

03

Keeping communities connected during Covid-19

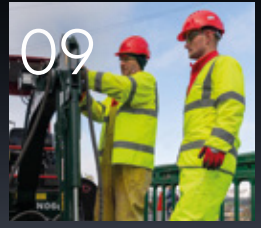
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Changing the face of British farming

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Imagine

Smarter, greener infrastructure



Welcome

by
—
MATT CANNON
Chief Executive
→



2020 has been a momentous year, and stop start for many areas of the UK. Of course, for the utilities industry, the pace has never really slackened as our key workers have worked hard to keep our communities connected through the Covid-19 pandemic.

It has been a challenging period for us all, but I am immensely proud of the hard work of our teams in adapting to new ways of working. Our recently published annual results, the strength of our forward order book (discussed on page 6) and the recent additions to our leadership team (page 18) mean that we are in a strong position for the future, whatever it may hold.

As a business founded by an entrepreneur, we have always recognised the importance of giving others a helping hand. I'm therefore delighted that on the next page we outline our new plans for the Clancy Foundation which will be our main charitable programme going forward and which, we hope, will allow others to benefit from our success.

In this issue of Imagine we have captured some major achievements amongst adversity. The last few months have seen some high-quality work delivered under very challenging circumstances (page 3). It has also been an opportunity for us to demonstrate to the public just how essential our role is under the classification of key workers (page 7) – one aspect of the crisis that we absolutely need to learn from and build on in the future.

At the same time, we've continued to adapt to make sure we are meeting longer-term industry challenges head on. Many of the changes we have made to our working practices around efficiency and digitisation feed into our much wider aim of delivering smarter, greener infrastructure for our clients and customers, and will continue to be a focus for us moving forward.

As the industry looks to the Government's net-zero carbon emissions target of 2050, we are fundamentally altering our business practices to put sustainability at the forefront of everything we do (page 9). Beyond our long-term frameworks, the success of our civil engineering team's sustainability project with Low Carbon Farming in East Anglia has shown that we can use our expertise in utilities to help further decarbonisation goals in a wider context (page 15).

The events of this year have also coincided with the beginning of AMP7 for the water industry in England, and with it a fresh focus on excellent customer service and efficiency. The start of our renewed framework with South East Water in April has been marked not only by the challenges of a turbulent period but also by collaboration and innovation, to make sure the network could cope with increased demand while also continuing to deliver to a high standard (page 11).

I have been very proud of the ways in which Clancy has risen to meet the challenges that this year has brought so far. We are a people business and our strength comes from the dedication of our 2,500-strong team – through them we continue to shape a utility sector fit for the future.

Any photos where teams are not socially distanced were taken before March 2020.



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CLANCY FOUNDATION LAUNCHED WITH SOCIAL VALUE MISSION



Family Assembly February 2020

This autumn we are launching the Clancy Foundation, a charity to support community projects and organisations and help deliver wide ranging social, economic and environmental benefits.

"Against the backdrop of Covid-19 and its impact on society it's now more important than ever that community projects, charities and organisations of all shapes and sizes can get support from businesses," adds Mary.

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» *"Against the backdrop of COVID-19 and its impact on society it's now more important than ever that community projects, charities and organisations of all shapes and sizes can get support from business"*

Mary Clancy
Clancy Foundation

The Foundation is part of our long term commitment to support good causes, and aligns with the company's corporate mission to: "make life better for everyone's growing families."

In due course, there will be opportunities for employees of the Clancy Group to recommend projects and organisations that the Foundation should consider for support, and also to work directly on delivering projects with those organisations.

Following an initial meeting of the Foundation trustees, which includes a number of Clancy family members, the charity will fund projects working in the following areas in the 2021 funding period: food poverty, youth unemployment and mental health.

If you do have an interest in getting involved in the Clancy Foundation, please email kieran.clancy@theclancygroup.co.uk to discuss further.

