



# **McCann Group**

## **COVID-19 Rapid Recovery Plan**

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McCann-COVID19-BRP-002

Revision 0

**Revision Tracker**

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**0.0**    **Contents**

1	Introduction	Page 3
2	Scope	Page 3
3	Supply Chain challenges and mitigation measures	Page 4
4	Client interaction challenges and mitigation measures	Page 5
5	Workforce challenges and mitigation measures	Page 6
6	Logistic challenges and mitigation measures	Page 7
7	Site Safety challenges and mitigation measures	Page 9
8	Site Safety challenges and mitigation measures	Page 11
9	General challenges and mitigation measures	Page 12

**1.0 Introduction**

- 1.1 COVID-19 is an unprecedented global health risk that is having a serious impact on how we do business. It is an extra-ordinary event that has the possibility to threaten the wellbeing of our employees and other stakeholders and / or the integrity, performance and reputation of the Company.
- 1.2 Disruptions may come from the implementation of national policies and the international policies of other countries as they tackle the threat of COVID-19.
- 1.3 This document identifies the impact of COVID-19 on the different streams of the business and identifies mitigation measures to put in place to limit their distribution.
- 1.4 It is our hope that these measures will enable a continuation of scheme deliveries and provide a rapid recovery to “business as usual” within McCann’s, once national control measures have been lifted.

**2.0 Scope**

- 2.1 This document applies to all McCann Group locations including offices and projects.

## COVID-19 Rapid Recovery Plan

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### 3.0 Supply Chain challenges and mitigation measures

- 3.1 The Purchasing team have identified over 50 key suppliers to current schemes.
- 3.2 The Purchasing team are in constant dialog with suppliers and are monitoring their production and deliver status daily.
- 3.3 Schemes at risk to disruption are those that have specified or nominated products within the contract as alternatives cannot be sourced. Mitigation includes: Identify products at risk, inform Client, Seek type approval for alternatives
- 3.4 Also identified are schemes with scarcity of alternatives e.g. bespoke items, as they are at high risk of disruption. All efforts need to be concentrated on securing stock and keeping these suppliers operational
- 3.5 Products that are manufactured out of the UK zone are at a high risk of disruption. If Countries were to close Borders, then delays would be instant. Mitigation includes: Identify alternative products, seek type approval for use.
- 3.6 Little cable is manufactured in the UK zone, cable supplies would become very difficult to maintain if countries like Turkey were to close their borders
- 3.7 The Highest risk schemes are those that specify products that are manufactured beyond the UK zone. These contracts are typically council schemes, an example of this are Signify (previously Philips) lanterns specified by Calderdale Council.
- 3.8 Of critical importance are products that have no alternatives, an example of this is the in-house design and specification of Signify lanterns, alternatives cannot be readily sourced as redesigns would need to be completed and submitted for approval before alternatives can be proposed.
- 3.9 The majority of Building Suppliers have closed due to lockdown in the UK. Alternative suppliers have been identified and new accounts set up where possible. Building suppliers are currently looking to resume trading soon, so this should not be an issue.
- 3.10 The Purchasing team are finding that new accounts are not being accepted by some suppliers as these suppliers are focusing delivery on existing clients.
- 3.11 McCann's have so far been able to pay suppliers within their current payment terms.
- 3.12 Where possible, the Purchasing Team are aggregating their spend with existing suppliers so they can support key Suppliers. This includes focusing spending with two concrete companies instead of using more local suppliers.
- 3.13 Suppliers and third parties have significantly reduced their number of active delivery drivers, this has led to estimated delivery of 7 to 10 days even when there is stock available in UK yards.

**COVID-19 Rapid Recovery Plan**

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- 3.14 Purchasing are finding that more time is required to maintain deliveries. It is taking longer to source equipment; these items are taking longer to manufacture and they are taking longer to be delivered.
- 3.15 McCann's continue to pay 'Labour Only' suppliers on a 14-day payment term, this has been essential in retaining these key members of our supply chain. This has been McCann policy for several years now and was not introduced due to COVID-19
- 3.16 It is strongly recommended that additional planning time is considered to mitigate Supply Chain issues.
- 3.17 If additional reassurances were provided through contracts, then the stockpile of key items could be one way of mitigating short term disruptions.
- 3.18 Where schemes are time critical, McCann's could consider using their own fleet to collect items that could not be delivered in time.
- 3.19 If Lockdown was to continue beyond 3 months, then it is anticipated that UK Suppliers will be running out of stock or components and no mitigation measures could be sought.

**4.0 Client interaction challenges and mitigation measures**

- 4.1 All clients have shared their own COVID-19 control requirements with us.
- 4.2 All RAMS have been reviewed and revised to include client requirements.
- 4.3 We have shared our own action plan and COVID-19 documents with clients.
- 4.4 McCann directors and project managers are in regular attendance of site progress meetings where issues are raised and mitigation responses shared.
- 4.5 With the exception of one local authority scheme, all McCann sites are running at 100% capacity.
- 4.6 McCann's needs to continue to see reassurances from clients that prompt payment for works will continue.
- 4.7 McCann's need to see reassurances from clients that flow of work will continue.
- 4.8 Clear and honest communication between all parties is required to mitigate delays.

