

Welcome to the virtual Network Meeting!

28th Network Meeting, May 26th 2020

Please mute your microphone
Ask questions via the chat
We will start at 10:00

NETIPS4
networking knowledge



Good morning & welcome

*Hans Ruijter, NETLIPSE Chairman,
Rijkswaterstaat (the Netherlands)*





Rules during this meeting:

- Please mute your microphone to avoid background noise.
- Only the presenters will have their microphones on.
- Please use the **chat function** on the right hand side of your screen for questions and ideas and to answer any questions the presenters ask you.
- If you are experiencing any problems, contact Geertje van Engen via phone or sms.
- The presentations will be made available on the website after the meeting.



Main topics at this meeting:

- Dealing with contractor delays and payment in this crisis situation
 - *Danish government policy; Storstrøm Bridge project (DK) and Oosterweel project (B)*
- How organisations are using the crisis to speed up projects
 - *Rail projects North of England and the Finnish government perspective*
- How to guarantee safety on sites during the crisis and organise effective communication
 - *Dutch and German government experiences*

Managing large projects in a crisis situation	
10:00 – 10:05	Welcome and opening Introduction of the programme and our 'online rules of engagement'. <i>Hans Ruijter, NETLIPSE Chairman (The Netherlands)</i> <i>Pau Lian Staal-Ong, NETLIPSE Director (The Netherlands)</i>
10:05 – 10:45	Dealing with contractors How to deal with your contractors in this crisis situation? How do you cope with delays and penalties? Do you have special pre-payment agreements?
10:05 – 10:20	Danish perspective (government policy and the Storstrøm Bridge project) <i>Helle Lange, Director of Procurement, Vejdirektoratet (Denmark)</i> <i>Vibeke Schiøler Sørensen, Legal Counsellor, Vejdirektoratet (Denmark)</i>
10:20 – 10:30	Belgium perspective (the Oosterweel project) <i>Peter Vanhoegaerden, COO, Lantis (Belgium)</i>
10:30 – 10:45	Interactive discussion. Participants can react and ask questions (via chat).
10:45 – 11:15	Opportunities during a crisis To what extent does your organisation use the crisis as a means to speed up your projects and/or to boost the economy?
10:45 – 10:55	British government perspective <i>Paul Fishwick, Project Director, Department for Transport (United Kingdom)</i>
10:55 – 11:05	Finnish government perspective <i>Mauri Mäkiäho, Project Director, Väylä (Finland)</i>
11:05 – 11:15	Interactive discussion. Participants can react and ask questions (via chat).
11:15 – 11:20	Short coffee/tea break
11:20 – 11:55	Creating a safe working environment and virtual communication How do you guarantee the safety for your workforce on site and in the office? What measures do you have in place to support online project meetings?
11:20 – 11:30	Dutch government perspective <i>Willem de Graaf, Project Manager, Rijkswaterstaat (The Netherlands)</i>
11:30 – 11:40	German government perspective <i>Jochen Eid, Head of Department, Autobahndirektion Südbayern (Germany)</i>
11:40 – 11:55	Interactive discussion. Participants can react and ask questions (via chat).
11:55 – 12:00	End of the programme



Dealing with contractors

Helle Lange, Vejdirektoratet (Denmark)

Vibeke Schiøler Sørensen, Vejdirektoratet (Denmark)

Peter Vanhoegaerden, Lantis (Belgium)

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Dealing with COVID-19

NETLIPSE, Online, May 26th 2020

Helle Lange, Director of Procurement
Vibeke Schiøler Sørensen, Legal counsel



Co-financed by the European Union
Trans-European Transport Network (TEN-T)

Storstrøm Bridge – Facts

Facts

- Length 3.840 m
- 2 railway tracks
- Passenger Trains 200 km/t
- 2 lane road 80 km/t
- Combined Pedestrian / Cycle Path

Dates

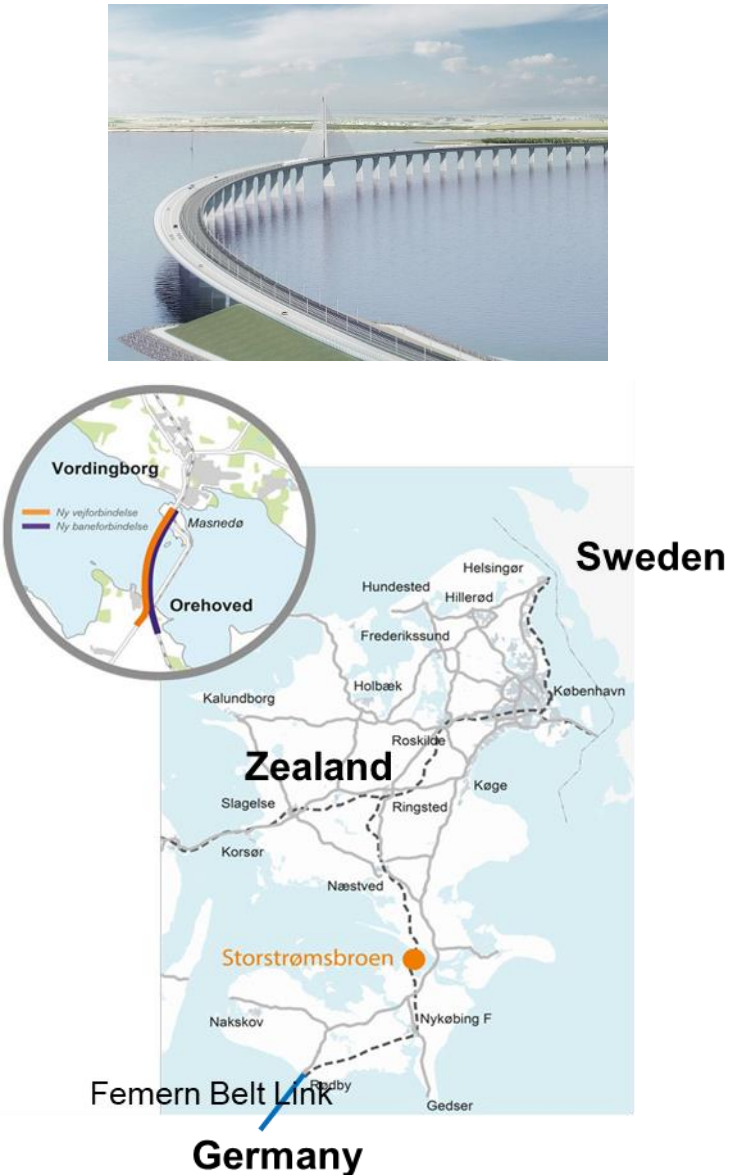
- Construction Act May 2015
- Contract start 2018
- Detailed design in process and construction on-going
- Expected to open 2022 (railway 2023)
- Demolition of Existing Bridge