"We have always had a strong tradition of charitable giving and a clear social purpose, but we now want to create a Foundation which allows us to build on this heritage in a more structured way," says Mary Clancy, who will chair the Foundation.

MEMORIAL TO DERMOT CLANCY



A memorial to Dermot Clancy has been created at our headquarters in Harefield to celebrate the life of our former joint Chairman who worked for the business for 47 years.

Members of the Clancy family marked the one-year anniversary of Dermot's death with the unveiling of the special memorial which overlooks the lake.

Ronan Clancy, Dermot's second son and associate director, said: *"Dad found this site over 30 years ago when the business had outgrown its offices in Wembley, and it's been our home ever since. It's a fitting location for this memorial and, just as the plaque says, he really was a larger than life character."*

COVID-19:

CRITICAL CONNECTIONS

Clancy teams up and down the country have been working tirelessly to keep communities connected during Covid-19. Here are just a few examples of how our keyworkers have played their part during the pandemic.

A DIFFERENT KIND OF BATTLE IN HASTINGS

With Hastings residents locked down at home in April, a burst on a major 700mm trunk main on the Southern Water network had the potential to cause major disruption.

Fortunately, our team was on hand to respond to the 5.30am emergency call. The type of repair and geography of the site – which was a mile from the nearest access point – would have made it a difficult job in normal circumstances. However, in spite of the need to manage Covid-secure working arrangements, our team worked shifts all day and night to complete the repair by 12pm the following day.



Paul Badham, associate director at Clancy said the Covid-19 lockdown made the speed of repair even more important: *“A main burst is always unwelcome but the location and complexity of the repair made it more challenging for our team. Fortunately with our knowledge of the area and great support from Southern Water we were able to act quickly. There was definitely extra pressure for us knowing that residents’ were stuck at home and we’re incredibly grateful for their patience.”*

SINKHOLE – NORTHERN POWERGRID A SINKING FEELING

Residents in Fullwell in Sunderland woke up in March to the unexpected sight of a sinkhole in their driveway. The ground underneath their drive had collapsed, creating a significant hazard and damaging vital connections in the area. With the country in lockdown it was crucial that those connections were up and running as quickly as possible.

Our Northern Powergrid team worked together with Sunderland Council to divert and install new low voltage mains cables to keep services live, requiring a delicate hand dig operation over two weeks. Taking place at the height of the pandemic’s first wave, with work being completed next to a potentially dangerous sinkhole, health and safety was crucial here. Thankfully, the job went off without a hitch, restoring the network and keeping the customers happy.



“What a pipe, well done for fixing it so quickly. These are just some of the important key workers who need to be included in the 8pm clap.”

A satisfied customer thanks our team

“The residents were impressed with how neat and tidy their work was, their communication skills with the residents and how they left the site immaculate after every working day.”

Jonnie Bolam, Project Engineer at Northern Powergrid

PREPARING TO GET THE ANGLIAN REGION BACK UP AND RUNNING

Roads in the Anglian region were much quieter than usual during lockdown, which the Clancy team took full advantage of. Working with the client, we identified the opportunity to fast-track works that could be undertaken safely and cause less disruption to road users, helping the Anglian region be ready to get back to work as restrictions eased across the region.

Nine new connections were brought forward and completed – great news for customers getting their connections sooner, and for road users keen to get back moving again.



COMMUNITY SUPPORT

In the Sutton and East Surrey Water framework, our team was able to find time between maintaining the network to step in to support the local community during the pandemic. At the Defence and Rehabilitation Centre at Headley Court near Dorking our team helped to set up over 200 hospital beds to provide extra capacity for the health service.

Elsewhere in the local area, part of the team was re-deployed to help deliver donations of critical cleaning supplies and personal protective equipment (PPE) to care homes in Redhill which were gratefully received.



CLANCY GOES BACK TO SCHOOL

As schools got ready to welcome pupils back last term, the Southern Water team got a call from Byron Primary School in Gillingham, Kent. Having worked together on a safety poster competition recently, Clancy was the first port of call when the school needed help. With new social distancing rules in place, the team provided cones and barriers to help set up a socially distant playground to keep the children safe – helped along by some possible future Clancy recruits!



