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Imagine

Smarter,
greener
infrastructure

Welcome

by
—
MATT CANNON
Chief
Executive
→



As we created this publication, we were all struck by the tragic loss of Dermot Clancy our joint chairman, who was also a grandfather, father, brother, uncle, friend and colleague. Dermot had such a positive impact on our business, and he touched so many people's lives with his larger than life personality, his legacy will stay with us all. It is hard to put into words the contribution Dermot has made and quite how much he will be missed.

WORKING SMARTER AND BEING GREENER

In this first issue, we have brought together a snapshot of the important work that we are doing as a business – work which is shaping the future of our infrastructure, communities and people.

Across the UK, we are meeting the challenges posed by the ever-changing demands of the utility and infrastructure industries. Whether that is working with the likes of UK Power Networks to bring forward major new electricity connections in central London (page 7) or water customers to help them shape their business plans for the new asset management period (page 11), we are being called on to think smarter, be more efficient. We are succeeding in this and the industry is taking note. We have won *Utility Week's* Utility Partner of the Year – Business & Infrastructure Services award.

We have been working behind the scenes to prepare to meet these emerging challenges – through a bold new strategy and look (page 3).

For us, this drive is encapsulated in two themes – being smarter and being greener.

Being smarter means being more productive in how we work, maximising the capability of our direct labour model to make sure we are being efficient with our resources. Critical to this is the deployment of new technologies to work quickly – like those developed through our partnership with St Gobain (page 5).

These innovations are critical to making sure we are safe. Our objective is for zero harm and to ensure our tools, training and working practices protect our employees and the communities we are working in.

Alongside working smarter, our sector also needs to pull its weight in moving to a more sustainable and greener economy. We are committing to recycling 100 per cent of our waste and reducing our carbon footprint by 50 per cent by 2025 – including through digitisation of processes shown by our new traffic management app (page 17).

OUR GROWING FAMILIES

Our purpose is to make life better for families by pursuing smart, green growth – investing in how we attract, train and retain our talented workforce as exemplified by our skills focus (page 15).

BEING AMBITIOUS, SMART INVESTORS

Supporting our families and our customers will rely on us being smart investors. We are pleased to be in a strong financial position as we look to 2020. **Our agenda will see us becoming more efficient in how we use this position year on year, generating cash to re-invest in the future.**

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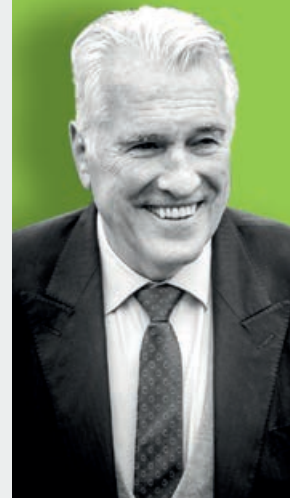
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Clancy people

TRIBUTE

Dermot Michael Clancy

1951-2019
RIP

Above all, Dermot was a family man. He was devoted to his wife Vicky, his five children and five grandchildren.



Dermot Clancy, our joint chairman, tragically died at his home in Penn, Buckinghamshire on Tuesday 10th September 2019.

Having worked in the business for 47 years, the sudden loss of Dermot has had a monumental impact on not just his family but also the many friends, colleagues and clients with whom he had enduring relationships with.

Dermot was a unique character, with the ability to light up any room with his easy charm, big smile and engaging personality.

His ability to connect with people was one of his greatest attributes, always interested in people and their stories.

His personality is woven into the fabric of this business and his passing leaves a massive hole.

Everyone that met Dermot remembered him, he truly was larger than life. Always an advocate of promoting youth and new ideas, Dermot's legacy will stand us in good stead.

Dermot was born in London, into a first-generation Irish immigrant family and was the second son of our founder, Michael Clancy. He spent his early years in Wembley, as his father strove to create a better life for his family, eventually setting up MJ Clancy & Sons Ltd in 1958. Dermot was educated at Challoner School, Finchley, and went on to study business studies at college in which he qualified in 1972.

Dermot met the love of his life, Vicky, at the age of 18, who he would marry in 1974. Vicky survives him along with their 5 children Danny, Ronan, Kieran, Joanna and Jack.

After college Dermot joined the family business and quickly worked his way up to being appointed as a Director in 1975. Following their father's death in 1984, Dermot and his brother Kevin became Joint Managing Directors of the re-named Clancy Group. He remained in this role until he and Kevin became Joint Chairmen in 2012.

With the support of their sister, Mary, Dermot and Kevin successfully developed the Clancy Group into one of the largest privately-owned construction companies in the United Kingdom with a workforce of 3,000 people.

Away from business Dermot was a member of the Board of Governors of the Beacon Preparatory School in Amersham for 10 years, and this was a source of great personal pride after his four sons attended the school.

Dermot was a sports fan through and through, and filled his diary full of sporting fixtures including rugby, football, golf, tennis and horse racing. These events were part of the foundation of his famously busy social calendar – enjoying these occasions with family and friends was everything to Dermot.

His other great passion was horse riding – both recreational and fox hunting. Through the latter, at the Bicester, the Quorn and the Cattistock Hunt and at various meets in Ireland, he made life-long friends, and became renowned for his relentless appetite for jumping high fences & enjoying the craic in the pub at the end of the day.

Above all, Dermot was a family man. He was devoted to his wife Vicky, his five children and five grandchildren. Dermot was never happier than when he was surrounded by his family around the dinner table at home. He was a famously generous spirit, and welcomed hundreds of people into his home for parties, and at places like Royal Ascot, Twickenham and Wembley. Dermot fitted more into his 67 years than many do in 100.

Dermot was a force of nature and a huge personality – his smile, cheeky disposition and big heartedness will be a loss to the hundreds of lives that he touched. He leaves behind a legacy of hard work, fun, family values and friendship.

Ronan Clancy, Dermot's second son and associate director for Clancy, said "Working with Dad for the last 10 years was not just a privilege but also extremely fun. I am so lucky to have had the opportunity to spend so much time with him both at the office and in my personal life. Dad was a wonderful man, mentor, friend and grandfather. I will never stop missing having him around the office, as will so many others. Rest in Peace Dad."

SMARTER, GREENER INFRASTRUCTURE: RE-IMAGINED THROUGH A BOLD NEW STRATEGY

Infrastructure is changing, with technology, the environment, population growth and efficiency challenges driving innovation at an unprecedented pace. As the sector looks to the future, Jon Loveday, Clancy's Chief Commercial Officer explains how Clancy is also changing its outlook – with a bold new strategy and vision.