Contractor

- Storstrøm Bridge Joint Venture (SBJV)

Budget

- 550 million €



Key challenges

- Detailed design is performed in Italy and is severely affected by the situation in Italy
- Deliveries from Italy (crane) and China (cating moulds)
- Foreign workers

The Danish General conditions for design and build contracts:

- Force majeure – can give time extensions not extra payments
- Obligation to avoid or limit the extent of delay
- Delays due to COVID-19 or other causes - documentation



Measures taken by SBJV

- Extra workmen huts, extra cleaning, individual accommodation, staggered breaks, parceled out work areas and lunch rooms
- Temperature check
- Extended stay for workers not able to leave DK
 - *Agreement with the labour unions*
- 2 weeks quarantine upon arrival in DK
- Contract with local doctor
 - *Latest initiative: 1-3-5-tests and working during quarantine in an separate area of the site without any contact with other workers (incl. separate facilities)*



The political aspect

The Danish Construction Association advocates for a change in the balance of The Danish General conditions:

- The economic risk of COVID-19 shall be placed on the employer
 - hence both time and money



Pre payment

- Normally not possible for government agencies to pay for goods or services not delivered
- Temporary special act due to COVID-19 crisis: Pre payment possible if:
 - Less than 1 mill DKR (130.000 €)
 - Only before 1 July 2020
 - If it is considered highly likely, that the goods/services will be delivered
- The DRD has only had very few requests for pre payment
 - E.g. several rest area franchise takers have been pre paid for extra cleaning due to COVID-19



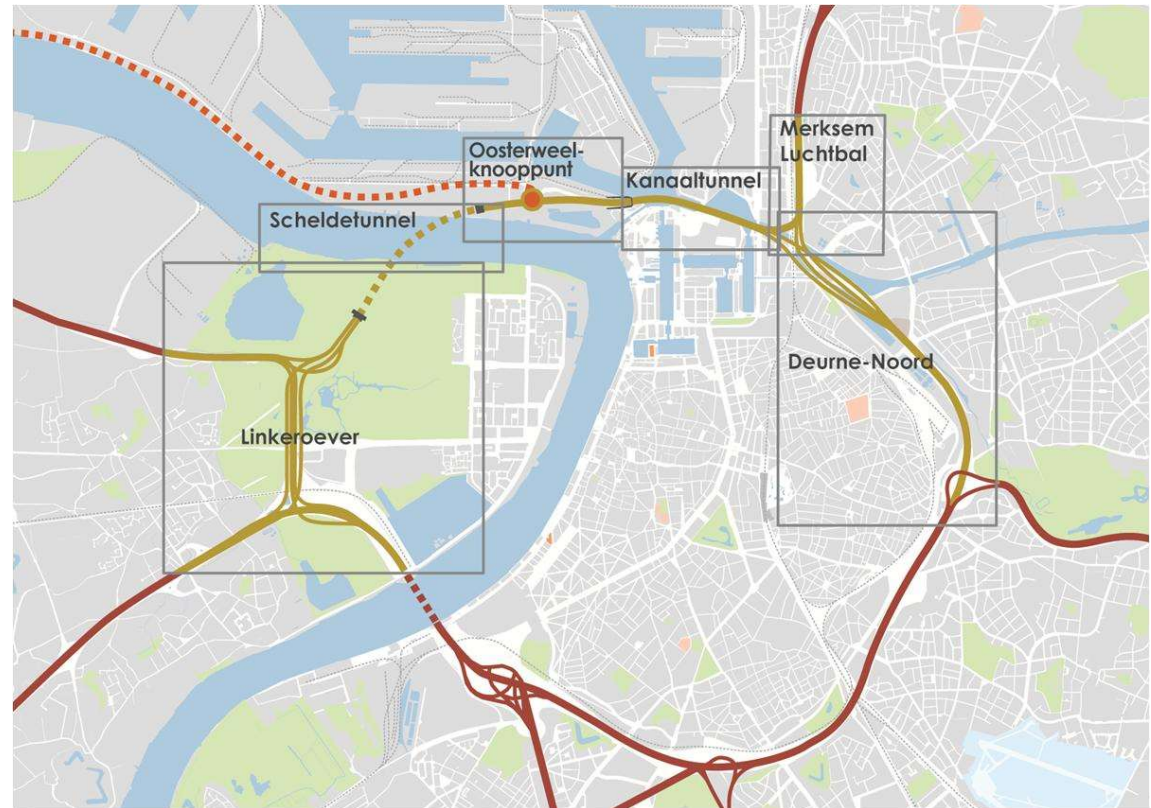
Oosterweel link



The Oosterweel link

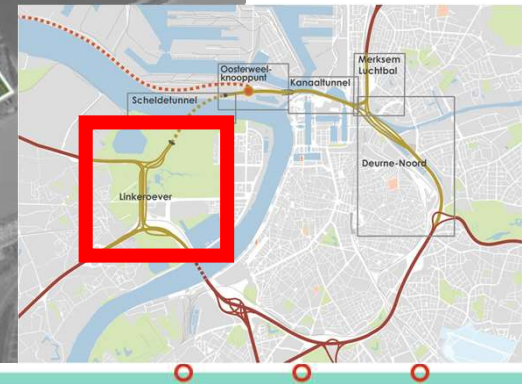
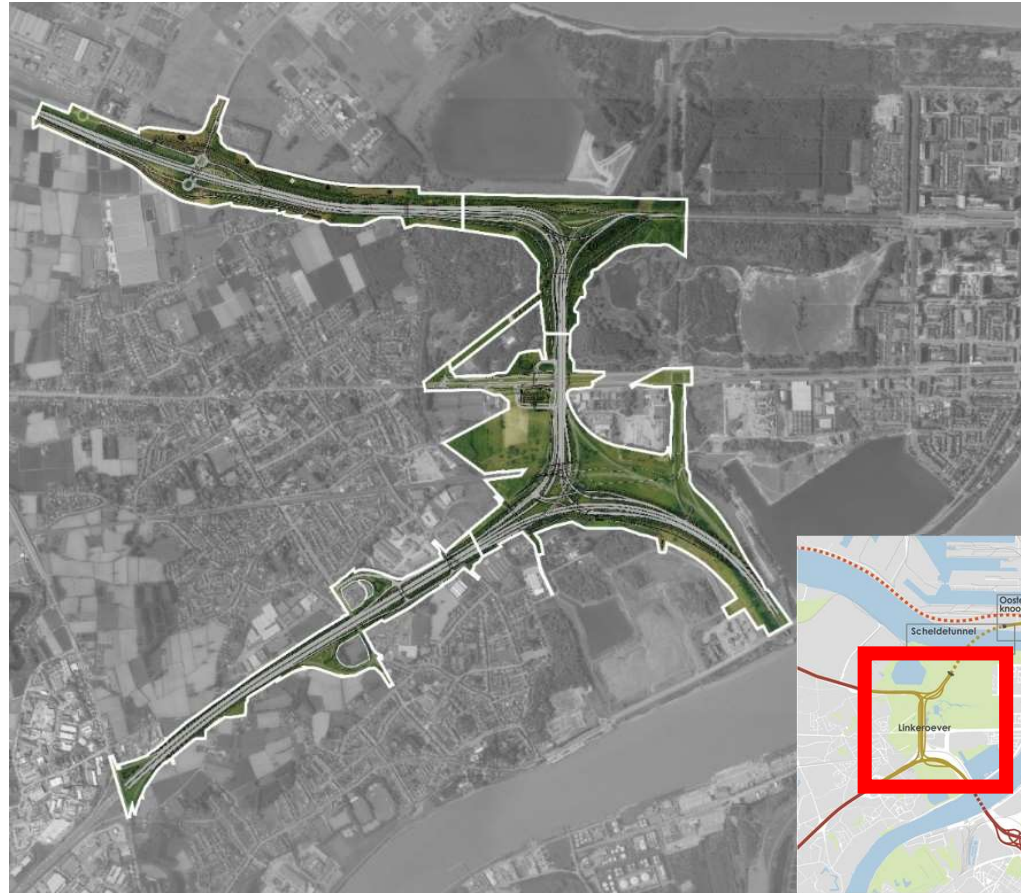
Purpose of the project:

- Closing the Antwerp ring road
- New tunnels and interchange with the harbor
- New Scheldt crossing
- Traffic flow improvement
- Fewer traffic congestions
- Fewer accidents
- Improved quality of life in the Antwerp region



Left Bank

- 6 km of new highway (reconstruction of existing)
- 4 new interchanges (redesigned and compacted)
- 33 new bridges and tunnels
- New Park and Ride building (1500 cars)
- New ecological connections will be made





Left Bank

Key challenge vs opportunity

- All construction works stopped due Covid-19
 - Social distance
 - Supply chain
 - Social partners
- E17 – Connection Netherlands – France:
 - Severe traffic drop – 46% normal traffic
 - Heavy transport
 - 2nd Scheldecrossing (R2 - Liefkeshoektunnel) – 15% reserve



Dealing with Covid-19

- General:
 - Claims due to the standstill
 - Prepayments allowed (memorandum Flemish government)
 - Guideline Covid-19 measures on the construction site (04/05/20)
- Lantis way:
 - Value for money
 - Covid-19 extreme – out of the box thinking
 - NEC4 philosophy: focus on progress on site
 1. Technical - Safety
 2. Financial



Intensive process of 2 weeks

- Scrum sessions – what can we do?
 - Flemish administration
 - Police
 - Local authority
 - Traffic experts
 - Contractor
- Update traffic models
- Involve all levels of authority (city -> flemish government)
- Main discussions with out of the box solutions
 - Traffic intensity after lockdown
 - 2 x 2 lanes: max. 70% normal traffic
 - 2 x 3 lanes: max. 85% normal traffic



Reducing construction time
Lowering TCoO by less phase changes



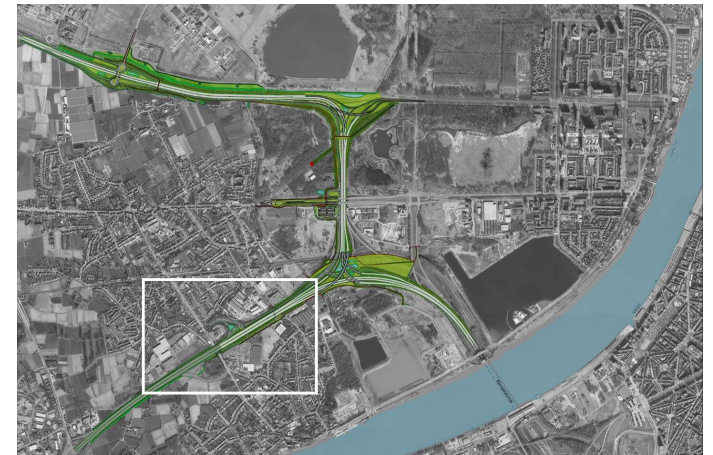
Clear division of roles

- Lantis:
 - Cabinet of Flemish minister
 - Flemish administration
 - Local authority
 - Police
 - Communication strategy
- Contractor:
 - Supply chain
 - Social partners
 - HSSE
- Traffic experts
 - Independent




Renovation E17 Netherlands - France

- Complete renovation of the Highway
 - Drainage, foundation, barriers, pavement, light poles, ..
 - 14 mio €
- Before Covid-19
 - Antwerpen – Gent: jul'-aug' 2020
 - Gent – Antwerpen: jul'-aug' 2021
 - Traffic models: 85% of normal traffic
 - 2 x 3 lanes
- Actual:
 - Antwerpen – Gent: may'20
 - Gent – Antwerpen: jun'20 – jul'20
 - 2 x 2 lanes -> 1 roadway



Success fact

atv Zwijndrecht



MOBILITEIT EN VERKEER 19/05/2020 - 12:30

Oosterweelwerken in Zwijndrecht schema

14°C WEER Lezersservice Digikrant Abonneer nu Shop

HLN NIEUWS SPORT SHOWBIZZ nina IN DE BUURT

POPULAIR IN DE BUURT KIES UW GEMEENTE ZWIJNDRECHT

In de buurt > Zwijndrecht

Dit zijn ze dan: geluidsschermen van acht meter hoog moeten lawaai van E17 met 10 dB doen dalen

Kristof Pieters | 23 mei 2020 | 13u52

f DEEL 32 t



© Kristof Pieters - Jaap Geuze toont een mock-up van een geluidsscherm dat deze zomer langs de E17 wordt geplaatst.

ZWIJNDRECHT/KRUIBEKE/MELSELE Nog deze zomer worden de eerste geluidsschermen

Ontdek Video Audio Zoek Net binnen

ontkoken, de simpele maar inspirerende levenslessen van Britten in lockdown



Immo Jobs Shop Mijn abonnement Digitale krant Abonneer

GEMEENTE SPORT DOEN! VIDEO MIJN ARTIKELS

CHT JOUW STARTGEMEENTE! CLIK HIER

verandert woensdag van g

PVdP Print



Meest gelezen

f t e

lantis bouwen aan verbinding



lantis bouwen
aan
verbinding

o

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Questions and discussion?



