



GUIDE

COVID-19

CHALLENGES & CONSIDERATIONS

APRIL 2020

RLB Rider
Levett
Bucknall

CHALLENGES & CONSIDERATIONS

COVID-19: CHALLENGES & CONSIDERATIONS ON THE CONSTRUCTION INDUSTRY

ADAPT | ALIGN | ADVANCE

COVID-19 is causing unprecedented disruption, impacting the global economy and creating unique challenges for all sectors, including the built environment.

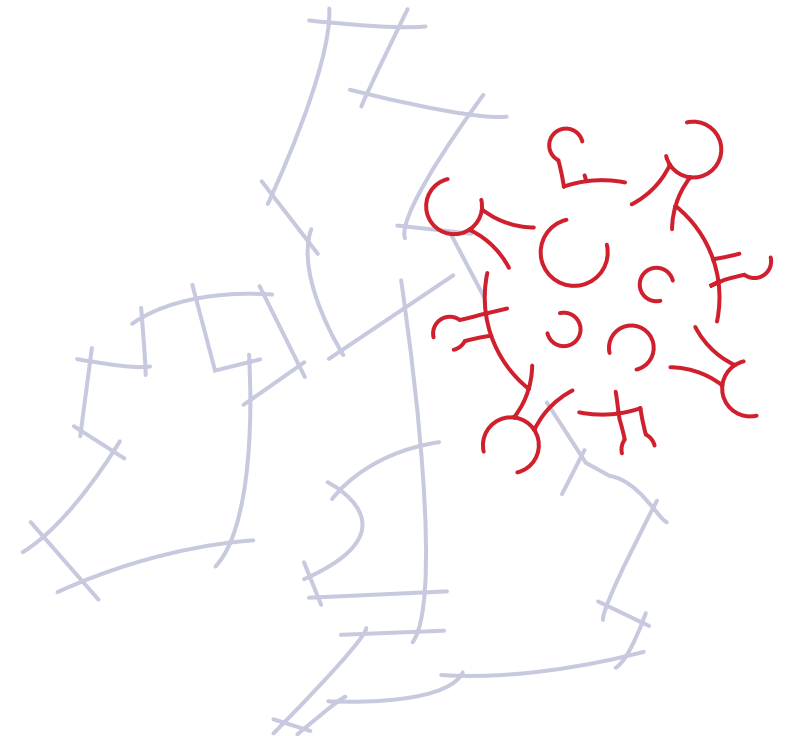
We believe the speed of the construction market rebound will depend on a proactive three-phased plan:

- How we **ADAPT** to address the immediate challenges including the lockdown, health & safety, the impact on the workforce, the supply chain, project delivery and productivity.
- How we **ALIGN** to the new normal, ensuring business continuity whilst evolving and supporting our clients as they respond to these temporary constraints and demands.
- How we **ADVANCE** and evolve new ways of working within the built environment, taking a long-term view of the implications post COVID-19, including how businesses operate, workforce expectations, space utilisation, transportation plans, digital solutions and how we understand and remodel the new norms.

Projects will resume as the socio-economic turmoil calms down in line with a reduction in reported cases of the outbreak and a phased relaxation of lockdown restrictions.

RLB will evolve post COVID-19 by working collaboratively with clients, consultants and contractors within the built environment, and by providing solutions aligned to our clients' business needs.

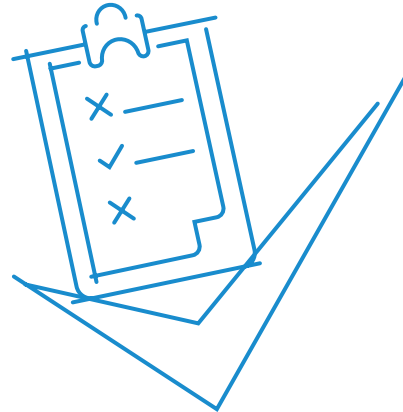
This guide highlights some of the challenges our clients are facing and how they may be able to tackle them by having a proactive implementation plan during and as we emerge from this crisis.