Clancy's heritage and success has relied on constant innovation. From being one of the first UK businesses to start using no-dig technology, to embracing new systems that drive greater efficiency, safety and affordability, we have been ahead of the curve when it comes to the challenges in our sector.

As we start a new decade, we've taken the time to plan ahead so we continue to provide successful outcomes for us, our clients and their customers. To do this, we've looked at four areas: our purpose; our mission; our vision for the future; and our values.



OUR PURPOSE WHY WE DO WHAT WE DO

We want to make life better for everyone's growing families. We are a family owned business and always intend to be – working alongside and looking out for each other as a family would. The Clancy family is growing, but so are the families of our employees, our clients, their customers and partners.

The modern family can also be very different from the traditional stereotype. To support families in all shapes and sizes, our goal is not higher revenues, but profit that we can re-invest in the business for the long-term in a way that creates positive financial, social and environment outcomes.

OUR MISSION HOW WE WANT TO MOVE FORWARD

Our mission as a business is for smarter, greener infrastructure... re-imagined and we will strive for it every day.

Infrastructure is the sector in which we work and excel at – and it remains our focus for the future. However, we want to continually look to do things in more efficient and innovative ways that are supportive of the environment, not simply the way they have always been done. We look to the future to re-imagine how things can be done better and don't refer to the past.

OUR VISION WHERE WE WANT TO GET TO

This mission supports our longer-term vision, which is for a world where all infrastructure is sustainably built and maintained. We have an important role to play helping support the environmental challenges our planet faces. When we work in a sustainable way that usually aligns with being safe and commercially responsible too.

OUR VALUES HOW WE ARE GOING TO WORK AT OUR GOALS

Our values shape the way that we are going to work, day-in, day-out for our teams, our clients and their customers. We have five:

- **We are ambitious** – for our people and our clients
- **We are innovative** – continuing to bring firsts to the sector in all areas of our business
- **We are easy to do business with** – not a faceless corporate, but available to help
- **We do what we say** – keeping our promises to ourselves, our team and our clients
- **We care** – about our people, safety, wellbeing and quality of our work and services

MEASURING SUCCESS WE HAVE SET OURSELVES FOUR GROUP OBJECTIVES TO MEASURE PROGRESS:

- To be the employer of choice within infrastructure**
 - Our direct delivery model means our teams work safely, are better trained and committed. We have set the target of becoming a top 100 employer in the UK because we want to be brilliant at recruitment, inclusion, training, development and retention.
- To re-imagine delivery**
 - We want to achieve and demonstrate zero harm. This means aiming to have no incidents, accidents or injuries that are either physical or to wellbeing. This includes our client's customers too – delivering excellent customer service every day.
 - We want to reduce and remove the need to hand dig, maintaining momentum with new technology including suction excavation.
- To harness greener technology for the good of the planet**
 - We want to reduce our footprint – driving less and using fewer materials through better planning and innovation. If we could recycle 100% of the material we excavated that would be a revolution and that's where we want to go.
 - Going digital is an important step for us in our evolution and we want to roll out the paperless model already achieved within our traffic management business.
- To be smart investors**
 - We are ambitious but need to grow in a way that is sustainable and doesn't rely on borrowing too much. Avoiding outside debt means the income we generate can be reinvested for the future.

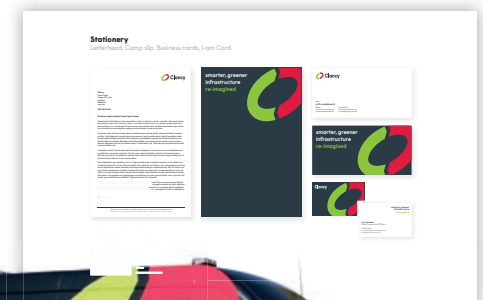
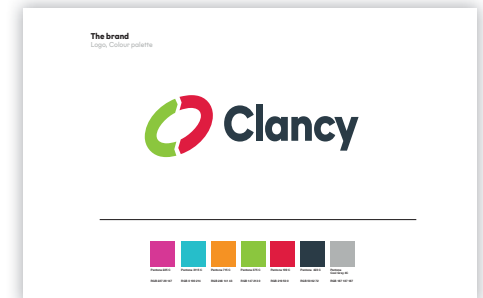
A UNIFIED NAME AND BRAND REFLECTING OUR HERITAGE AND FUTURE

In parallel with the development of a new commercial strategy and vision, we are unveiling a new name to bring together the constituent parts of our business: Clancy.

Clancy draws on our rich family heritage and brand values as well as providing a bold, strong and contemporary identity that reflects our purpose and innovative approach.

The new name will be complemented by an updated visual identity that includes a single recognisable logo and marque for all our services – emphasising the importance of our direct delivery model.

The new logo will be accompanied by a striking, modern colour palette as part of a phased roll-out during the new year.



GROUP NEWS

Clancy milestone | *A toast to 60 years*



In 2019 Clancy officially marked its 60th anniversary at a celebration lunch with clients, colleagues and partners.

The event, which featured speeches from joint-chairman Dermot Clancy and chief executive Matt Cannon provided a great opportunity to toast the company's heritage and collective achievements alongside client CEOs and employees past and present, but also set out a vision for the future.

Held in the cellars below Berry Bros. & Rudd, Britain's oldest wine merchant and a business owned by the Berry and Rudd families since 1698, it was a fitting venue to celebrate the importance of family business and customer partnerships.

Anglian Water | *Harnessing technology to tackle leak detection*

Clancy is harnessing technological innovation to tackle leakage as part of a new contract with Anglian Water.

The business' first leakage detection contract covers the western area of Anglian Water's network and sees Clancy working alongside fellow IMR alliance contractor Kier, covering the eastern region.

New methods for enhancing network resilience include greater deployment of noise logging devices across the network to identify anomalies in water flow.

Clancy has also been working in partnership with Microsoft to look at how machine learning tools can be combined with its expertise in the field to pre-empt likely leakage points across the network.

Jim Davey – Operations Director at Clancy said: "We are excited to demonstrate our expanding capabilities as we rise to the critical challenge of network resilience. Driving greater innovation will be key to tackling leakage and unlocking improved quality, consistency of supply and affordability."

PAM St Gobain | *Boosting efficiency and safety onsite*

A pioneering new technique to boost efficiency and safety on site has been trialled by Clancy together with PAM St Gobain – with great success. As part of an exclusive innovation partnership between the two companies, PAM St Gobain has developed a vacuum lift which can be attached to construction plant as a means of moving heavy and often unwieldy pipework.