Ask your questions via the chat



Opportunities during a crisis

Paul Fishwick, Department for Transport (UK)
Mauri Mäkiäho, Väylä (Finland)

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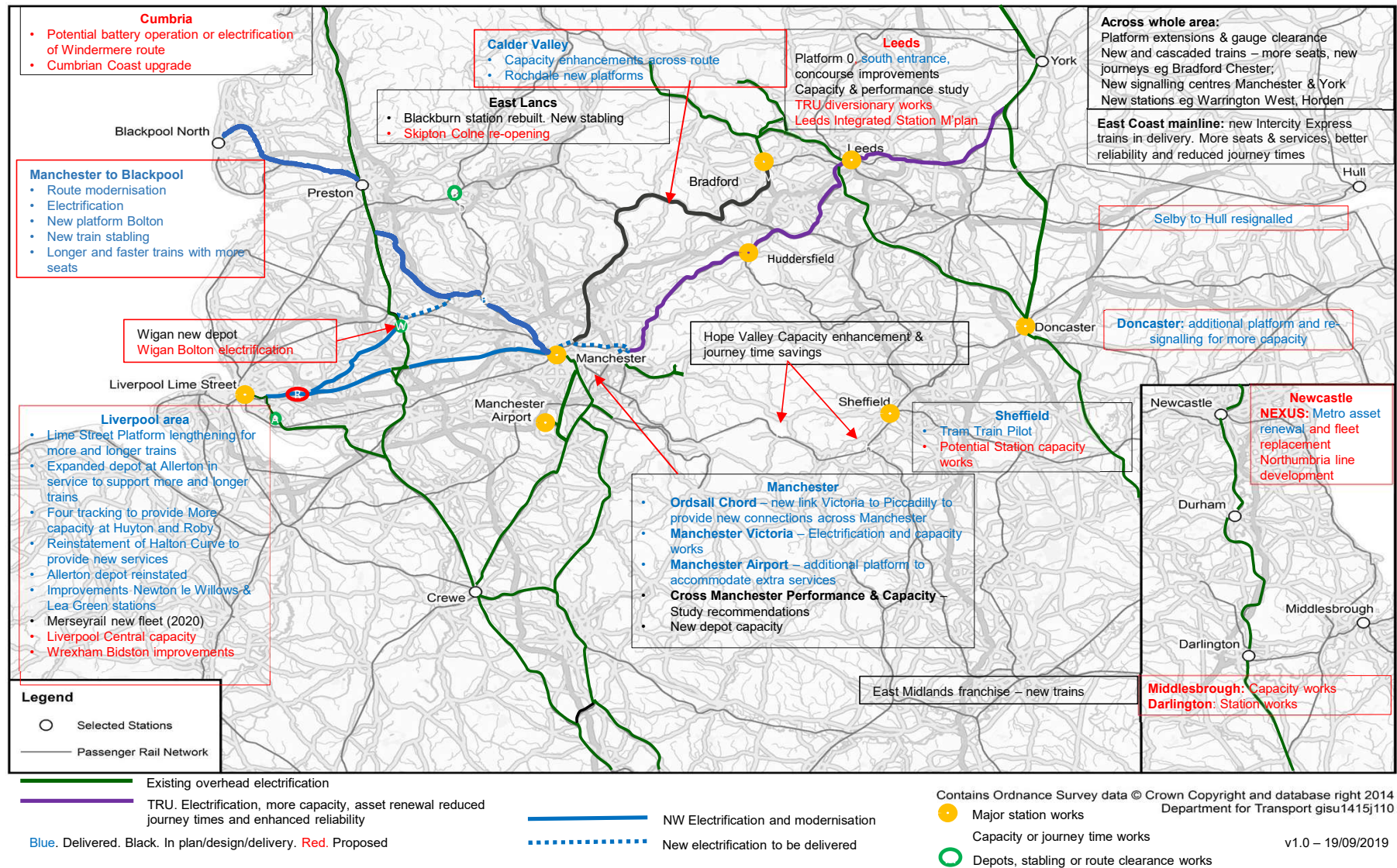


The British Perspective: rail upgrade projects in the North of England

Paul Fishwick, Project Director, Department for Transport (UK)



Rail upgrades in the North of England since 2011



Covid 19 Recovery Programme

- ▶ Maintained momentum on more mature projects – they are activities that keep the supply chain alive. Looking to see how we can accelerate; this is work taking place now.
- ▶ We have continued feasibility studies because too early to define with confidence long term effects of Covid 19 on passenger numbers.
- ▶ Facilities ready for use by passengers such as new stations - we accepted short delays and contractors adopted new working practices. Supports local contractors in employment – but they need products from shops too!
- ▶ New trains and vehicles. Some testing programmes have slipped backwards a little but there are lots of new trains coming to the UK so we are maintaining momentum. More space on the network to test new vehicles.
- ▶ Because fewer trains on the network, we have used the time for technical testing and maintenance of assets such as track, signaling and structures.
- ▶ Train timetables have thinned out from weekday schedules to Sunday (i.e. far fewer and some lines closed). But service levels recovering although much lower passenger numbers.
- ▶ And some colleagues are helping out with other areas of transport such as supply chains.





Finnish Transport
Infrastructure Agency

Finnish perspective

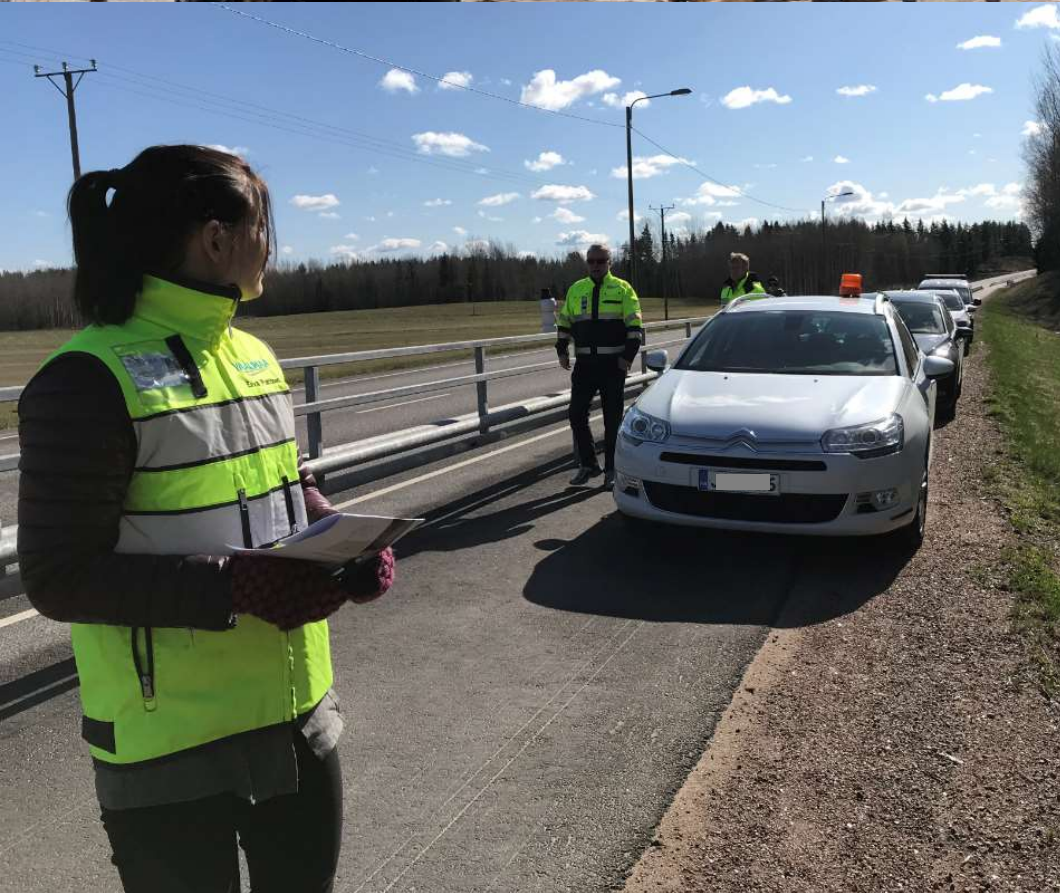
Mauri Mäkiaho Deputy Director
Project Implementing Regional Unit