GROUP NEWS

Building Clancy's own pipeline



Despite the challenges, of 2020, the last six months has seen Clancy expand and extend our partnerships with key clients – helping us build a secure order book of £1.3 billion across energy and water frameworks for repair and maintenance and civil engineering.

Success in water

As a new asset management period – AMP7 – kicks off for the water industry in England, we've been appointed as sole contracting partner for water maintenance with **South East Water**, building on 18 years of working together.

We have also renewed and expanded our partnership with **Thames Water**. Clancy has achieved a place on Lot 2 of Thames Water's new Thames-wide framework for capital programmes and we'll now bid to deliver a range of projects from the rehabilitation and replacement of potable and waste mains, to pumping assets, aqueducts and tunnels.

Working with Kier as part of the KCD Joint Venture, Clancy will also continue to deliver repair and maintenance for the clean water network into the new AMP within Thames Water's Infrastructure Alliance.

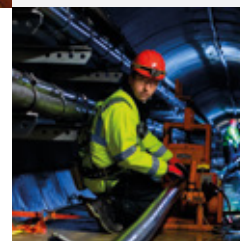


These frameworks complete Clancy's renewal or extension of all our water contracts in England into AMP7, which also include **Anglian Water, Southern Water and Sutton & East Surrey Water**. We're also continuing our partnership with **Scottish Water** ahead of the new regulatory period in Scotland, SR21.



Powering up in energy

Clancy's expertise in civil engineering will also continue in the energy sector after securing a four-year extension to the partnership with **UK Power Networks** across the groundbreaking EDISON Alliance. Our energy team will be continuing its work delivering UK Power Networks' £1 billion capital investment programme across London, the South East and the East of England.



To complete the set, we've also extended our Cable Engineering Services Framework with **Northern Powergrid** for the next two years – covering planned works and renewals of mains services ranging from cabling to substation connections and overlays.



"The dedication of all our teams up and down the country, both before and during the pandemic, means that we are in a strong position..."

Matt Cannon
Chief Executive,
Clancy



Firm foundations

The new framework wins build on a hugely successful year, which saw us file annual accounts for 2019-2020 in August. Over the last year operations across Clancy and Clancy Plant generated £297.1m in turnover – resulting in profits of £3.5m for the year, up from £1.3m the year before.

Matt Cannon, Chief Executive, said that despite the huge changes seen since March, the results were important because they showed the underlying strength of the business:

"The successes of the last year, alongside our secure order book and new partnerships achieved in the last few months ensure that we are able to invest in the future in our team, plant and processes. The dedication of all our teams up and down the country, both before and during the pandemic, means that we are in a strong position to weather the challenges of the next twelve months."



An innovative approach to fleet investment

Clancy is investing £14.7 million in renewing its fleet this year, upgrading to the latest technology to drive efficiency and affordability for clients and customers.

The investment includes 543 new vans, excavators ranging from 1.5 tonnes to 30 tonnes, and dumper trucks. Investing in innovative technology such as new suction excavators and dual-view dumpers will enable Clancy to increase productivity and safety across the business.

As part of the fleet renewal, Clancy is investing and trialling electric vehicles in its fleet including vans and electric excavators, which are already deployed in the Thames Water contract.



Making the case for OUR KEY WORKERS



by
MATT CANNON
Chief Executive

The response to Covid-19 has shown our utilities teams to be the local heroes that keep the country up and running when it's needed most.



“ We have seen perceptions begin to change, from initial disbelief at workers on site to an understanding and appreciation of the essential work they have been doing.”

During this pandemic, utilities workers have selflessly and tirelessly worked to keep homes, businesses and community services connected. Looking back on the past six months, it is important for us to reflect on what there is to be learned from the people and teams that drive this industry.