Traditionally, pipework has been moved on site through a combination of human intervention and lifting cranes to swing them into place. Unless managed carefully, this can create risks for employees as it involves them working in close proximity to machinery and heavy equipment. By contrast, the vacuum lift can be operated from within the safety of the vehicle cab, without the need for operatives to be working in the immediate vicinity.

Pat McDermottroe, head of procurement at Clancy said that the trial had demonstrated the importance of working with the supply chain to innovate: "This partnership is designed to combine our on-the-ground expertise with PAM St Gobain's technical expertise in design and manufacture. The new technique has the potential to not only save time onsite by moving equipment faster, but also improve the safety of our operatives working across our utility contracts."



"This partnership is designed to combine our on-the-ground expertise with PAM St Gobain's technical expertise in design and manufacture..."

Pat McDermottroe
Head of procurement at Clancy



HS2 Capital Projects | *Re-routing London's critical utilities*

Work is underway to prepare for the coming of HS2, with Clancy appointed to a key framework overseeing utility diversions.

Our first job is to re-route critical utility networks north of London Euston station,

where an existing road bridge is due for demolition to accommodate the new line.

Driving through High Speed 2's ambitious programme requires sensitive and precise engineering to stitch the new route into the fabric of our capital, cities and towns.

Digging deep

“The team had to overcome a number of obstacles to construct a new 320m cable tunnel”

NEW 320M
CABLE TUNNEL
BENEATH CENTRAL LONDON

95%
OF EXCAVATED
MATERIAL
RECYCLED

OVER 118,000 HOURS
WORKED
WITHOUT INJURY

THE INSTALLATION OF THE NEW CABLES HAS BEEN COMPLETED IN 2019

Transforming Nine Elms and sparking new life into the Battersea Power Station has created one of the largest development zones in the country on London's south bank.

While the apartments and offices being built have captured the public imagination, successful regeneration relies on power. Additional demand of 110MVA is expected over the next few years, equivalent to the energy required for more than 25,000 homes.

Increasing capacity on this scale called for a major new electricity network connection and substation. UK Power Networks – the distribution network operator with responsibility for the connection – drew on the expertise of its EDISON contracting alliance to deliver the complex project above and below the streets of London.

Through UK Power Networks' Alliance team, Clancy worked alongside tunnelling subcontractor Joseph Gallagher and specialist consultant Cowi on the challenging scheme – overcoming a number of obstacles to construct a new 320m cable tunnel beneath central London.

This included navigating centuries of the city's unseen history. The tunnel needed to avoid a maze of sub-surface pipes and infrastructure including a Victorian brick trunk sewer just 12m above the proposed route and two rail viaducts only 10m away. Before any digging started, complex computer modelling took place to refine the route and avoid any collisions.

Martin McGovern, associate director at Clancy, said: “Maintaining power throughout was a key consideration. The team's innovative approach made the Battersea Cable Tunnel project the first time that UK Power Networks had been able to extend a tunnel network without needing any power outages.”

THE EDISON ALLIANCE

The EDISON Alliance was launched by UK Power Networks in 2015 as a ground-breaking new model for delivering a £1billion investment in energy infrastructure across London, the East and the South East of England. It brings together the skills of contractors and consultants within a continuous work programme – ensuring greater efficiency and innovation which brings value to UK Power Networks' customers.

The new 2.44m wide spur tunnel had to connect with the existing live cable tunnel, creating a considerable engineering challenge. Working in the proximity of 132kV cables required precise technical coordination to ensure the safety of the team and to keep the lights on.

The team's solution was developing a junction chamber below ground from reinforced concrete. A compact and carefully built 9m by 6m by 6m box housed both the new connection and the old one, acting as a link between them.

Crucially, additional support was added to the existing tunnel to prevent any movement during the construction of the junction room. Health and safety remained a key consideration within the restricted environment, with close attention to detail and regular team briefings contributing to more than 180,000 hours worked without injury.

While activity continued apace underground, on the surface the team was equally busy working on the new substation. An existing warehouse was used to shield construction activity with the tunnel shaft located inside. This was specially modified to act as an acoustic barrier to minimise disruption for the local community.

The team's determination to be a considerate neighbour ensured that no complaints were received throughout the project's duration, despite the site being active 24/7.

While most of the activity was deliberately hidden from view, the team used the project to shine a light on the complexities and rewards of modern construction for budding engineers. A visit to the local Oasis Academy South Bank secondary school saw the Tunnel Boring Machine christened 'Maggie', in honour of the prominent space scientist Maggie-Aderin Pocock.

Martin said: “Maggie spent 11 weeks boring through over 300m of London clay to stop just 4m away from the existing network to allow for the construction of the junction chamber. Forward planning meant that we were able to recycle 95% of the waste material generated by the tunnelling.”

at Battersea

Battersea Power Station shut down in 1983. Now the iconic landmark is being resurrected and repurposed as the centrepiece of an exciting regeneration of London's Nine Elms. With energy demand rapidly rising from an array of new homes and workplaces, UK Power Networks turned to its EDISON alliance to deliver a complex electricity connection.



The EDISON alliance team with the tunnel boring machine 'Maggie'

FOCUS ON INNOVATION



BACK TO SCHOOL TO BEAT UTILITY STRIKES

Clancy is committed to zero harm, equipping teams with the right knowledge, skills and equipment to do their jobs safely.

Service strikes continue to pose a major safety risk for the construction industry. Recognising this, Clancy has developed a new service strike avoidance centre at Anglian Water's Broadholme depot in Northamptonshire to complement its existing training programmes.

Opened in September, the bespoke facility will host sessions for Clancy teams and other businesses who value a comprehensive and immersive approach to safety training.

While classroom learning is a critical tool, construction attracts hands-on individuals. That's why 'Dovecote Lane' has been designed to mimic a real-world streetscape, complete with buried infrastructure to teach safe digging practices in a variety of situations.

The facility even has a confined space training zone built into a 6m-deep shaft and a shoring and machine digging area. Dedicated trainers will provide industry-accredited certification in critical skills including cable avoidance using the latest CAT and Genny technology, asbestos awareness and emergency first aid.

Anglian Water supported the initiative by providing space for the centre within its depot. Many of Clancy's local supervisors and teams generously volunteered their time over a period of two months to assist with construction.

Mike Hardiman – Framework Manager at Clancy, said: "We dig over 300 holes a day. Without the proper skills and knowledge, any one of those could turn into a hazardous service strike. The new training centre will help us to teach teams best practice in a safe environment that replicates the conditions they will come across in the real world.

