideration for local people, allowing them to carry on their lives as normal as possible and communicating what is going on throughout the project.

Little things like momentarily pausing noisy machinery to allow dog walkers to pass, or a pleasant "good morning" have not gone unnoticed.

The Northern Powergrid team received this glowing review from a customer:

“Your whole service has been a pleasure, from your offices kindly arranging a time convenient to us and then stepping outside just now to tidy up and finding that I can't even tell the drive has been dug up, well that's just fantastic so a big thank you to all concerned we really do very much appreciate this level of service.”





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