IDENTIFY, MANAGE AND MITIGATE RISKS ASSOCIATED WITH COVID-19 IN RELATION TO YOUR PROJECT OR PROGRAMME

CHALLENGE

1. How can you make sure that Health & Safety remains low risk whilst we combat COVID-19?



CONSIDERATIONS

Health and safety of everyone is of prime importance.

A proactive compliant health and safety plan to mitigate risk must be formulated, including any emerging legislation and updates to H&S planning.



CHALLENGE

2. How can you make sure the current impact on your project is mitigated with a minimal effect and cost to your business?



CONSIDERATIONS

A considered approach based on sound contractual knowledge and an optimised balance between risk and opportunity should be adopted.

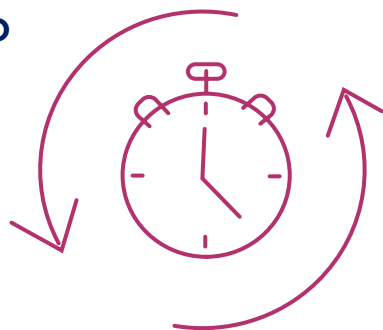
There is a requirement to achieve a balance between strict contract liability and aiding contractors to help deliver the project.



CHALLENGES & CONSIDERATIONS

CHALLENGE

3. Would you be able to make up for the lost time on your projects and minimise further delays?



CONSIDERATIONS

It is important to have developed a detailed programme plan to ensure those projects currently on hold or in flight can return to construction/development without further delays.

Collaborative engagement with the supply chain, programme analysis and optimisation will reduce delays.



CHALLENGE

4. How can you reassure your investors/funds that your projects are still viable?



CONSIDERATIONS

Understand and reassess value drivers (capital, whole life and socio-economic) and risk post COVID-19.

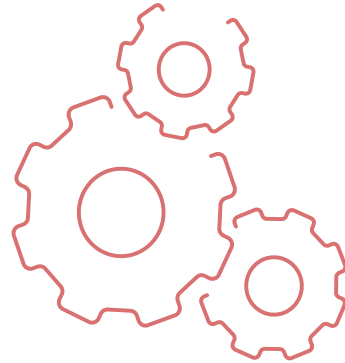
A comprehensive due diligence exercise will provide critical intelligence to ensure developers, owners and funders stay in control of their investments.

Making prudent investment assessments by continually appraising residual risks, financial exposure and the quality of the asset being developed is essential to investors.



CHALLENGE

5. How will the supply chain demand be met, what is their capacity and resilience?



CONSIDERATIONS

Resilience of all tiers of the supply chain and design teams will be key to successful and unhindered delivery.

Regular payments and cashflow certainty are required.

Financial analysis of all tiers of the supply chain is essential.



CHALLENGE

6. How can you identify, manage and mitigate risks associated with COVID-19 in relation to your project or programme?



CONSIDERATIONS

Formalised risk analysis of both quantitative and qualitative risks should be developed from the outset.

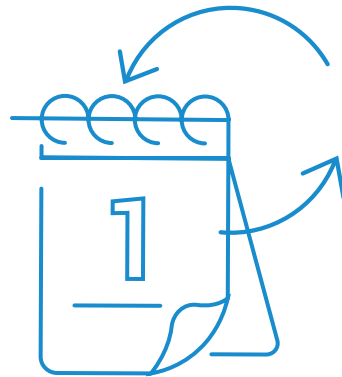
Utilisation of scenario planning and sensitivity analysis will focus and drive decision making and optimisation.



CHALLENGES & CONSIDERATIONS

CHALLENGE

7. How can you actively plan for the future?



CONSIDERATIONS

Undertake a Gate Zero/restart review and re-engagement action plan.

Reconfirm baseline from all aspects of the project; commercial, programme, design and legal.



CHALLENGE

8. How can property owners, estate managers and FM providers meet their responsibilities?



CONSIDERATIONS

Ensure compliance with Health & Safety regulations, current and emerging.

Stay in control of property refurbishment/repair programmes.

Tackle repairs and maintenance to maintain integrity and safety of the property.