"We're confident that Broadholme's immersive setting will help engage people in critical safety issues beyond what we can achieve in a classroom. Like the virtual reality training we're pioneering with Anglian Water, it's another way we're harnessing innovation to work towards our goal of zero harm."



"We dig over 300 holes a day. Without the proper skills and knowledge, any one of those could turn into a hazardous service strike."

Mike Hardiman
Framework Manager

'Dovecote Lane' has been designed to mimic a real-world streetscape

FIVE WAYS WE'RE WORKING SMARTER

New tools and techniques are critical to boosting productivity and safety across the infrastructure industry. Here are five examples of new ideas being deployed in our work.

1 Keyhole surgery for pipes
We're using innovative blue light technology to repair wastewater pipes up to five times more quickly than traditional solutions.
The compact no-dig system allows teams to use a keyhole camera to identify defects from above ground. Teams then remotely guide a resin liner into place to patch the fault, before rapidly curing the material using the light wavelength of the LEDs.

2 Safer working, one pixel at a time
We're currently trialling virtual reality training programmes featuring excavations and streetwork scenarios to teach our teams' best practice. Using the latest technology helps us to ensure our people can carry out their responsibilities safely in the real world.

3 Hoovering up benefits with suction excavators
Our high-tech suction excavators complete trenches up to 16 times faster than manual digging. The non-destructive vacuum process also reduces the risk of utility strikes, while extracting material through a 250mm nozzle means a smaller, neater working area with less disruption.

4 Live video streaming to boost decision-making
We were the first in the water industry to introduce live video and audio streaming to support decision making on site.
The evid system enables secure two-way communication, allowing site teams to patch in experts via video link as needed to obtain a second opinion or confirm variations to a work programme without the need for time-intensive visits.

5 Roadmender – productivity on the go
The Roadmender is a mobile asphalt batching plant. The purpose-built vehicle can heat and mix up to 500kg of hot-mix asphalt every 15 minutes, saving hours collecting asphalt and boosting sustainability. By recycling material collected from excavations, it uses up to 80 per cent less fresh asphalt per sqm of repairs.
The mobile system also unlocks cost savings of up to 26 per cent on asphalt surface remediation.

AMP7

an Olympic challenge for the water industry

by
RONAN CLANCY
Associate
Director



2020 is an Olympic year. Beyond Tokyo, the water industry will also be going for gold with the onset of AMP7, the next regulatory period.

We're taking aim at faster technology, higher leakage targets and stronger customer service.

However, Ofwat has already promised that AMP7 will be "tough". With the race to create a truly modern water network set to begin, a forward-thinking contracting partner is the team member no utilities company can do without.

Ready, set, go

While 2020 is an important milestone, neither water companies nor contractors are wasting time by waiting. A wealth of technological and procedural innovation is already transforming the way we operate. This is in response not only to the challenges of AMP7, but the opportunities it presents to modernise an industry that is too often accused of being behind the curve.

Customer experience is key. Increasingly, we're being judged against other sectors like retail and hospitality where customer-centricity is deeply ingrained. When it comes to efficiency, speed of resolution and anticipation of customers' needs, our industry isn't just competing against itself, but against the likes of Amazon, John Lewis and Pret a Manger.

As the boots on the ground, our expert contracting teams have invaluable frontline experience integral to the development and delivery of the innovative, customer-centric strategies that Ofwat wants to see. Capitalising on this means building outcome-focused rather than output-focused relationships between water companies and contracting partners, where the end user's experience is a universal motivator.

Ensuring partners are working towards critical outcomes rather than isolated targets and tick boxes means more than sharing logos on safety gear. It requires a shared vision and commitment to bringing expertise to the fore, however it is badged.

Record-breaking innovation

'Innovation' is at risk of becoming a tired word, but we shouldn't let the frequency of its use mask its importance. Arguably, innovation is key to unlocking Ofwat's other three drivers for AMP7: better customer experience, improved affordability and greater network resilience.

For instance, we know that digital tools are a game changer for leakage, an area where Ofwat is expecting to see a demanding 16 per cent reduction between 2020 and 2025.

Experience tells us that it can cost water companies in a typical region of England or Wales up to £10m annually in workforce resource alone to investigate leakage. It's also high on the public and Westminster agendas and rapidly rising due to an intensified focus on the environment.

With tools that we have developed with our technology partner Dootrix using Microsoft's Azure platform, we predict this cost could be almost halved through more effective use of machine learning to identify leaks quicker and fix them more efficiently.

