

COVID 19 A CLIENT'S PERSPECTIVE

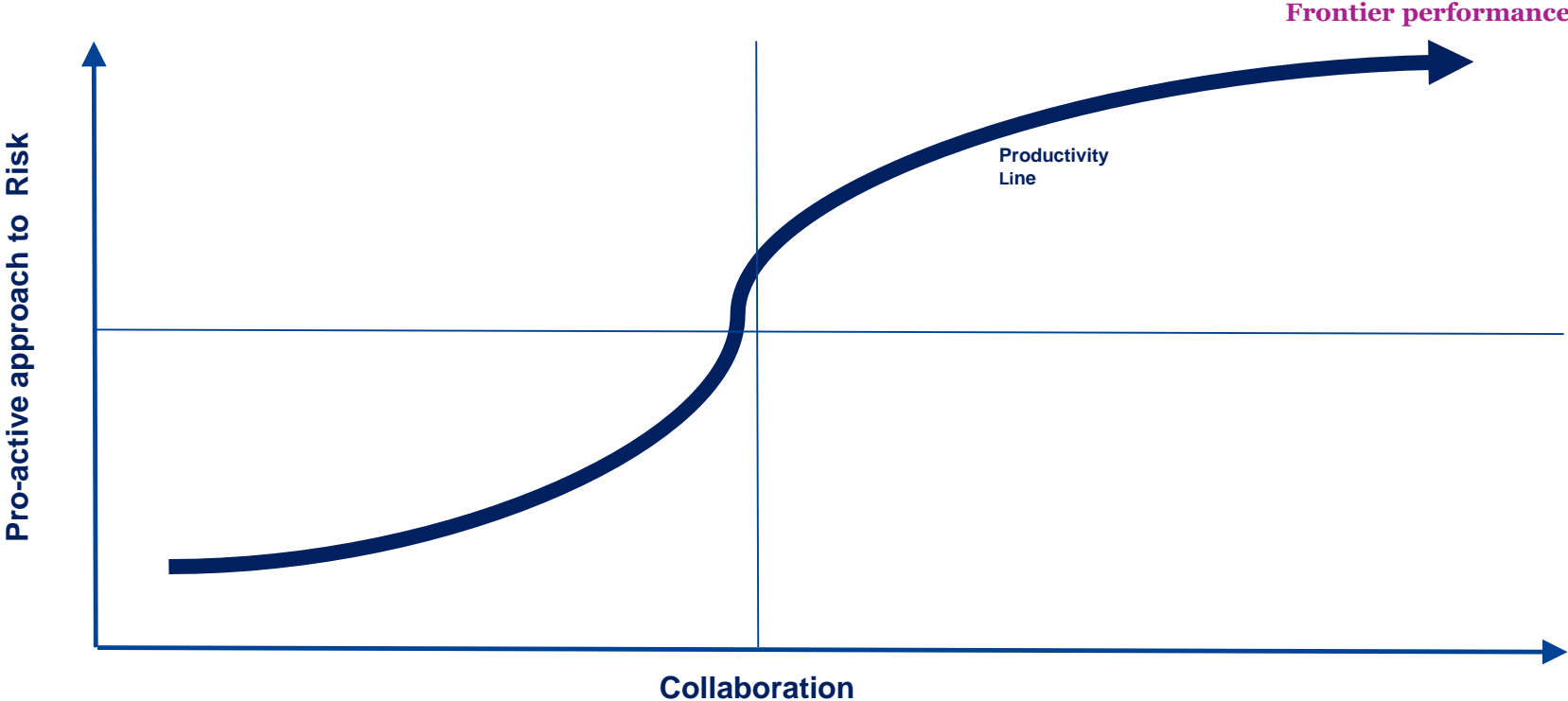
Constructing Excellence Performance Measurement Group
25th June 2020

CONSTRUCTING EXCELLENCE MISSION PERFORMANCE MEASUREMENT FORUM

“Positively disrupting the industry delivery processes to transform performance”.