CHALLENGE

9. How can you deal with vacant properties where tenants are forced to give up a Lease?



CONSIDERATIONS

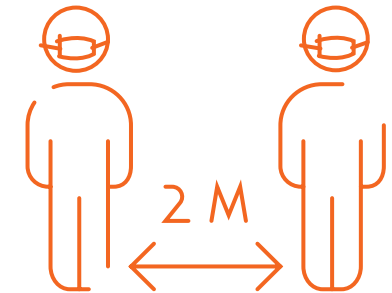
Maintain safety, security and integrity of property and premises.

Protect investment value now and any future financial return.



CHALLENGE

10. How can you return to your workspaces or alter your workspaces to a new way of working following COVID-19?



CONSIDERATIONS

Undertake remote digital working to maintain pre-contract design programmes.

Take advantage of vacant property to undertake planned or essential works with minimal disruption to business operations.

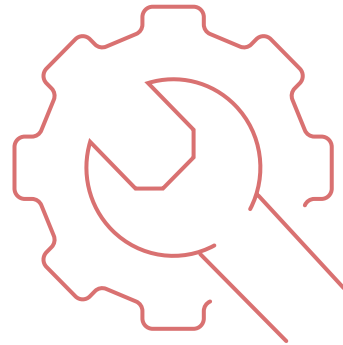
Optimise programmes by avoiding the need for phased works around clients' business operations.



CHALLENGES & CONSIDERATIONS

CHALLENGE

11. What can you do if your existing consultants cannot perform due to furlough?



CONSIDERATIONS

Maintaining the delivery of projects and programmes is essential.

Ensure health and safety liabilities are addressed.

Some legal and professional property services can only be undertaken by named individuals in accordance with legislation.

Maintain professional support in legal process.

Maintain progress on projects.



CHALLENGE

12. What are the potential benefits of proceeding with works during the COVID-19 crisis?



CONSIDERATIONS

Undertake remote digital working to maintain pre-contract design programmes.

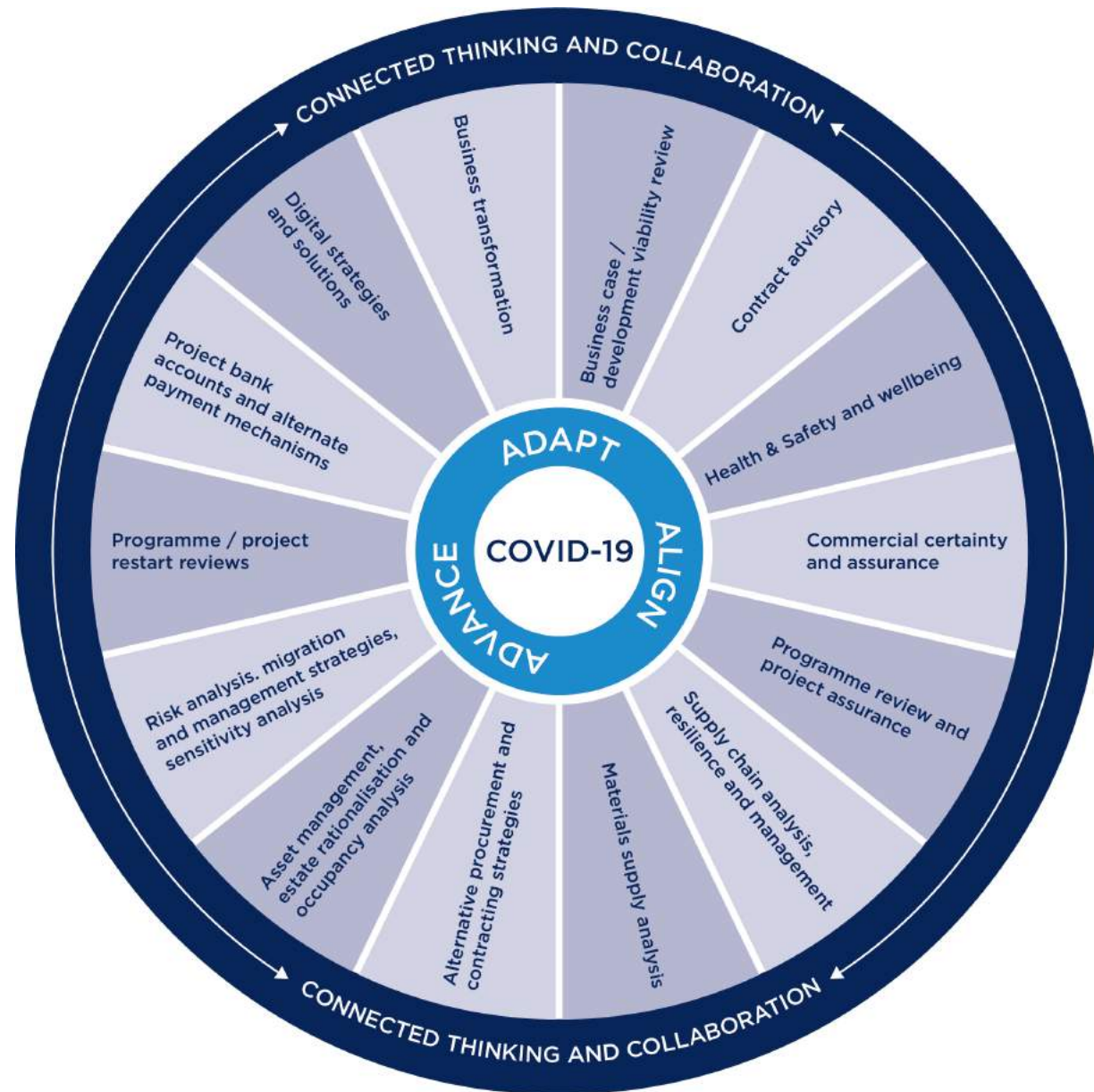
Take advantage of vacant property to undertake planned or essential works with minimal disruption to business operations.