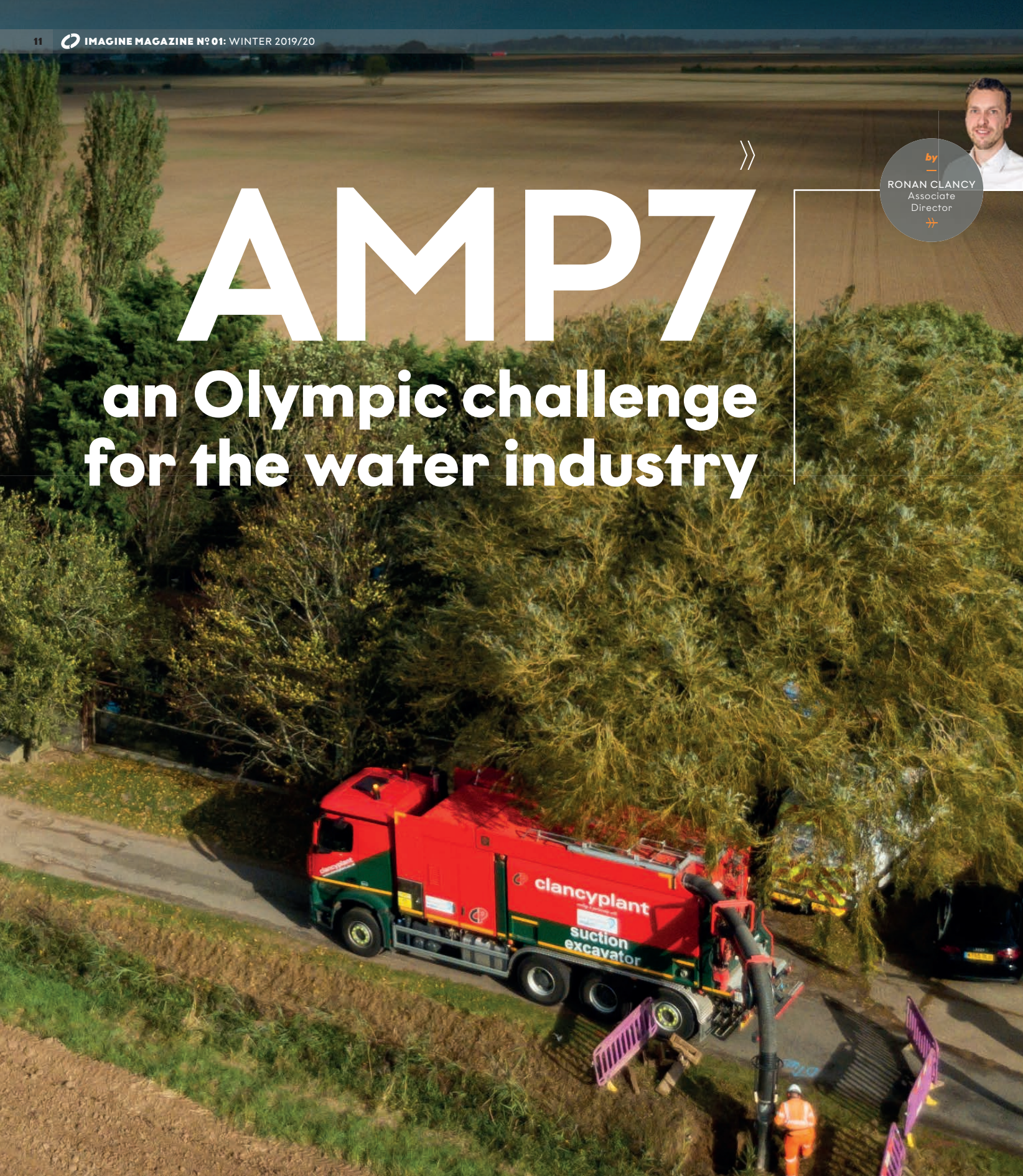
As the end user of leakage detection systems, the contractor is in many ways the linchpin for the cross-sector technology partnerships the water industry needs to embrace. Our expertise drawn from live situations will be key to leading on the practical application of these innovations.

Diving into the data lake will be essential for effective asset management, helping to ensure both the security and quality of supply as demand continues to increase.

Greater saturation of technology also holds the power to challenge public perceptions about our industry. Perception is set to play an increasingly crucial role with Ofwat's C-MeX methodology taking a wider approach to customer satisfaction beyond those who have actively contacted their water company.

In this context, the mobile device rather than the dowsing rod in our hands becomes even more powerful. This is true not only for our customers, but also for the tech-savvy generation considering a career in an industry that, like most, is fighting to attract and retain new talent. They, like us, want to see progress.

AMP7 poses a considerable challenge, but the opportunities are even greater. A modern and efficient industry is the prize, and with strong foundations to build on, the race has already started.



CASE STUDY: SCOTTISH WATER

PARTNER OF TRUST

Since 2011 Clancy has been working with Scottish Water to rehabilitate water infrastructure, lay mains, fit new meters and reduce leakage. A shared commitment to further improve the customer experience and boost site productivity is delivering results.

As a key member of Scottish Water's Alliance Framework, Clancy's extensive network of teams works across four disciplines: leakage, metering, connections and capital projects.

"Improving the customer journey is now a key driver for all water companies, but it's always been very important for Scottish Water as a public-owned entity," says Craig Ireland, senior contracts manager, Clancy.

"Our people are on the front line as brand ambassadors, so we've worked hard to ensure that everyone understands how they personally contribute and can enhance the customer's experience."

"Excellent internal communication and dialogue across each discipline, as well as consistent communication with our client stakeholders at Scottish Water has been important to not only improve the customer experience for consumers and businesses but also help us to drive continuous improvement in terms of efficiency savings.

"We spend time with our teams and host workshops over breakfast to share data analysis and insight about team performance," says Craig. Over the last year this approach has been reflected in results. Clancy has achieved customer experience scores of 92 percent for 2018/19 – a 12 percent improvement on the previous year.

"Improving the customer journey is now a key driver for all water companies, but it's always been very important for Scottish Water as a public-owned entity."

Craig Ireland
Senior contracts manager, Clancy

A clear focus on how the company also manages its team resources has also helped support Scottish Water with both tackling network leakage and mains laying projects.

"As part of a combined effort to support Scottish Water's Leakage Recovery Plan in 2018, we quickly deployed teams and resources to find and fix leakage problems. We helped to bolster the client team and this has led to us securing more leakage work in the Nith area" adds Craig.

The ability to mobilise and get resources on the ground has also helped the utility to cut capital project timescales. This year, Clancy also delivered a significant mains laying project to upgrade the water network in Fenwick, East Ayrshire. Approximately 1.7 miles of pipework was installed as part of a project which was completed within a six-week period – a shorter timescale than many projects of this scale.



LEAKAGE



METERING



CONNECTIONS



CAPITAL PROJECTS



CASE STUDY: NORTHERN POWERGRID

CRITICAL CONNECTIONS FOR NORTHERN POWERGRID

With customer satisfaction top of the agenda, Clancy's Northern Powergrid team took to the skies for a substation decommissioning job with a difference.



Clancy's work with Northern Powergrid sees the delivery of vital cabling engineering services – completing around 2,000 new residential and commercial connections per year across the North East. It also includes asset replacement works, sometimes requiring creative thinking to effectively upgrade infrastructure in the region.

Early in 2019, the team was tasked with tackling Duxfield Road substation in High Heaton, Newcastle. The substation was landlocked within a resident's property – making it hard for engineers to access it and make necessary repairs when there was a fault.

Chris Greathead, Project Manager explains:

"The decision was taken to decommission the substation and re-route four low voltage feeds into neighbouring substations in the area, which are more easily accessible.

"The majority of the work has been completed in previous phases, including the installation of 2,000 metres of new cabling. However, there was still the legacy issue of the old substation to deal with."

The location of the substation meant that decommissioning it through conventional means would have proved disruptive to residents. Instead, the team devised a plan to lift the substation out over the property – bringing in Ainscough Crane Company for support. Chris continues:

"The lift itself – although quite dramatic – wasn't the only complication. We worked closely with BT to remove overhead lines so that the 150-tonne crane could be positioned and wouldn't cause any hazards to existing infrastructure."

The job was designed to minimise disruption to residents, creating a tight working window on site of just one day's road closure to complete the lift and decommission the substation in situ. Three months of planning paid off, with the project completed in just eight hours.