16.6.2020



FTIA's acts during the crisis



Starting from March 16th

- First Instructions published for
- All agency personnel
- Contractors and consultants
- Health care and precautions, travelling, meetings, project office practises, working from home etc.
- Updating the instructions and information since all the time

From the point of view of FTIA's social responsibility, our activities in general and our public projects are that kind of work that must also be done during exceptional circumstances and during exceptional legislation

Organizational activities

- **Covid -19 team**
- Current situation information, risk management, documetation
- **Covid -19 corner (Intra)**
- constantly updated instructions
- **Covid -19 project support group**
- Special support for project managers and project management experts (ask anything)
- Force Majeure -instructions

Transport infrastructure projects 2020

Railway

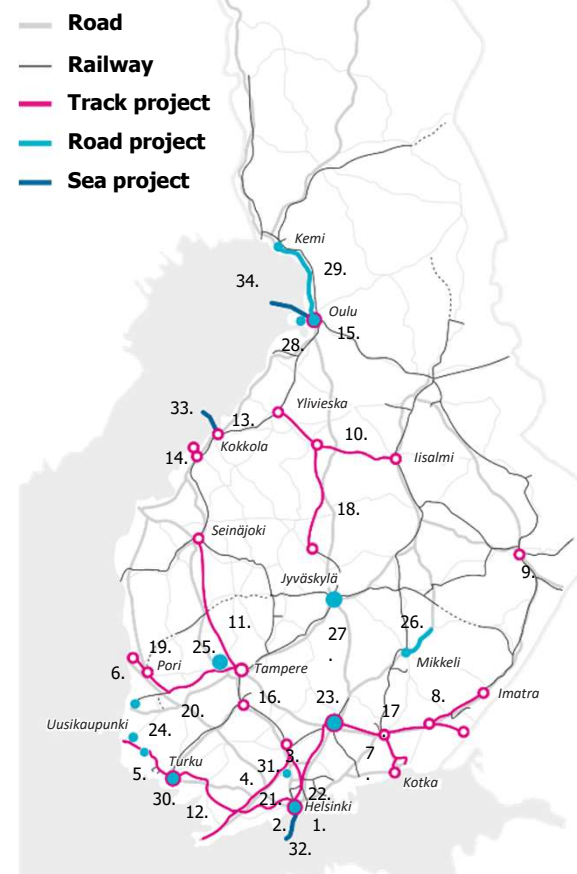
1. Improvements to Helsinki railway yard
2. Keski-Pasila western track
3. Helsinki-Riihimäki capacity increase, phase 1
4. Electrification of the Hyvinkää-Hanko track section
5. Electrification of Turku-Uusikaupunki track section
6. Electrification of Pori-Mäntyluoto-Taahkoluoto track section
7. Kouvola-Kotka/Hamina track improvements
8. Luumäki-Imatra
9. Joensuu railway yard improvement
10. Iisalmi-Ylivieska (electrification and Iisalmi triangle track)
11. Renewal of safety devices Tampere-Seinäjoki
12. Helsinki-Turku, renovation
13. Renewal of safety devices Kokkola
14. Pietarsaari-(Pännäinen) missing safety devices
15. Oulu railway yard renovation and safety devices
16. Construction of a raw wood loading site in Akaa
17. Helsinki-St. Petersburg track repairs
18. Saarijärvi-Haapajärvi track repairs
19. Pori-Mäntyluoto-Taahkoluoto renovation
20. Tampere-Pori removal of level crossings

Road

21. West Metro extension park-and-ride facilities
22. Ring Road I at Laajalahti
23. Main road 12 Lahti South Ring Road
24. Main road 8 Turku-Pori, Mynämäki, Nästi and Luvia overtaking lanes
25. Main road 3 Hämeenkyrö by-pass
26. Main road 5 Mikkeli-Juva
27. Main road 4 Kirri-Tikkakoski
28. Hailuoto fixed link
29. Main road 4 Oulu-Kemi
30. European route E18 Turku Ring Road, Kausela-Kirismäki
31. Motorway 132 Klaukkala by-pass

Sea

32. Vuosaari sea lane
33. Kokkola sea lane
34. Oulu sea lane



COMMON WILL

- Minimize the negative affects on the economy
- Keeping projects running as usual
- Tendering new projects as usually
- Starting new projects as usual
- Accelerating projects if possible