We found that the early public response to site teams of key workers delivering critical maintenance at the start of lockdown ranged from anger and disbelief. People were understandably scared, and worried for their friends and families, at a point when relatively little was understood about the virus. This fear and anger reflected a much wider issue – a lack of understanding about the critical nature of the work we do undertaking, and the need for a definition of the term 'key worker' that went beyond NHS teams.

The response of the industry was to bounce back and make a strong case for its new-found status. We've been lucky to have been supported by our clients and their partners in promoting and celebrating teams in the news and in social media, emphasising the critical work they have been doing – from navigating surging water demand across the network, to supporting new power connections for emergency services. In doing so, it has made clear to the public just how 'key' our workers are.

A new narrative for utilities

What this crisis has demonstrated is the social outcomes that our networks deliver, making a link between what Clancy does and the wider economy. We have seen perceptions begin to change, from initial disbelief at workers on site to an understanding and appreciation of the essential work they have been doing. In May Steve White, one of our District Managers, found a handwritten note attached to fencing on site written by a child thanking the team for 'giving us our water', along with a drawing of a rainbow.

This wonderfully simple message captures the essence of what we do. Our teams – working from the Highlands to the south coast – keep communities up and running.

Even before the start of the pandemic, AMP7's focus on the customer and the advance of the net zero agenda meant that the water sector needed to reposition, not in terms of contractual outputs but how Clancy delivers improved outcomes for water customers and wider UK society. A similar shift is taking place for energy too, as the industry looks forwards to R1011.

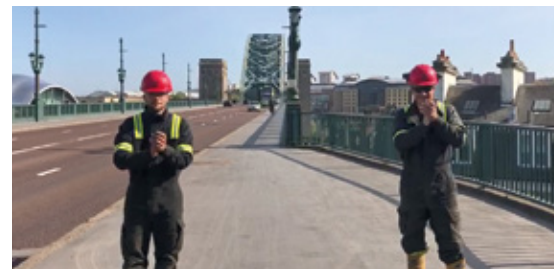
But there is more to do, to continue to make clear the significance of the industry's key workers. Clients and contractors need to be persistent in their customer communications about our key workers and the huge societal contribution they are making.

The next generation of key workers

Capturing and promoting the value of the work we deliver also sits at the heart of tackling our industry's long-term challenge: the skills gap. As construction overall faces a growing skill shortage, we need to show how a career in utilities is rewarding for people from all walks of life – providing an opportunity to make a difference to people's lives.

We need to continue to champion this message as the UK learns to live in a Covid-19 world – making sure that the awareness gained during the crisis is not lost again.

I would like to personally thank all of our key workers for their hard work and commitment to keeping people connected at this challenging time – I'm pleased the public have finally recognised our teams as the key workers we have always known them to be.



Spotlight on NET ZERO

While events of 2020 have been dominated by Covid-19, our industry has continued to take aim at the long-term challenges posed by climate change.



Our 100% electric mini excavator at work in Scotland



by
—
JAMES THORNTON
Group Environment
and Sustainability
Manager
»

Clancy is committed to reducing its green house gas emissions to net-zero by 2030 – twenty years ahead of the UK national target. We're on an ambitious journey and also working in partnership with clients to help and support them in the transition to a net zero society.

At Clancy, we have a pivotal role to play as part of the solution to net zero – building on existing successes to remove emissions entirely everywhere that we can, while innovating to reduce and offset them as part of the sector's wider processes and technologies. Our strategy can be summarised across four key pathways for progress. First, it's about improving efficiency. Second, we are addressing consumption. Third, we are using lower-carbon products and services and finally are offsetting or storing away emissions that cannot be avoided.

Collaboration

It's crucial to success that the entire value chain collaborates towards net-zero emissions. Through shared intelligence and proactive change we can work together to improve across the lifecycle of our service and our clients assets. We're working with suppliers that share our aspirations and will challenge all partners to continuously improve. This includes encouraging innovation to address our headline sustainable hierarchy of construction solutions: build nothing > build less > build clever > build efficiently.

