

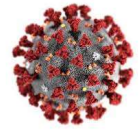
Covid-19 Risk Reduction / Early Warning Meeting

Date of Meeting:		Time:	
Location:	MS TEAMS VIRTUAL MEETING	Meeting Organiser/ Primary Contact:	
Reason for Meeting:	TO CONSIDER ACTIONS WHICH SHOULD OR MAY BE TAKEN TO MINIMISE PANDEMIC IMPACTS AND PROTECT PROJECT TEAMS & SUPPLY CHAIN		
Purpose of the Meeting:	TO WORK IN A SPIRIT OF MUTUAL TRUST AND COOPERATION TO OUTLINE & DISCUSS ACTIONS FOR PREVENTION, MANAGEMENT AND RISK REDUCTION MEASURES, BOTH FINANCIAL AND IN TERMS OF HSE TO MINIMISE IMPACT OF COVID-19 PANDEMIC ON PROJECT OUTCOMES		
Location:	MS TEAMS VIRTUAL MEETING		
Meeting Organiser & Primary Contact Details:			
Attendees:	NOTE: IT IS RECOMMENDED THAT CONSIDERATION TO THE ATTENDANCE OF OTHERS, AND EMPLOYER / CLIENT REPRESENTATIVES BE GIVEN IN RELATION TO ANY RISK REDUCTION / EARLY WARNING MEETINGS CONVENED TO DISCUSS THE ONGOING CORONAVIRUS (COVID-19) PANDEMIC. THIS IS PARTICULARLY RELEVANT WHEREBY ANY EMPLOYER / CLIENT STRATEGIES / RISK MITIGATION MEASURES ARE TO BE CONSIDERED (OVER AND ABOVE, OR IN LIEU OF [BY AGREEMENT] OF THE CONTRACT TERMS AND CONDITIONS ALREADY IN PLACE).		

Agenda

1. Site Mitigation Measures to Contain spread of virus
2. Finance & Payment
3. Project Specific Actions
4. Preparing for after the Pandemic

NOTE: THE INTENTION OF THE MEETING IS TO IDENTIFY AND ATTEMPT TO NEGATE / MITIGATE THE PROBLEM. IT IS NOT TO DECIDE RESPONSIBILITY, OR WHO WILL PAY FOR ACTIONS TAKEN; THE RELEVANT PROVISIONS OF THE CONTRACT WILL COVER THESE ASPECTS.

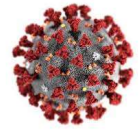


Site Mitigation Measures to Contain Spread of Virus:

1. INCREASE WELFARE AND HYGIENE FACILITIES ON SITE / IN OFFICES.
2. ENSURE ALL PERSONNEL ARE INFORMED AND ADVISED OF UP TO DATE COVID-19 STRATEGIES ADVISED BY GOVERNMENT AND A COMMUNICATIONS PLAN IS IN PLACE TO CASCADE ANY CHANGES
3. ALLOW / INSTRUCT RESOURCES TO WORK FROM HOME WHEREVER POSSIBLE.
4. ENSURE COMMUNICATION AND TAKE STEPS TO MAINTAIN TEAM MORALE FOR THOSE WORKING AT HOME? PROVIDE CONTACT POINTS TO CONTINUE TO LOOK AFTER MENTAL WELLBEING OF ALL WORKERS?
5. SPLIT TEAMS / STARTING TIMES / BREAK TIMES TO AVOID CONTACT / MAINTAIN SEPARATION ON ACTIVE SITES AND AVOID POTENTIALLY SEVERELY DEPLETED WORKFORCE.
6. REDUCE CONTACT BETWEEN LEADERSHIP TEAMS AND ENSURE DELEGATES ARE IDENTIFIED FOR PERIODS OF ABSENCE AS NEEDED
7. CANCEL NON-ESSENTIAL TRAVEL TO MEETINGS AND OVERSEAS AND /OR AMEND INVITES TO CONFERENCE CALLS / ONLINE MEETINGS.
8. WHERE ESSENTIAL ACCOMMODATION NEEDS TO BE BOOKED FOR RESOURCES - AVOID ANY SHARED ACCOMMODATION OPTIONS (I.E. HOTELS WHICH ONLY HAVE SHARED FACILITIES / RENTAL PROPERTIES WITH COMMUNAL FACILITIES, ETC) AND ENSURE PRIVATE BATHROOMS AND SUITABLE FOOD OPTIONS ARE AVAILABLE
9. RESTRICT / BAN THE USE OF CAR SHARING ARRANGEMENTS AS MUCH AS POSSIBLE.
10. SUPPORT PEOPLE WORKING AWAY FROM HOME THROUGH REGULAR CONTACT, CHECK INS AND VIRTUAL TOUCHPOINT, AND VERIFY WELFARE AND DISTANCING MEASURES IN OPERATION
11. OTHER?