16.6.2020

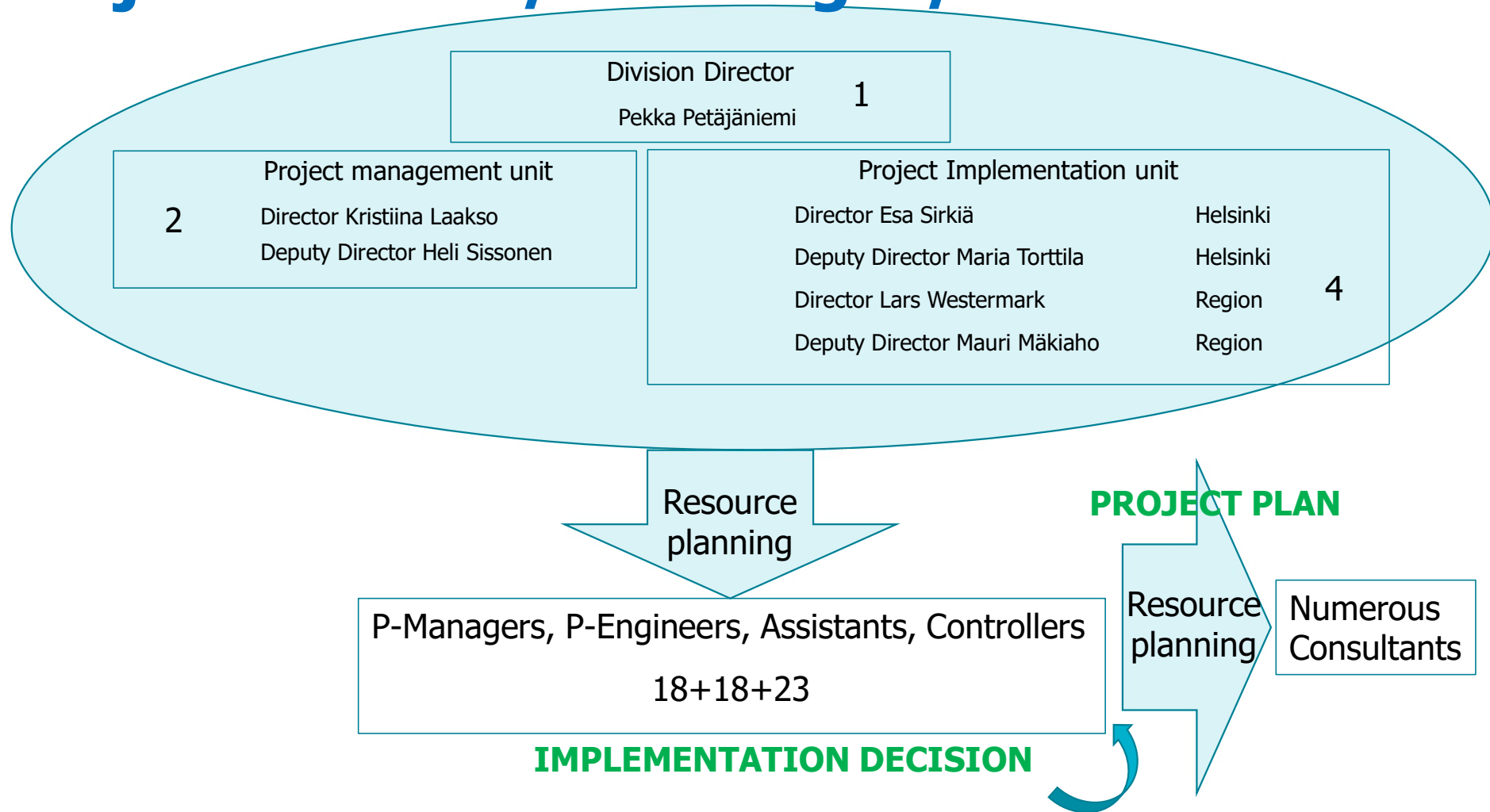


POSSIBILITIES

- The reduction in traffic volumes has opened up new possibilities for implementation
- Requirements relating to the inconvenience caused by the work, may in some cases be readjusted to the current situation
- Possibly the government will increase the volume of public projects to support the economy (economy recovery packet/extra budget)
- Because the previous extra budget 2019 focused on reducing negative climate impact, boosting these projects might speed up the realization of the positive effects



Project division/Challenges/Resources



POSSIBILITIES

- FTIA's on HR: within 2 months 13 new vacancies has applied
- There seems to be an increasing interest for FTIA's vacancies. The average number of applications has risen from 27 to 29
- The economy recovery packet helps to reduce the repair debt for road pavements in a situation where the price of bitumen is inexpensive



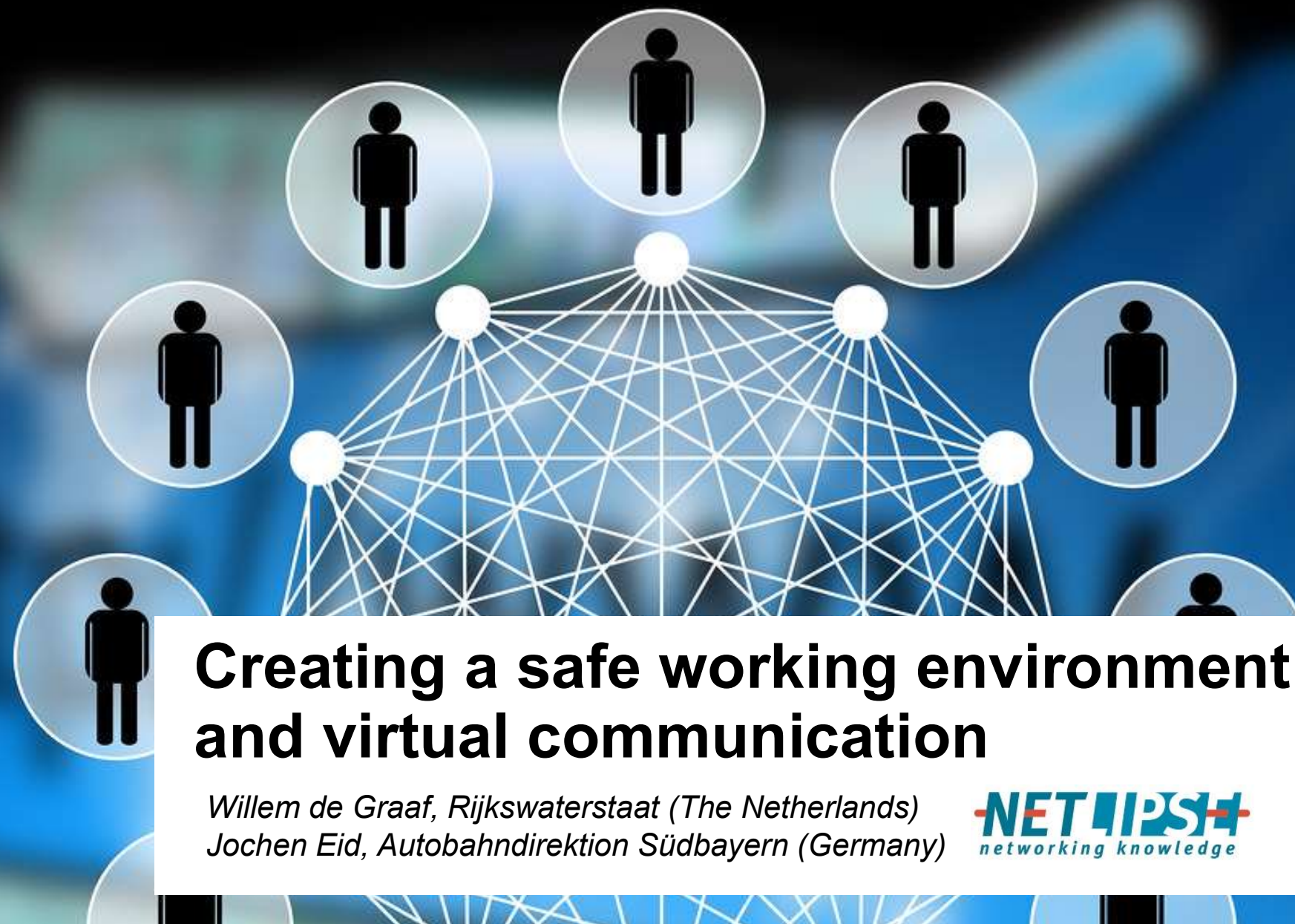


Finnish Transport
Infrastructure Agency

Questions and discussion?