Clearly, part of the solution is not just operational, but about adopting a new mindset in how we plan ahead. For our repair and maintenance work we need to work with our clients to shift to a model forward-planned renewal and investment rather than reactive repair; this will give us much greater control of resource scheduling and deliver the best opportunity to track and reduce emissions.



“By working collaboratively and sharing this data with our clients and suppliers we can develop leading industry solutions and work with our existing supply chain to understand how to improve.”



Smart platforms and greater visibility

These approaches are supported by our new technology and software platforms that help us run our business efficiently. Over the last few years we've invested in a series of our own tools from establishing the eviid video tool to provide a direct line to our sites, to rolling out our Associated Management System (AMS) in traffic management which removes additional travel to support the delivery of infrastructure.

On top of these, optioning tools for management are becoming crucial, allowing us to model different scenarios to enable us to make informed decisions. One example is our procurement assessment tool, which is currently in development. As an evaluation matrix which enables optioneering of differing solutions for similar products or services, it helps us to understand the impact and opportunities of our activities across ethical, socio-economic, emission, cost and service variables. By working collaboratively and sharing this data with our clients and suppliers we can develop leading industry solutions and work with our existing supply chain to understand how to improve.



Alternative fuel solutions

Operational and behavioural measures like these are not headline-grabbing, but they are so important, because they can be initiated now. More eye-catching, but also more challenging, is the development of long-term infrastructure to support a zero-carbon sector.

We – like many others – are investing in alternative fuel vehicles such as electric large goods vehicles and plant. We recognise that there is a lot of work needed to design, manufacture and implement the necessary infrastructure to support electric alternatives at the scale and with the flexibility and efficiency needed by construction. Put in simple terms, there is no electric product on the market at the moment that is both affordable and efficient enough which would deliver on the aims of net-zero. We, with our supply chain, need to help create the market for that to happen; allowing natural turnover of our fleet and plant to avoid excessive scrapping as a result of rapid renewal.

Collaborative mindsets

This point goes to the heart of the net zero debate – which is that no single part of the utility industry can succeed alone. By establishing cross industry partnerships Clancy is committed to sharing intelligence and working to align targets with our clients to contribute towards a net-zero society.



One of our electric Peugeot vans on our Thames Water framework



SPOTLIGHT ON: SCOTLAND

Top Up Taps

Clancy has been working with Scottish Water to install a network of high-tech public water refill taps as part of a campaign to demonstrate the benefits of using refillable bottles and Scotland's tap water. In doing so, Clancy has enabled the public to save more than 120,000 plastic bottles of plastic.

This work shows us that we must think more widely about our approach to sustainability as a business, not only looking directly at our own emissions but also looking at how we can support sustainable behaviours.

Putting customers AT THE HEART OF DELIVERY



by
RICHARD FLINTHAM
Associate Director

A new regulatory period for the water industry is placing customer experience at the centre of service delivery. Together South East Water and Clancy are embedding this philosophy and helping teams to be great brand ambassadors, says Richard Flintham.



At the start of April, Clancy started a new chapter in our long-term partnership with South East Water with the start of Asset Management Period in England (AMP) 7. As a business, we've clocked up eighteen years working together to maintain and build resilience in the network, serving 2.2 million customers across the region.

This regulatory period aims to place efficiency, customer experience and innovation at its heart to better meet the changing needs of customers and to build a more resilient network. Excellent customer experience is now key to success for all water companies under AMP7, measured through Ofwat's C-MeX methodology.

For our South East Water team and across Clancy, the focus heading into AMP7 was on making sure our teams were ready to meet the new requirements and be great brand ambassadors for clients.

Brand ambassadors

Schemes such as Clancy's accredited Institute of Customer Service 'Ambassador' programme have provided our people with the skills they need to balance project delivery with brand representation. Great collaboration between us and South East Water has also been essential for delivering a joined-up excellent service to customers.

This has meant that in spite of the challenges of Covid-19 and lockdown we have been able to deliver a C-MeX score of 9.4 out of 10 across the contract. This is exceeding our 9.2 target and is testament to our people and the commitment to customer service.