Lee Cuthbert, associate director at Clancy said that the customer experience was becoming an ever-more critical focus for the Northern Powergrid framework, but we're rising to the challenge and seeing positive results:

"As a service provider, we're at the front line of customer relationships for Northern Powergrid – putting the onus on us to deliver exceptional service and minimise disruption wherever we can. This project is an example of the benefits of good planning and engagement to meet these goals."

DEVELOPING OUR PEOPLE

Progress is the aim of the game

When people join Clancy, we don't want them to just stay in the job they apply for. We want to help them grow with our business through defined career progression that enables everyone to meet their aspirations.

Clancy apprentices recognised.

That's why our skills and development programmes are forward-looking. They don't just equip people with additional capabilities to excel in their current job but provide the skills they need to succeed in their next role.



This approach is embodied through our modern apprenticeships regime in the UK, which is a far cry from the old system that focused only on the young. By effective use of the government's apprenticeship levy, Clancy can continuously support our people at every stage of their development through bespoke training programmes, including a cohort of managers working towards advanced Chartered Management Institute qualifications.

In addition, around 150 of our supervisors have enrolled on Clancy's Lead to Succeed programme, giving them the confidence and practical tools they need to become the leaders of tomorrow. The nine-month course is equivalent to an Institute for Leadership and Management level 3 qualification.

How can we make sure everybody benefits from lifetime learning?

It can be easy to overlook team members who may be less vocal about their career aspirations. Our annual Talent Review process supports managers in assessing their teams, determining where additional training might be an advantage and mapping future progression.

These programmes are vital for our business, but it's not just about giving people qualifications and letters behind their name. We're proud to be a family business, but we're actually a business of many families with more than a few people working alongside sisters, sons and brothers.

This is testament to the welcoming, supportive and rewarding environment which is a key part of our ethos. Contributing to this is Clancy Xtras, our new employee benefit scheme providing great retail and leisure perks. There are also a host of wellbeing features including discounted gym memberships to ensure Clancy remains a happy and healthy place to work.

Our people will always be our greatest asset. As we celebrate six decades of our 'families' business, we want to attract, develop and reward the colleagues helping us to shape the story of our next sixty years.

Our well-established water apprenticeship programme is a great example of this approach in action. Ambition is a key attribute that we look for in all our recruits. We're now expanding on this success to look at other specialist apprenticeships such as energy and customer experience.

However, training and development doesn't stop after the first few years. To keep up with a changing sector – whether it's the growth of Bytes and Mortar technology, or challenging sustainability targets that force us to work in new ways – we need to make sure we constantly upskill our teams. This commitment to supporting lifelong learning is also critical to addressing the skills gap and attracting new talent of all ages and background.



by CLARE OLIVER
Early Talent Manager

SPOTLIGHT ON



Darren Warner, Field Performance Manager

Darren joined the Clancy Group as an apprentice five years ago. We spoke to him about his journey so far and what advice he has for our up and coming stars.

I knew Clancy from working as a delivery driver for a subcontractor. Even from afar, the ethos of a family-run business that values and invests in its people really appealed. That's why I jumped at the chance to join as an apprentice water operative in 2014.

The problem was that I didn't have my English GCSE, which was part of the criteria for the role. After getting to know me face-to-face, Clancy agreed to take me on anyway and helped me to get the certificate during work hours.

I was 29, which some people may think is too old for an apprentice, but I felt very welcome. After eighteen months developing practical skills onsite and learning theory at Bridgewater College in Somerset, I'd earned my diploma and was ready for the next step in my new career.

I worked in developer services for 18 months before being promoted to a Field Performance Manager. It's been a big change, moving from the site to the office, but I enjoy the responsibility – there's a lot of satisfaction when a large and complex operation comes together.

I'm still driven by progress and I've nearly completed a Level 3 Institute for Leadership and Management qualification through Clancy's Lead to Succeed programme.

Whether it's colleagues or customers, supporting people is one of my favourite bits of the job. I always tell new apprentices that how far you can go will be determined by how much you're willing to learn. That was true for me on day one, and it's still true now.

"I'm still driven by progress and I've nearly completed a Level 3 Institute for Leadership and Management qualification..."

Darren Warner
Field Performance Manager



Clancy's commitments

Our people are our most important asset. We want to attract the best talent and develop their skills in an open-minded and supportive environment.

ARMED FORCES COVENANT

Clancy is a 'forces friendly employer' – signing the Covenant represents our commitment to ensuring people coming out of the armed forces have access to roles and development opportunities sensitive to their needs.

This includes providing an additional 10 days paid leave per annum to our serving reservists to attend annual training.

ENERGY & UTILITY SKILLS PARTNERSHIP

Women, people with disabilities, the BAME community and under 24s are under-represented in the energy and utilities sector.

We're one of 32 leading employers signed up this new sector inclusion commitment to drive change and work collaboratively to attract, recruit and retain a diverse range of talent.



by
GARY MOORE
General Manager –
Clancy Traffic and
Clancy Plant

The customer is KING OF THE ROAD

Innovation, collaboration, efficiency. These are the pillars of modern construction that our industry always talks about. However, the chances are that somebody sat in traffic caused by your project doesn't want to hear about any of that.

Traffic management systems are often the most visible aspect of works and – no matter how essential a project may be – the most lamented. Whether it's utilities repairs, highways maintenance or managing a one-off event, this puts us at the coalface of enhancing public perception.

It's up to us as operators to ensure that we look beyond our client's specific requirements and treat every road user as our customer.

Clancy Traffic began to provide services to external, non-Clancy, clients in 2015. Since then we've focused on expanding our full solution capabilities and client base, with a five-fold increase in revenue over four years.