Finance & Payment:

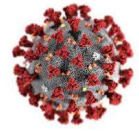
1. CHECK INSURANCES TO VERIFY IF 'BUSINESS INTERRUPTION' OR ANY OTHER COVER IS IN PLACE THAT MIGHT HELP MITIGATE THE EFFECTS OF A COVID-19-RELATED DELAY OR SHUT DOWN IMPACT.
2. LIAISE WITH BANKS AND FUNDERS TO SECURE ANY ADDITIONAL FUNDS NEEDED FOR CASHFLOW, IF POSSIBLE. DELAY / POSTPONE NON-ESSENTIAL PAYMENTS/EXPENDITURE WHERE POSSIBLE AND/OR CONSIDER NEGOTIATION OF REVISED PAYMENT TERMS.
3. CONTACT HMRC TO DISCUSS THE POSSIBILITY OF DELAYING TAX / VAT PAYMENTS.
4. CHECK IF GOVERNMENT BUSINESS RATES ASSISTANCE IS APPLICABLE?
5. MAINTAIN DAILY CHECK ON GOVERNMENT SITES TO TRACK AND EVALUATE IMPACTS OF COVID-19 ECONOMIC AND CONTAINMENT STRATEGIES
6. REVIEW SUPPLY CHAIN PORTFOLIO AND IDENTIFY CRITICAL SUPPLIERS WHO THE PROJECT TEAM BELIEVE TO BE AT RISK. CONSIDERATION OF:
 - AGREEMENT TO AMEND PAYMENT MEASURES TO SUPPORT SUPPLIER CASH FLOW
 - FORWARD ORDERING / PROCUREMENT OF ITEMS TO SECURE PRODUCTION SLOTS



- ADVANCE / PRE-PAYMENT
 - INTERIM PAYMENTS ON ORDER (NOT RECEIPT)
 - CONSIDER CRITICAL PROCUREMENT PLANS AND CASHFLOW NEEDS
7. ENSURE PAYMENT APPLICATIONS ARE ADDRESSED AS A PRIORITY AND THAT ANY INVOICES SUBMITTED BY SUPPLIERS ARE PAID IMMEDIATELY ON RECEIPT IN ORDER TO MAINTAIN CASH FLOW TO THE SUPPLY CHAIN
 8. CLARIFY HOW APPLICATIONS FOR PAYMENT AND COMMUNICATIONS WILL BE ACCEPTED WHERE REMOTE WORKING ALTERS ESTABLISHED AND CONTRACTUAL PROTOCOLS
 9. MAINTAIN DAILY CHECK ON GOVERNMENT SITES TO TRACK AND EVALUATE IMPACTS OF COVID-19 ECONOMIC AND CONTAINMENT STRATEGIES TO WORKING PRACTICES AND FINANCIAL SUPPORT AVAILABILITY FOR CONTRACTORS AND SUPPLY CHAINS
 10. OTHER?

Project Specific Actions:

1. LIAISE WITH THE EMPLOYER / CLIENT ON CONTINGENCY AGREEMENTS / REVIEW OF ONGOING SITUATION / SITE CRITICAL ACTIVITIES/ACTIONS (RECOMMENDATION IS TO HOLD WEEKLY MEETINGS AS A MINIMUM)
2. CHECK / CLARIFY ANY OVERRIDING EMPLOYER / CLIENT STRATEGIES OR RISK MITIGATION MEASURES.
3. REVIEW ALL CONTRACTUAL ARRANGEMENTS (ENSURE ACCESS IS OBTAINED FOR THOSE RESPONSIBLE) TO UNDERSTAND CURRENT AND FUTURE OPTIONS AND COMPILE CONTINGENCY PLANS WITH STAKEHOLDERS.
4. REVIEW CONTRACTS WITH ATTENTION TO THE FOLLOWING POINTS:
 - SPECIFIC LISTINGS OF EVENTS THAT CONSTITUTE FORCE MAJEURE (PREVENTION / SUSPENSION)
 - LOOK INTO THE POSSIBLE EFFECTS AND LIMITATIONS OF FORCE MAJEURE CLAUSES E.G. EXTENSIONS OF TIME, EXCLUSIONS OF COSTS ETC.
 - IDENTIFY ANY OTHER CE'S ATTRIBUTABLE TO DELAYS / ISSUES ENCOUNTERED IN RESPONSE TO CORONAVIRUS
 - TIMING OF ANY NOTICES REQUIRED FOR NOTIFICATION OF CE'S
 - ADVISE REMOTE TEAMS OF NECESSARY NOTICES AND RECORD KEEPING WHICH MAY BE REQUIRED
5. SET UP PROJECT SPECIFIC COMMUNICATION NETWORKS WITH SUPPLY CHAIN (INC. EMPLOYER / CLIENT REPRESENTATIVES)
6. REVIEW AND AGREE WITH CLIENT/EMPLOYER SAFETY & SECURITY CRITICAL ELEMENTS OF THE PROJECT / WORKS.
7. REVIEW RELEVANT SECURITY GUIDANCE (IF APPLICABLE) IN RESPECT OF SHARING / STORAGE OF ELECTRONIC FILES AND DOCUMENTATION I.E. OFFLINE WORKING.
8. ENSURE APPROPRIATE REMOTE ACCESS (IT ETC.) IS IN PLACE. ARE REMOTE ACCESS SYSTEMS CAPABLE OF MAINTAINING HIGH LEVELS OF USAGE? ARE THERE SUFFICIENT LICENCES ETC. ENSURE OFFLINE WORKING OPTIONS ARE AVAILABLE AS NEEDED TO MAINTAIN EFFECTIVE PRODUCTIVITY.
9. KEEP DETAILED RECORDS OF ALL PROGRESS AND ANY DELAYS OR INCREASED COSTS – RAISE ANY NECESSARY EARLY WARNINGS AS APPROPRIATE.
10. DISCUSS AND AGREE WHAT RECORDS NEED TO BE KEPT / PROVIDED – PHOTOGRAPHS, DAILY DIARY TO RECORD WEATHER, RESOURCES ON SITE, MATERIALS & QUANTITIES, EQUIPMENT ON SITE, VISITORS. (N.B. CHECK WORKS INFO / SCOPE TO