"Our teams have been working flat out to keep the South East Water network running and to adapt to new patterns of working."

New ways of working

The disruptive nature of the last six months has meant we have had to be agile and work differently, giving us an opportunity to innovate and improve many of our practices to make them as efficient and customer-friendly as possible.

Our teams have been working flat out to keep the South East Water network running and to adapt to new patterns of working. Prolonged good weather and a shift to home working upped the pressure – quite literally – on water networks in residential areas, with the August heatwave leading to our highest water usage day after day across the network.

We've also adapted to new ways of working, with restrictions and social distancing guidelines. Although face to face meetings are essential for building strong relationships, we have found that using video calling technology has meant that we are able to make decisions and solve problems rapidly. Simple tools such as WhatsApp are also enabling us to coordinate anything from simple logistics to safety in a direct and easy way.

Partnership, new ways of working and great customer service are embedded across our work with South East Water. Despite the impact of Covid-19 it's an exciting time to be working together.

SKILLS FOR THE FUTURE



Covid-19 has shone a light on the work that our teams deliver day-in, day-out. While in many areas it has been business as usual, changes in how we use technology to plan and communicate are also opening up exciting new opportunities to drive innovation.



Across our business, we are on the lookout for new team members to support our work – from supporting major engineering projects for the likes of Thames Water and UK Power Networks, to responding to an urgent utility outage that disrupts people's daily lives.

Here are five top areas of focus for us as we build our business for the future.

1. Attracting diverse new talent

The notion of key workers and the necessary work they do has never been more recognised and valued as it is right now. As an industry we need to inspire the next generation to pursue a rewarding career in utilities and construction, using the key worker narrative to attract a diverse pool of talent into our industry which is truly representative of all sections of society.

2. Looking outside utilities

Skills beneficial to the utilities industry may not only come from people with a background in utilities. By being open to looking at transferrable skills, we can bring fresh talent onto our frameworks – be it hospitality workers with excellent customer service skills, or candidates with tech expertise. We are widening our net through how we present the roles we have on offer, while also supporting initiatives with Energy & Utility Skills, and the Armed Forces Covenant.

3. Balancing skillsets

People are at the heart of our business and our direct employment model is underpinned by our ability to mobilise boots on the ground quickly, without relying on sub-contracting. This ensures a consistency of skills and training that delivers great results time and time again.

At the same time, the tools that our teams use are changing – from suction excavation to reduce the need to hand dig, to mobile systems for logging and tracking workloads. We need to make sure our training is adapting to new technologies alongside traditional methods.

4. Offering flexibility

Across the board, we have become much more flexible with our approach to working, using remote tools and working from home when needed. This flexibility can help us up our game for clients and customers, but also in the eyes of prospective candidates if we can offer a greater degree of flexibility and inclusivity in our work patterns.

5. Supporting communities

The last six months have encouraged us to think about skills in a more local and efficient way as we have looked to simplify and improve processes. A major advantage for our model is that our teams live in the communities in which they work. This means that they know their way around, but also that they are contributing to the success and economy of the area that they call home. Going forward, our ability to plan work based on geography will maximise this advantage, while also supporting our commitments to drive down emissions through vehicle journeys.

INTRODUCING: MATT BAILEY EXECUTIVE DIRECTOR AT CLANCY

We catch up on strategy, success stories and skills with Matt Bailey, Executive Director.



Tell us about your career at Clancy?

I joined the business in January 1996 from another utilities contractor, working as a sub agent – the equivalent today would be a senior supervisor or assistant district manager. Now, I work with the rest of the board to set overall strategy, while making sure that our teams have the support they need to deliver for our clients and their customers.

What have you learnt along the way?

Ahead of this interview I worked out that I've had nine different management roles at Clancy – there probably aren't many operational roles that I haven't turned my hand to during the last thirty years.