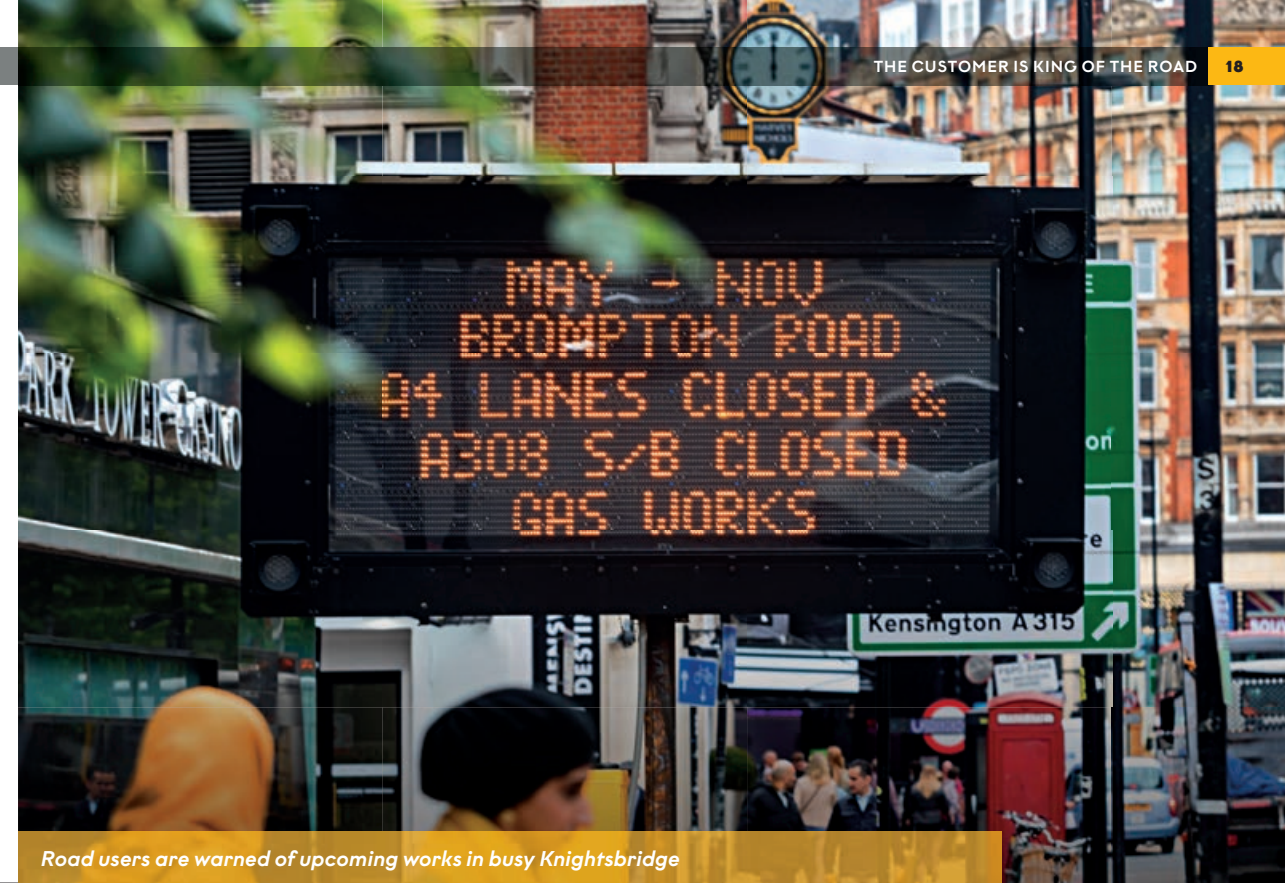
This success isn't an invitation to rest on our laurels. Instead, we are striving to continually improve our operations and ensure we're aligned with client and customer goals.

Investment in new technology is important. For example, using Variable Messaging Signage (VMS) enables us to empower the public through better communication, allowing them to make informed decisions with clear and concise information.

Our capabilities have expanded from 8 to 87 VMS units in the past five years, driven by the increasing importance of customer experience across all sectors.

There is also a push from local authorities for systems more responsive to the public's needs. Clients in the public sector increasingly want to see traffic management with personnel on site and temporary pedestrian systems. In these cases, it's not all about technology, but the same principles of communication and protecting the public's interest apply.

However, in a 24/7 industry where demand for services can surge at crunch points, especially during the first half of the week, resource management of both people and equipment can be a logistical stumbling block. Here, innovation can provide huge leaps for efficient project delivery.



Road users are warned of upcoming works in busy Knightsbridge

Driving productivity with pixels

Following a trial period, our bespoke workflow app is now live across the Clancy Traffic business.

The Associated Management System (AMS) provides real-time visibility of live nationwide traffic management operations. The app was created with our technology partner, Triangle, harnessing the best of third-party software and honed by expertise drawn from live situations.

AMS can track the availability of crews and critical assets such as VMS boards and impact protection vehicles. It can even show essential details like the current battery life of assets in the field.

Using this comprehensive data, we can ensure our teams are in the right place at the right time with the right kit. AMS has also helped us to digitise tasks including risk assessments and job completion records, reducing the amount of time our teams have to spend going

back and forth between depots to hand in paperwork. This means more time on site and more flexibility to ensure the public are getting the best possible service.

Now that the app is fully in operation across our twelve depots, we've been able to eliminate up to 54,000 pieces of paperwork every month. This is a great step towards reducing our carbon footprint and the amount of administration for our teams.

Of course, nobody wants to trade safety for speed, and AMS contributes to both. The app ensures full compliance with health and safety procedures such as mandatory vehicle inspections by stopping team members from progressing a job until the appropriate checks are complete.

Now, we want to keep progressing our digital transformation to develop an app that clients as well as our central teams can use to ensure we're fully joined up.

What does this mean for the driver sat in traffic? They may not want to hear about our app, but they're certainly poised to reap the rewards of a more efficient, intelligent system.



VMS in place at Battersea Bridge in London

Focus on: SUSTAINABILITY

The construction industry is under increasing pressure to adapt to improving environmental standards and expectations of government and society; including bringing all greenhouse gas emissions to net zero by 2050. James Thornton, Group Environment and Sustainability Manager at Clancy, explains how the business is championing and driving forward environmental change.

“ We must maintain and develop our “green” delivery model and ensure that we address environmental risks and opportunities through all business decisions”

by
JAMES THORNTON
Group Environment
and Sustainability
Manager



It is now just over three years since I joined Clancy; starting as an advisor working across the business to now leading the Group with respect to its environmental and sustainability goals. In those early days it became very clear that we had the potential to become leaders in environment management, but critically we first needed to have a handle on the extent of current and future risks.

The first step was to develop a vision that would embrace a sustainability ethos and simultaneously protect revenue - evolving the business identify to be synonymous with that of a market-leading engineering company with a robust environmental management strategy at its core.

Clancy shares similar significant regulatory challenges to that of the wider construction industry and if we are to achieve our environmental goals, as a business we must embrace environmental change. Environmental management in delivery of UK infrastructure is undergoing a significant shift with, and responding to, wider societal trends. As a business we must maintain and develop our “green” delivery model and ensure that we address environmental risks and opportunities through all business decisions.