**COVID-19 Rapid Recovery Plan**

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**5.0 Workforce challenges and mitigation measures**

- 5.1 McCann has assembled its Business Continuity Team to monitor staff roles and function.
- 5.2 To-date a total of 18 staff members have been furloughed.
- 5.3 12 No. of these are staff, who have been furloughed because they have been classified as highly vulnerable or look after a family member who is highly vulnerable.
- 5.4 2 No. of these worked on a Local Authority scheme that suspended, as it was non-critical works. This decision was changed recently and they will return to that contract on the 27<sup>th</sup> April.
- 5.5 4 No. of these staff worked in the head office and it was not possible to complete their duties working from home.
- 5.6 We maintain a 6 week look ahead programme that allows scheme shortfalls to be identified and skilled labour moved around where it is most critical.
- 5.7 So far, we have been able to cover the current minor shortfalls.
- 5.8 As holiday requests have been cancelled, this has helped maintain staffing levels.
- 5.9 To mitigate potential short falls in staffing levels upon return to work, we are currently reviewing our policy on carrying leave entitlement over.
- 5.10 Due to high levels of training provided to all staff, McCann's have been able to place the few displaced workers on other schemes, e.g. Local Authority work on Highway England Schemes.
- 5.11 Head office has been temporarily closed and majority of office staff have been given the capability to conduct their duties from home.
- 5.12 Payroll has been identified as a Key Business function and deputies assigned and trained to cover these roles in the event of an absence.
- 5.13 To date, normal business functions of the: Tenders department, Purchasing department, Accounts department, Plant department and HSEQ department have not been affected by the displacement of home working. No issues have been reported from sites regarding support or response times from these departments.
- 5.14 McCann's Business Continuity Plan required all cases of self isolation to be reported on form FN121. This would allow us to monitor individuals and to take action where we identified others at being at risk.

## COVID-19 Rapid Recovery Plan

5.15 The figures for self isolation cases to date are:

<b>Total Number of Self-Isolation Cases</b>	<b>18</b>
No. cases of site operatives self-isolating	11
No. case of supervisors self-isolating	3
No. case of managers self-isolating	1
No. case of admin self-isolating	3
No. cases of where family showed symptoms	12
No. cases of where employed showed symptoms	6
No. of cases self-isolating in March	15
No. of cases self-isolating in April	3
No. of 7 day absence periods	8
No. of 14 day absence periods	10
No. of absences greater than 14 days	0
No. of employee deaths related to COVID-19	0

5.16 Cases of self-isolation have dramatically reduced as information and awareness has improved and safety measures have been implemented by McCann's.

5.17 With the introduction of the government's scheme to allow essential workers to book COVID-19 tests directly or Employers registering to book tests for essential workers, see <https://www.gov.uk/guidance/coronavirus-covid-19-getting-tested>, this will help to reduce extended absence periods and help maintain continuity of labour levels.

### 6.0 Logistic challenges and mitigation measures

- 6.1 A full inventory of vehicles, their occupants and welfare facilities were undertaken early in the onset of COVID-19.
- 6.2 McCann's implemented their Social Distancing in vehicle guidance, that prioritised 1 person per vehicle.
- 6.3 Where this was not possible due to operatives not being able to drive, a hierarchy of controls were implemented to maximise social distancing and keep both staff members safe.
- 6.4 Additional vehicles have been hired to allow staff to follow the Social Distancing in Vehicle guidance.
- 6.5 Additional welfare vehicles have been hired to allow isolated workers access to welfare facilities.



## COVID-19 Rapid Recovery Plan

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- 6.6 Our own welfare vehicles have been reallocated to drivers to maximise coverage of welfare facilities out on site.
- 6.7 Vehicles have now been allocated to individual drivers and are not being swapped between day shifts and night shifts. This reduces the risk of exposure between operatives.
- 6.8 Where the vehicle does not have existing hand washing facilities, Water containers with taps, hand soap and paper towels have been issued to these vehicles. Operatives can use these facilities to maintain high levels of hygiene out on site.
- 6.9 At the start of the outbreak we had operatives left without accommodation as their hotels closed with no notice.
- 6.10 Currently we only have 10 employees lodging and have been able to find accommodation for them.
- 6.11 We have a contract with Venue Options to manage our accommodation requirements. They have been notified and maintain a database of hotels and chains that are currently open to Key Workers.
- 6.12 Looking ahead, we have schemes starting in summer that will require staff to lodge away.
- 6.13 Venue Options have been made aware of our forecast lodging requirements and are currently confirming lodging options in those areas.
- 6.14 Where required for long duration schemes, private properties have been rented for management staff to share, keeping them local to work sites. This option can be reviewed for other staff members where hotel accommodation becomes an issue.
- 6.15 Planned maintenance and inspection of our fleet vehicles has been affected. All booked MOTs for HGVS were cancelled.
- 6.16 MOTs for transit vans have continued.
- 6.17 MOTS that have expired during the COVID-19 period have been extended by three months by the licencing authority.
- 6.18 It is expected that there will be a backlog of MOTs after the extension period and this may delay our affected HGV fleet from being operational.
- 6.19 We have experienced a change in drivers' attitudes and find that they are not willing to leave vehicles on site. This has led to an increase in our mechanics resolving vehicle faults on the Kerbside outside driver's homes.
- 6.20 Main vehicle dealers are operating on reduced hours and closing on weekends, this has led to vehicles not being repaired and ready for the Monday day shift.
- 6.21 All thorough Examinations and LOLER tests continue to be conducted within our Nottingham Yard and have not been affected by COVID-19 disruption.