Optimise programmes by avoiding the need for phased works around clients' business operations.



OUTCOMES AND SOLUTIONS

We offer tailored solutions to support our clients' business needs. Our suite of services are designed to deliver sustainable outcomes for our clients.



OUR EXPERTS

Please contact our experts to discuss your projects, challenges or concerns.



Mark Weaver

Head of Service

e. mark.weaver@uk.rlb.com

t. +44 (0)7966 487 811



Russell Lloyd

Head of Cost Management
& Quantity Surveying

e. russell.lloyd@uk.rlb.com

t. +44 (0)7976 358 556



Guy Robinson

Head of Project Management

e. guy.robinson@uk.rlb.com

t. +44 (0)7824 328 189



Chris Hartley

Head of Building Surveying

e. christopher.hartley@uk.rlb.com

t. +44 (0)7764 285 944



Samantha Mepham

Health & Safety

e. samantha.mepham@uk.rlb.com

t. +44 (0)7740 733 176



Aziz Mehtajee

Contract Advisory

e. aziz.mehtajee@uk.rlb.com

t. +44 (0)7748 327 943



Ryan Wheal

Programme Management

e. ryan.wheal@uk.rlb.com

t. +44 (0)7778 648 488



Matthew Brooker

Head of Sector

e. matthew.brooker@uk.rlb.com

t. +44 (0)7771 662 436

ABOUT RIDER LEVETT BUCKNALL



Fresh perspective

We are a global independent construction, property and management consultancy. We bring a fresh perspective combining technical expertise and technology to deliver service excellence.

Flawless execution

We offer a range of complementary cost consultancy, project management, programme management, building surveying, health & safety and advisory services. We work from conception, through design, construction and operational performance of facilities to their eventual disposal or reuse.

We are committed to developing new services and techniques aimed at enhancing our clients' businesses in the long term.

Independent advice

Our clients have rapid access to the latest industry intelligence and innovations, which serve to enhance value and mitigate risk.

We provide expert management of the relationship between value, time and cost from inception to completion. We do this through our global and local team of experts, who possess a passion for both core services and innovation.

Our services:

- Cost management
- Project management
- Programme management
- Building surveying
- Health & safety
- Specification consultancy
- Design management
- Strategic facility management
- Sustainability consultancy
- Contract advisory

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