Ask your questions via the chat



Creating a safe working environment and virtual communication

Willem de Graaf, Rijkswaterstaat (The Netherlands)
Jochen Eid, Autobahndirektion Südbayern (Germany)

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Rijkswaterstaat
Ministerie van Infrastructuur en Waterstaat

Dutch perspective:

Creating a safe working environment
and virtual communication

Willem de Graaf
Rijkswaterstaat

Tuesday 26th May 2020



Virtual communication:

- Practice until corona-crisis started:
 - Work in the office.
 - Little use of conference-calls.
 - Skype available, but often not stable.
 - Work from home (e-mails etc.) through citrix-connection to RWS-servers.
 - Laptops have high level of security, due to the sensitive / confidential nature of information; users not allowed to install software.



Offices closed mid-March



Project office Rotterdam



Office RWS Utrecht



Office RWS Rotterdam



Virtual communication (cont'd)

- Since March 2020:
 - Majority of RWS works from home; only “vital functions” allowed to work from the office.
 - First 3-4 weeks:
 - Arranging conference-call arrangements thru mobile telephone (not very stable, half the nation using it....)
 - Skype not stable for entire workforce using; experimenting with other tools such as Zoom, Teams, etc. Through personal laptops.....
 - Since April: Skype standard solution stable for use by all at home
 - Limited number of people visible.
 - Used as webinar tool (presenting, typing questions/comments to meeting-moderator.



Virtual communication (cont'd)

- Learn in crisis-situation:
 - Online team meetings, kickoff-meetings.
 - Online tendering.
 - Frequent use of webinar-style meetings.



Safe working environment

- Working from home since middle of March; RWS-employees continue working at home until at least 1st September.
- Rijkswaterstaat follows government guidelines:
 - 1,5 meter social distance
 - Work from home as much as possible
 - Use of public transport discouraged (to be used by people with vital functions)
 - Stay at home when signs of cold/fever
 - No shaking hands / wash hands often / coughing in elbow



Safe working environment (cont'd)

- Main RWS offices:
 - Only for staff with vital functions (traffic management, operators bridges/locks, board-meetings, etc.)
 - Impression (14/5: large parts of office closed, small part in use by very few people. Described as weird feeling, unheimisch/scary atmosphere).
 - Currently adapting layout in offices to coop with 1,5m social distance. Is a challenge for large offices....





Safe working environment (cont'd)

- Project site-offices (to support construction activities) on site: in use.
 - 1,5m distance challenge to coop with, but adhered to.
 - Construction activities still going on, depending on type of work.
 - Safetywalks outside carried out, especially to see if work is carried out safely under new (corona) measures
 - Foreign workforce still abroad...
- Expo-center just opened early March by Minister, closed within a week later. Still closed until government guidelines allow opening.





End



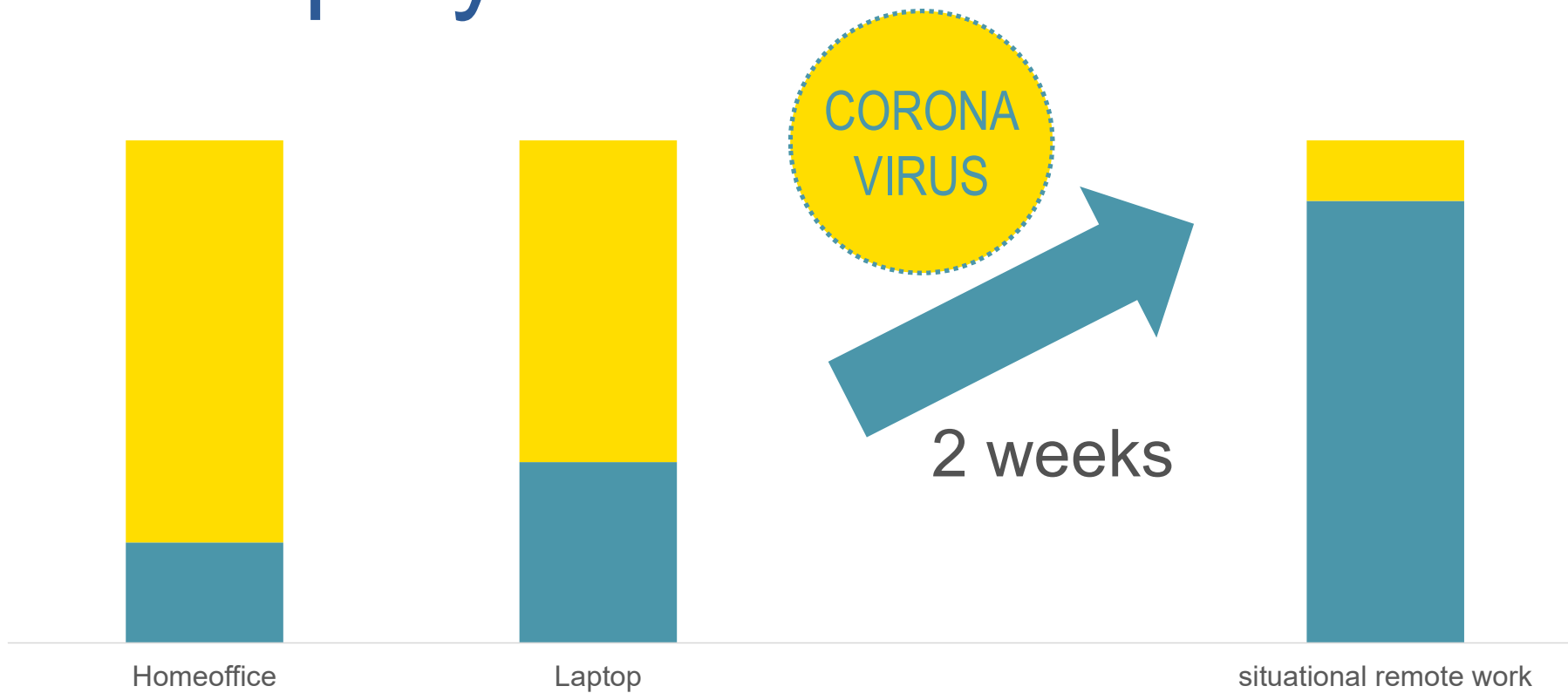
Accelerating New Work...