Central to the realisation of this Mission is the need to measure performance - focussing on data, benchmarking and practical tools for change.

DEALING WITH DIFFICULT SITUATIONS



COVID19 RESPONSE

NORTHUMBRIAN WATER APPROACH

- Essential service – took the view that construction projects support this
- Collaborative delivery approach – frameworks and co-location
- Diverse portfolio of work – size and geography
- Target cost design and construct contracts

- At lockdown
 - Collaborative office closed – all 250 people WFH / Furloughed
 - Sites made safe
 - Prioritise “the essential” work

COVID19 RESPONSE

NORTHUMBRIAN WATER APPROACH

- Essential service – construction partners are key/essential workers
- NWG objectives
 - Maintain outputs / affordability
 - Rebuild productivity and efficient execution - stronger for the future
 - Long term sustainable supply chain
- Covid 19 working group established:
 - Government CLC guidance / shared experience
 - Partner led sub-groups
 - Daily calls reporting into Framework Governance Group

COVID19 RESPONSE WORKING GROUPS



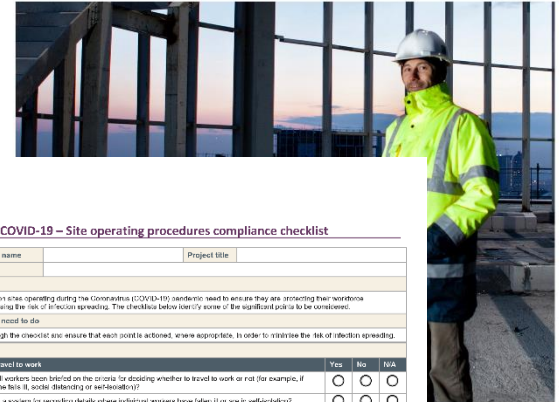
RISK ASSESSMENT FOR COVID-19

ALL PARTNERS AND THEIR SUPPLY CHAIN HAVE ADAPTED THEIR SAFE SYSTEM OF WORKS TO COMPLY WITH THE CURRENT COVID-19 PANDEMIC.

- We are reviewing and amending both our own and our supply chain control documents in line with all the latest guidance currently version 4 of the CLC guidance (18-05-2020).
- We have actively reviewed the government guidance regarding working safely outdoors issued by government on 11-05-2020 and have amended our procedures/ documents to suit.
- Amendments to the site specific inductions are in place.
- All partners have developed a daily/ weekly checklist to use to ascertain compliance against the guidance.
- We have increased the regular cleaning of surfaces and continued monitoring of welfare facilities to achieve the best hygiene standards possible.
- Regular toolbox talks are being carried out on site to address the Covid-19 issues with updates when any further guidance or good practice is available or comes to light.