The Clancy Environment Team are key in helping the business to deliver environmental improvement. This has as much to do with enforcing the standards as motivating and



Archeological find on site



A best practice set up to discharge site material



The Great Crested Newt



A ‘hibernaculum’ - a safe retreat for hibernating animals - under construction by the Clancy team at a utilities site.



Waste sampling



Electric excavator

educating all levels and areas across the company to help improve our performance. A multi-disciplinary team with backgrounds in waste, geology, planning, systems and sustainability, we are always seeking out opportunities for continual improvement.

In fact, the Environment Team's remit is one of the most diverse at Clancy, pulling us into all areas of the business and pushing us to consider local, national and even global impact and change. Recently we have been involved in an archaeological investigation assessing the prehistoric river deposits of the Battersea Channel in London and have been managing ecological work in the north of England with Great Crested Newts.

This diverse nature of work includes how we engage with the wider industry on prominent challenges and opportunities with environmental management. As members of Street Works UK Ltd we are actively involved in the Utilities Waste Classification Working Group. Together with industry partners from across the UK we are collaborating on a project to deliver a new, innovative, solution to classifying waste. With the core aim of saving the industry millions of pounds a year we are working with the regulators across the UK to balance the risks of waste, the management of street works, and the costs involved with compliance.

By taking ownership of environmental management right across the business and by collaborating and drawing on best practices from the industry we can deliver on our vision and together achieve a successful “green” delivery model - one able to adapt with cultural, societal and natural capital challenges.

HOT TOPIC: WASTE CLASSIFICATION FOR UTILITIES

Street Works UK Ltd is the only trade association in the UK to represent electricity, gas, water, sewage and telecommunications utility companies, contractor partners, and a wide range of affiliate companies.

The association is committed to campaigning for policies that deliver without placing undue burden on end-users or utility companies.

The Street Works UK – Utilities Excavation Waste Classification Working Group aims to develop a risk assessed approach to classifying utilities excavated wastes. The group is chaired and led by its members, including James Thornton (Co-Chair).

INTRODUCING: FELICITY CALDWELL HEAD OF IT AT CLANCY

We talk tech, challenges and industry developments with Felicity Caldwell, Head of IT.



How long have you been working for Clancy?

I started my journey with Clancy over 16 years ago. Starting as a Project Office Manager I then moved into IT project management roles which in turn set me up to take the reigns as Head of IT last year.

It's been an incredibly important journey for me. The unique insight from my early involvement in site operations, including on the major Victoria Mains Replacement (VMR) project with Thames Water has given me a firm grasp of the connectivity requirements of our business.

Can you tell us more about your current role?

Our team is responsible for the development and procurement of the whole business's IT infrastructure and technology. From deciding which mobile phones to equip Clancy employees with, to upgrading our IT solutions and ensuring that Clancy sites have a stable and continuous connection to our network, it's a demanding but very satisfying role.

Tell us about a tech challenge that the business is managing now?

4G enabled routers play a leading role in connecting Clancy sites where a fixed network is unavailable – something that is critical on temporary compounds. We've worked closely with our network provider to look at how we can improve this connectivity and make set-up more efficient, so sites can get up and running fast.

We've landed on the use of a recently launched Cellular Ethernet router product that contains three SIM cards so it can automatically detect the best signal for a network connection, building in more flexibility instantly. We're piloting the product at two sites at the moment and then looking to roll this out across our regions.

How has the industry changed in your time working for Clancy?

Our sector has wrongly been seen as being behind the curve when it comes to the adoption of new technology and streamlining data gathering. This view does not accurately describe the modern infrastructure sector; as a business we are driving forward change. For instance, we are in the process of reviewing our ERP and Works Management systems to digitise our handling of data to remove paperwork from our operations and integrate our systems with that of our clients. This not only bolsters our sustainability credentials – in line with our new vision and values – but also our commitment to the Clancy / customer relationship.

In my view, we should be proud of the evolution that Clancy and the wider construction industry has experienced. More and more we are focusing on developing technology and data systems that complement the relationships that we have built with clients; providing a better end-user experience.

TOP MARKS FOR CLANCY'S LEARNING AT WORK STARS

Brilliance was the theme for Clancy's Learning at Work week.



We held events across all of our offices including wellbeing sessions, equality and inclusion workshops, CPR training and commercial knowledge, aimed at helping people recognise, develop and own their talents.

More than 70 of our apprentices, leadership trainees and their mentors took the spotlight in a Celebration of Learning event at Harefield. Our apprentices took home well-earned certificates of completion in areas including construction operations, plant maintenance, business administration and the knowledge of water industry.

We are proud that our direct employment model means we can continue to nurture these up and coming stars throughout their careers, equipping them with the skills and confidence they need to succeed.

This commitment to ongoing development was on display at the event with a number of our supervisory and management staff celebrating Institute of Leadership and Management qualifications.

Don't worry – there isn't any homework now that Learning at Work week is over, but all Clancy employees can continue to develop their skills in areas including presenting and social media at the online Clancy Academy: www.clancyacademy.com.



THANKS FOR THE FEEDBACK...

We're always grateful for compliments on our work and have picked out a few recent customer compliments our team has received.

A resident was glad to see positivity from our team at Battlebridge Lane in Surrey:

“Your staff and the contractors laying the new main outside my home have worked all day everyday without stopping in the most appalling rain and high winds – always with a cheerful hello. **It is very pleasing to see in this day and age and it makes paying the rates much less painful.**”

Another happy customer was grateful for a quick and thorough repair:

“I would like to thank you for the assistance provided for repairing the water supply leak at my property. Mike Manley knew precisely where the leak had most likely happened and was absolutely professional. **I have been checking the meter routinely after the repair and there is now not even the slightest meter movement is observed when water is not in use.**”

Good customer service was commended in Bolney in Sussex:

“We would like to express our thanks to the two Clancy workmen who were very polite. They kept us informed of what they were doing, ensured things were very tidy and arrived early and worked steadily every day. **The works, over about a four week period, caused us no problems at all. Please congratulate all involved.**”

While our team was able to go the extra mile in Kent:

“The roadworks directly outside our hotel coincided with two funerals this week and we were worried about the potential impact on our guests. Your team quickly got to work to create the best access and even assisted mourners on their arrival – really going above and beyond. **It is not often that you meet such a caring & considerate group – they are a credit to you and a shining example of how companies should be run.**”



HEAD OFFICE

Clare House,
Coppermill Lane,
Harefield, Middlesex,
UB9 6HZ

T: 01895 823 711

E: marketing@theclancygroup.co.uk

www.theclancygroup.co.uk