Dr. Jochen Eid

Department for Planning
and Construction



50 employees...



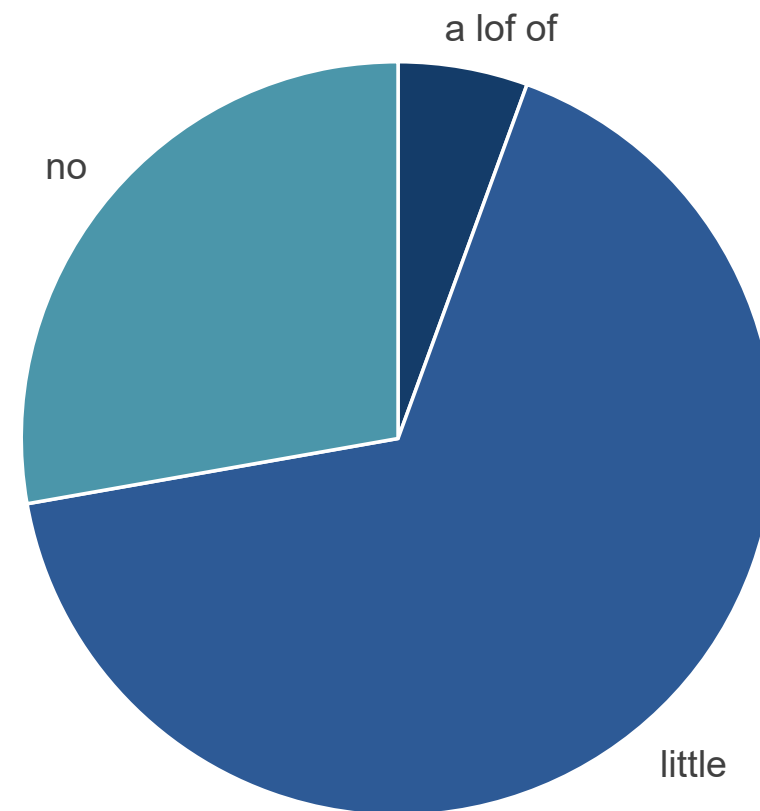
THE
GAME RULES
ARE
CHANGING



We had...

- ✓ little experience with working at home / remote
- ✓ little experience with collaboration tools
- ✓ a culture of being present

Experience with remote collaboration tools





Webinar to foster „Remote work“

- ✓ web conferences and conference calls
- ✓ workplace organisation, work rhythm & breaks
- ✓ reachability & availability
- ✓ remote creativity & remote collaboration tools





Using agile methods

- ✓ daily team check-in (3 – 5 persons)
adopted from SCRUM Stand up meeting
- ✓ Key Questions for daily team organisation
 - What did I do yesterday?
 - What do I plan today?
 - Do I need support?





Successfully tested...

- ✓ online team meetings & team chat
- ✓ virtual knowledge exchange
- ✓ virtual project kick-off with consultants
- ✓ virtual stakeholder analysis workshop
- ✓ finishing project documents for legal approval process

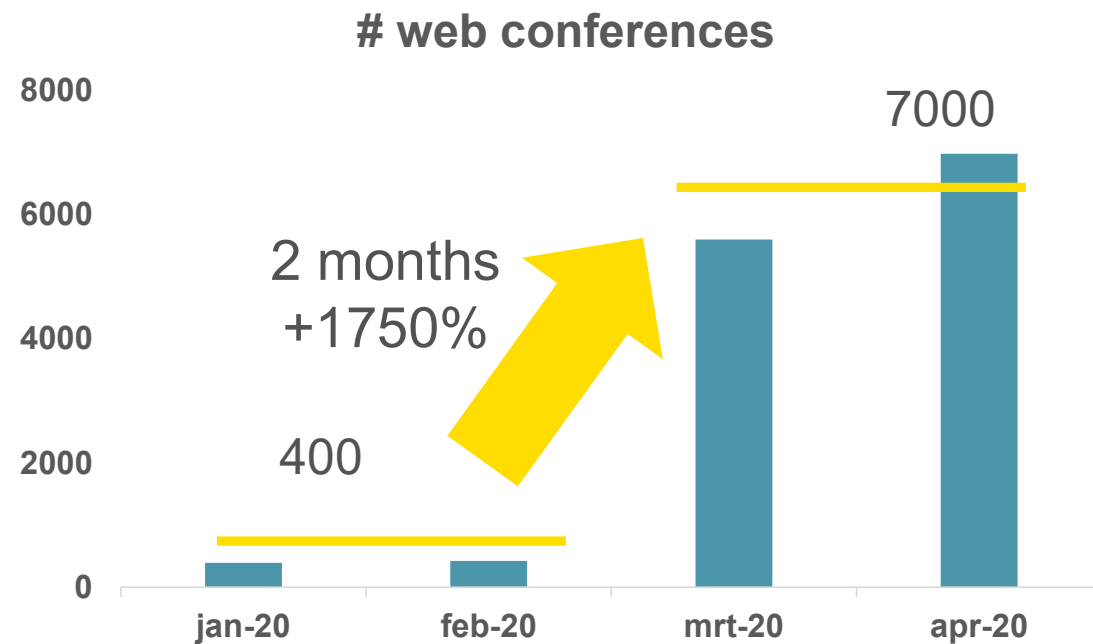


TIME FOR
SOMETHING
NEW!



We suddenly did...

- ✓ trust employees
- ✓ work self-dependent
- ✓ remote collaboration





Never waste a good crisis!





learnings from the crisis

- ✓ No crisis without a chance!
- ✓ What did we change? What was helpful? What do we want to keep?
- ✓ Working group started
 - Multi-level / cross-hierarchical & multi-professional working group
 - Started on Monday, 19th May ... (preparation team 2 weeks ahead)
 - Finish End of July
 - Organising with 2 week sprints





Deliverables

- ✓ develop an company agreement on flexible work
- ✓ proposal for improvements regarding
 - the technical equipment
 - work flows and procedures (“remoteability”)
 - if applicable: realignment of the office room use



Questions and discussion?



Ask your questions via the chat



Thank you! And see you in...

Next Network Meeting: November 9th – 10th 2020

Spring 2021: May 17th – 18th 2021, Parma

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