Working safely during COVID-19 in construction and other outdoor work

Guidance for employers, employees and the self-employed
11 May 2020



CC01: COVID-19 – Site operating procedures compliance checklist

Company name	Project title		
Location			
Overview			
Construction sites operating during the Coronavirus (COVID-19) pandemic need to ensure that workers are protecting their welfare and minimising the risk of infection spreading. The checklist below lists a range of the significant points to be considered.			
What you need to do			
Work through the checklist and ensure that each point is actioned, where appropriate, in order to minimise the risk of infection spreading.			
When to travel to work	Yes	No	N/A
1. Have all workers been briefed on the criteria for deciding whether to travel to work or not (for example, if someone has ill, social distancing or self-isolation)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Is there a system for recording details where individual workers have fallen ill or are in self-isolation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel to work	Yes	No	N/A
3. Are there measures in place to inform workers of the recommended ways of travelling to and from site?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Have you made additional arrangements for vehicle and bicycle parking?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Site access and egress	Yes	No	N/A
5. Is there a system in place for stopping all non-essential visitors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Have start and finish times been staggered in order to reduce congestion at access and egress points?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Are there an adequate number of site access and egress points in order to reduce congestion and promote social distancing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Have you created barriers on the perimeter to social distancing when entering and leaving the site?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Have you reviewed or established all entry systems that require skin contact (for example, fingerprint scanners) or introduced procedures where they are cleaned between each use?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Are there facilities in place for workers to wash their hands when entering and leaving the site?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Is there a system in place for enhanced cleaning procedures at touch points in access and egress areas?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Is there a system in place to ensure that site deliveries are being managed properly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General site measures	Yes	No	N/A
13. Have you restricted the number of people attending site inductions in order to comply with social distancing measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Has the site induction been amended in order to deliver your new site operating procedures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Have you enhanced or expanded the existing site-wide cleaning processes to ensure that touch point areas (for example, your benches, handrails and facilities vehicles) are cleaned more often and for a longer time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Have you enhanced cleaning procedures for tools and equipment being used by more than one person (for example, before and after use)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Have floors been marked in areas such as car parks and offices in order to comply with social distancing measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Have all personnel been briefed on site specific social distancing measures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Have you assessed all tasks on site identifying those where social distancing measures of 2 metres are currently not being conducted on?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Can the workers' tasks (or 10) be rearranged to enable them to be completed by one person, or by maintaining social distancing measures of 2 metres?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. If the tasks identified (point 20) cannot be rearranged in order to maintain social distancing measures, can they be avoided?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Have you fully risk assessed all tasks where work within 2 metres cannot be avoided?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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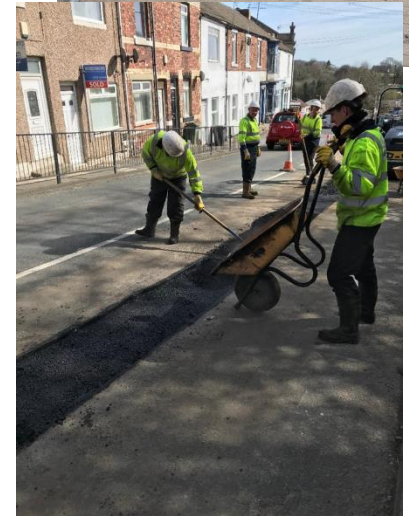
WORK FROM HOME

- We have ensured that where possible anyone who can work from home does so.
- Supported our staff to ensure they have the correct equipment to carry out their job efficiently.
- Supported our staff to ensure working from home does not have a detrimental impact on their mental health by ensuring mental health first aiders are on hand and information is available.(This week is Mental Health Awareness Week)
- Adopted and embraced the like of teams, skype, zoom and other remote platforms to keep connected, work efficiently, and also in the process reduced carbon footprints and lowered costs.



WE HAVE TAKEN STEPS TO MAINTAIN A 2M DISTANCE IN THE WORKPLACE

- Continually reviewed all projects, tasks and control documents, RAMs inductions etc in line with guidance.
- Widened pedestrian access routes to achieve social distancing.
- Installed passing points where required and marked out 2m spaces.
- Carried out TBTs on best working practice and social distancing.
- Made the message simple, clear and visible using hi-vis vest to remind everyone on social distancing.
- Worked within a specific risk assessment and in line with the partners SOP and government guidance to ensure the safety of the individuals is first priority.



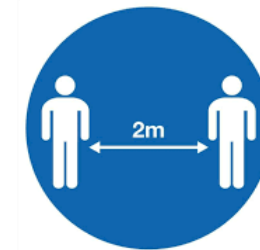
CURRENT & FUTURE CONTROL MEASURES

- Introduce a specific sign to alert the public of the essential work being carried out by the partners in view of the public.
- The need to develop a common engagement document for all partners when engaging with the general public or businesses to inform NWG clients of control the measures we will employ if we need to enter or work within a private residence or business.
- Engage with design managers to ensure designers/ architects are made aware of restrictions and plan/ engineer control measures into designs to accommodate social distancing. For instance:
 - More off site fabrication of pipework, etc.
 - Use of precast products as opposed to in situ work
 - Use of longer pipework to distance persons

Essential works being carried out by Northumbrian water for public health in conjunction with Interserve.