I got most of my education in the workplace rather than in school, and Clancy sponsored me to get a degree from Manchester Business School in utility management as well. That has really shaped my own view of how we support our team as they pursue their careers – nurturing talent and rewarding loyalty has always been a big part of Clancy's brand.

What does your role look like now?

My role is mixed, with operational, commercial and strategic strands, and I am responsible for key decision making and looking at consistent delivery through the framework directors. I don't really have an office – unless you count my rucksack! I tend to be wherever I am needed, in the office, on site or with clients. As an independent business, being accessible and on hand for our team and clients is an incredibly important point of difference for us.

How has Clancy changed over your career?

When I started the business had a turnover of £60 million, compared to this year's £297 million. The industry more widely has changed as utilities companies began outsourcing more and more, giving us more chances to grow. For Clancy, it's been a period of significant growth and winning larger frameworks, which presents many challenges!

At the same time there is still the need for consistency. I started on the Thames Water contract at the time in south London, the repairs and maintenance framework, which we now effectively deliver through our KCD joint venture business. Many of the same challenges that existed then remain – maintaining a complex network in a highly dynamic city. Similar challenges can be felt across the South East, which has been the focus for most of my career, working with Southern Water, South East Water and SES Water as well as with Thames Water.

What's changed is the tools and techniques we need to do it. With investment in skills and systems we're making sure that our work is always getting safer, faster and more efficient.

What does the future look like for Clancy?

The focus now will be on creating stable growth by being brilliant at what we do. We want to be innovative in the frameworks we operate on, and to make sure that the work we are doing is to a high standard that we can be proud of.

WORLD FIRST GREENHOUSES POWER LOW CARBON FARMING FUTURE

The pandemic has reminded us how important UK food supply chains are – amplifying the role of farmers, food security and sustainability. Two world first greenhouses in Norfolk and Suffolk will produce 12 per cent of the UK's tomatoes and by using waste heat from nearby Anglian Water treatment facilities they are also a model of low carbon agriculture.



"My team in particular have lived this scheme for 12 months and we should be very proud of the success achieved."

Denver Knight
Area Manager



BRITAIN CONSUMES 500,000 TONNES OF TOMATOES A YEAR BUT ONLY 20% ARE CURRENTLY HOME-GROWN



GREENHOUSES WILL USE 75% LESS ENERGY NEEDED THAN STANDARD FRUIT FARMING



7KM OF MULTI-UTILITY PIPEWORK DELIVERED



THREE TIMES MORE GLASS THAN THE SHARD

Greenhouses in East Anglia of course aren't new – the region is already famous for its arable farming. The key difference behind these projects is the scale of the buildings and innovative role of heat exchange technology using waste energy from Anglian Water's network to power the two greenhouses which are located at Trowse, near Norwich, and Ingham, Suffolk.

In comparison to a standard gas-heated greenhouse for fruit farming, this technique will use 75% less energy. Heat pumps fuelled by Anglian Water's wastewater treatment network will generate 95% of the power for the structures, with a combined heat and power plant (CHP) established to power the heat pumps themselves.

The two greenhouses, covering 29 hectares (72 acres) are both larger than the O2 arena. Once completed, the operations across both sites will create 360 new green economy jobs in East Anglia which will rise to 480 in high season.

Working alongside clients Low Carbon Farming and Anglian Water, our main role has been to bring our utility expertise to these unique projects. We have been helping design, deliver and commission the multi-utility pipework and interfaces between the heat exchange buildings and the greenhouses, covering 7 kilometres between the two projects.

New technologies – from drones, to suction excavation, to trenchless tools – have helped us navigate woodland, water courses and Anglian Water's existing network. At the same time, our expertise within the utilities sector as a whole has meant we have been able to advise on adjustments to the design to optimise performance and reduce costs, including through the use of offsite construction for key components.

As principle contractor managing the interface between Anglian Water, ESB and the contractors building the heat exchange building (HEB), we are required to understand how the technology works on site, as well as how it connects to the Anglian Water system. All of this work has taken place against the backdrop of Covid-19 and the need for special measures to keep everyone safe – including new hygiene measures and social distancing on site.