CLARIFY WHAT IS EXPECTED AND AT WHAT FREQUENCY). IDENTIFY AND AGREE PERSON(S) RESPONSIBLE FOR COLLATING AND ISSUING EACH OF THE RECORDS...

11. ADVISE PROJECT TEAMS OF PERSONAL SITE DIARY AND RECORD KEEPING REQUIREMENTS TO SUPPORT FUTURE COST AUDITS POST PANDEMIC IN LINE WITH CONTRACT AND/OR SPECIFIC COVID-19 MEASURES AGREED WITH CLIENT/EMPLOYER
12. REASSESS THE BUDGET / CTC INCLUDING ANY CONTINGENCY.
13. REASSESS THE PROGRAMME CONSIDERING THE CURRENT AND ANY ANTICIPATED CONDITIONS / ASSUMPTIONS AND KEEP UP TO DATE WITH ACCURATE INFORMATION TO ENABLE EFFECTIVE PROJECT RESTART AT APPROPRIATE TIME.
14. REVIEW PROCUREMENT OPTIONS – CAN ALTERNATIVE PROCUREMENT OPTIONS / PROVIDERS BE CONSIDERED TO MITIGATE RISK OF DELAYS? CAN THE EMPLOYER / CLIENT PROCURE SOME ITEMS MORE EASILY (OMIT FROM CONTRACTOR SCOPE) / ARE THERE ANY LOCAL / UK SUPPLIERS THAT CAN BE USED IN LIEU OF THOSE ORIGINALLY INTENDED?
15. DISCUSS OPTIONS FOR VESTING (AND PAYMENT FOR...) ANY GOODS / INBOUND DELIVERIES.
16. DISCUSS THE POTENTIAL IMPACT, ON THE PROJECT, OF ABSENCE OF KEY PEOPLE AND AGREE THOSE WHO MAY TAKE ON DELEGATED POWERS WHERE REQUIRED.
17. CLARIFY WHAT ASSUMPTIONS ARE TO BE MADE (EMPLOYER / CLIENT TO INSTRUCT VIA PM) I.E. TIMESCALES, IMPACT ETC.
18. ACCELERATION MEASURES -DOES THE CLIENT / EMPLOYER (VIA PM) WANT TO ISSUE AN INSTRUCTION FOR A PROPOSED CHANGE TO ENABLE TEAM TO REVIEW AND PRICE UP VARIOUS SCENARIOS / FINANCIAL MODELLING ETC. ETC.? – ALTERNATIVELY, WHAT ARE THE CONSEQUENCES IF THEY ARE LATE? DELAY DAMAGES?
19. OTHER?

Preparing for After the Pandemic:

1. ENSURE A WRITTEN DISASTER RECOVERY PLAN (ROAD MAP TO RECOVERY) IS IN PLACE AND SUBJECT TO WEEKLY UPDATE IN LINE WITH BEST AVAILABLE INFORMATION.
2. LOOK AT DISTRIBUTING SUPPLY CHAIN RISKS BY TAKING STEPS TO AVOID CLUSTERING.
3. COMPLETE RISK ASSESSMENTS ON THE SUPPLY CHAIN (ASSURITY OF SUPPLY ETC.) AND LOOK TO MITIGATE IMPACTS WHERE POSSIBLE AND PRACTICAL TO DO SO.
4. DISCUSS HOW TO ENSURE CURRENT PRICES ARE STILL VALID WHERE POSSIBLE, AND OPTIONS WHERE THIS IS NOT THE CASE DUE TO EXCHANGE RATES, SUPPLIER IMPORT RESTRICTIONS, ETC
5. DISCUSS KEY RESOURCE AVAILABILITY (RESOURCE RETENTION ISSUES) AND ESSENTIAL SKILLS REQUIREMENTS
6. IDENTIFY ANY OTHER CE'S ATTRIBUTABLE TO DELAYS / ISSUES ENCOUNTERED IN RESPONSE TO CORONAVIRUS E.G. SHORTAGE OF LABOUR & MATERIALS
7. OTHER?

Any other Business?