All works have been planned and co-ordinated using a current covid-19 risk assessment.

Thank you for your co-operation during these testing times.



Keep your distance!
Please observe social
distancing advice

NWG
living water

Interserve
Ingenuity at work

Who to contact: ***** on 1010101010? at Interserve

MAINTAINING PRODUCTIVITY

Theme	Actions & Progress
Working From Home	<ul style="list-style-type: none">• Produced a Top Ten Digital Tips folder – great that all orgs now on Teams!• Best Practise survey launched - currently providing response to this• Produced a Best Practise Folder & populated by organisations• Content currently being ordered and structured• Link Page being produced for the content
Managing Delays/Optimising Schedule	<ul style="list-style-type: none">• Several separate meetings held to discuss• Further meeting on 4th June to conclude exercise• Recognised as the critical component for both now and short term future• Explored opportunities to get on with "shovel ready" work• Yr 2 plan invitations out to all for 30th June
Remobilisation	<ul style="list-style-type: none">• NWG have held internal meetings on this• Partner Group has been held with further call scheduled in 3 weeks• Will look at the short term re-entry initially• Remit to also look at the new norm and using Seaham effectively

COMMERCIAL WORKING GROUP PROGRESS TO DATE

- **New Contracts**
 - Agreed process in place for pricing all new works
 - List of known and unknown risks to be considered and support with pricing and allocation.
 - Contract wording drafted to be included in all new contracts moving forward to account for COVID process.
 - Communications issued to everyone regarding the above.
- **Existing Contracts**
 - Data Capture process in place for all schemes.
 - Opportunity highlighted for individual schemes/issues to be discussed separately if required
- **Next Steps**
 - Look at opportunities for future long term benefit, which could also support with current challenges on existing contracts. For Example – Programme level Pain / gain mechanism rather than project level.

MAINTAINING SUPPLIES

Overall Position

No major supply chain issues being encountered. Situation improving daily with increased number of suppliers getting back to business as usual. This is mirrored internationally with many companies emerging from lockdown restrictions.

Supplier Engagement

- Partners working with supply chain to understand current financial position as they emerge from initial Covid19 restrictions. Various strategies being used to assess and support supply chain including:
 - Credit Agency Checks e.g. Dun and Bradstreet
 - Maintaining improved payment process for SME's and larger organisations who stayed open and supported partners during the lockdown.
 - Reducing risk by order management and breakdown. Smaller but more frequent orders is one strategy being utilised

Action:

- Supplier engagement to continue and survey might be issued to key suppliers asking for information around their current financial position and order book, measures taken i.e. any changes to business model, what provisions they have in place should second wave materialise, what the framework partners could do to support and secure supply if second wave hits.
- Risk registers being developed capturing lessons learnt with mitigation strategies developed to reduce impact should reoccurrence occur.

MAINTAINING SUPPLIES – FUTURE PLANS

Collaborative Procurement

- Work ongoing with partners to devise a strategy on how this could be achieved. Currently at data collection with each partner providing details of agreements they have in place and durations etc. Any commonalities will be reviewed and potentially identified as quick wins where volumes could be aggregated to secure better pricing.

Essential we can Establish Robust Forecast of Demand

- Full visibility of NWG Programme of Works will greatly assist when devising risk reduction strategies with supply chain for second wave (or anything else which comes up over AMP7)
- Enter into D&C Contracts as soon as possible to allow key kit and plant to be ordered in good time ensuring float in the programme
- Potential to advance order high risk, critical equipment and store/stock to reduce risk but need some form of project surety.

Strong Supply Chain Relationship Key

- Where a number of contractors have experienced difficulties with supply the impact for NWL has been minimal. This highlights the importance of having a strong robust supply chain with good relationships. NWL and its partners should continue to invest in supply chain relations and initiatives such as GEM awards and Tier 2 supply chain workshops, have all helped build trust and loyalty where suppliers are more likely to support us in difficult circumstances.

THANK YOU