Denver Knight, Senior Contract Manager at Clancy said: *"To work on these innovative and complex projects has been both rewarding and challenging. Both the design and build are nearing completion and it has been a pleasure to work on such a collaborative project which will contribute to a new blueprint for sustainable and low carbon farming."*

Both projects have had significant design and construction challenges to overcome in a short time frame and the interface between all the contractors has been key in ensuring the overall project success. My team in particular have lived this scheme for 12 months and we should be very proud of the success achieved. We've had the opportunity to gain some real expertise connecting these new technologies to the Anglian Water framework. The project demonstrates our ability to deliver major capital projects and is a real testament to the team's hard work and enthusiasm despite the challenging circumstances created by the pandemic."



CUT FROM THE SAME CLOTH



An example of our new uniform on our Scottish Water framework

No matter what branded PPE teams wear, our people all share the same Clancy vision and values.

Whether we're working in partnership on a long term water contract or playing our part in the delivery of a new capital project, our people often wear the brand of our utility clients with pride and commitment.

We know that great brands are about values and reputations which are built over time delivering against the promises that have been made. So as frontline brand ambassadors for clients we have a responsibility to uphold values and build trust.

At Clancy we wear many corporate colours but our approach, commitment and values cut across everything we do.

As well as our clients' brands the family values of Clancy also guide our way of working.

OUR VALUES

- > WE ARE AMBITIOUS
- > WE ARE INNOVATIVE
- > WE ARE EASY TO DO BUSINESS WITH
- > WE DO WHAT WE SAY
- > WE CARE

We believe that this matters even more than ever as the water industry delivers an improved customer experience for communities as part of AMP7.

Moving forward, our operational teams will all be in our new orange uniforms as part of our transition to a single brand.

JOINING OUR TEAM

We're excited to be able to announce a number of new senior hires from recent months, which will support our future plans and work pipeline.



Joe Kemm has been appointed to lead the KCD joint venture with Kier into the new AMP.

Joe brings nearly 35 years' experience in M&E and Utilities sector working with AMEC and most recently Costain. He has worked on large scale infrastructure programmes with such clients as BAA/HAL, Crossrail, AWE and National Grid.



Bill Nash has joined us as Clancy's new supply chain director.

Working alongside the executive team, Bill will focus on our work with external partners to drive innovation and value. He joins from Balfour Beatty, having previously worked with Kier, ISG and Ringway.



Earlier this year Kate Douglas was appointed our new HR Director.

With responsibility for overseeing how we recruit, train and strengthen our exceptional Clancy team, Kate brings a wealth of experience from across a range of industries.

Please look out for Joe, Bill and Kate in the offices or on a virtual call and give them the usual warm Clancy welcome.

THANKS FOR THE FEEDBACK...

We're proud that our teams have continued to deliver work to an excellent standard throughout the pandemic – from both our clients and their customers. Here are a few compliments we've had from across the UK in recent weeks.

Trevor Merchant, Network and Traffic Manager at East Sussex, commends our South East Water team on completion of a key job four weeks ahead of schedule:

"Absolutely well done to you and your team for delivering such a major scheme early, fantastic job well done! **If only all major utilities works were planned and undertaken in the manner you have in Alfriston!**"

Dave Williams, Head of Water Function, Southern Water:

"I would really like to say a big thank you to all of the team at Clancy. **We are experiencing the most challenging period in my 34 years with Southern Water but the way that everyone has worked together to adapt ways of working is a real credit to everyone.**"

A satisfied Northern Powergrid customer following a service repair:

"I was really impressed with the team, especially given the Covid situation. **I don't think there was anything they could have done better – they were very tidy and professional.**"

A member of the public thanks our team at Scottish Water:

"I just wanted to give a big shout out to your two employees who were working at our property today. They could not have been more helpful, friendly and obliging. **Many thanks to them for executing an excellent job at our property today.**"





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