## COVID-19 Rapid Recovery Plan

### 7.0 Site Safety challenges and mitigation measure

- 7.1 All activities have been reviewed for compliance to maintain Social Distancing requirements.
- 7.2 All activities are possible to complete in compliance with the Social Distancing requirements, with the exception of 2 person manual handling.
- 7.3 Loads above 25 kg are all being mechanically lifted in accordance with approved lift plans.
- 7.4 There has been no discernible difference in the accident statistics from last March 2019 and 2020:

Classification	March 2019	March 2020
Minor injury - No first aid	0	0
Minor first aid - No lost time	0	1
Minor lost time/Hospital Visit	0	0
Lost time - <7 Days	1	0
RIDDOR	0	0
Hours worked	62583	42451
Number of Employees	1522	1044
AFR	0	0

- 7.5 Data for April has not yet been fully returned from site so a comparison cannot be made.
- 7.6 We are aware that the HSE require work related cases COVID-19 to be reported as a RIDDOR event, this has not yet happened.
- 7.7 We have not been made aware of any staff member being diagnosed with COVID-19.
- 7.8 Standard PPE is still readily available and has been purchased with leads times of up to two days.
- 7.9 Current stock levels of PPE at our Nottingham yard remain high.
- 7.10 A small quantity of Additional RPE was ordered (20 Number Sundstrom SR100 masks) on the 27<sup>th</sup> March this has not yet been delivered by the 23<sup>rd</sup> April. Our supplier Arco informed us that any order containing a face mask is under review and stock levels prioritised to medical professionals.
- 7.11 We have sufficient stock of replacement filters, wipes and pre-filters to last three months but will soon not be able to issue new or replacement masks for cutting operations.
- 7.12 An alternative supplier of Sundstrom SR 100 masks is being sort.
- 7.13 Supervisor weekly site audits and HSEQ advisor system audits are still being conducted and findings reported to project managers and clients.
- 7.14 Safety critical medical providers have all closed under lockdown. Highways England has acknowledged this issue and relaxed the requirement to attend site with an in-date safety

**COVID-19 Rapid Recovery Plan**

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- critical medical on the understanding that a medical will be undertaken as soon as this service is available.
- 7.15 McCann's have identified that medical test backlog could be experienced when lockdown is relaxed, our HSEQ Manager is seeking arrangements with our health provider to block book their first available days.
- 7.16 Spare slots could be made available to Clients if they require it.
- 7.17 Laboratory testing for drug and alcohol have been suspended by our medical providers.
- 7.18 Syslab provide our for-cause testing facility in the event of an incident on site, this contract has been suspended as they have temporarily closed.
- 7.19 We are continuing to conduct on site drug and alcohol tests, under newly issued company guidelines to protect all individuals. This testing will temporarily replace the for-cause testing service provided Syslab.
- 7.20 All staff have been made aware of the increased hygiene regime and cleaning requirements.
- 7.21 A monthly usage of additional hygiene products per man was created and then used to source the required quantities of products.
- 7.22 Hand Sanitiser and Cleaning wipes were not possible to obtain in sufficient quantities to supply all sites.
- 7.23 Substitute cleaning products were identified that are more readily available. This includes; Swarfega, liquid Soap, and making own hand sanitiser.
- 7.24 Each vehicle issued with: Bin Bags, Paper Towels, Water Container with tap, Soap, Disinfectant Spray, Box of Disposable glove.
- 7.25 Guidance on cleaning vehicles was issued in document: SOP24 COVID-19 Daily vehicle Cleaning Routine.
- 7.26 The most elusive item to order is bars of soap, these are experiencing delays of one month, and our current order is expecting to be delivered at the end of May.
- 7.27 Where possible we have provided items that are refillable, such as hand pumps, water containers and spray bottles.
- 7.28 We do not believe that there is any evidence that Safety performance has been reduced due to COVID-19.
- 7.29 We believe that we are continuing to deliver a safe and normal level of service on our schemes.
- 7.30 On-site start times have been staggered to allow Social distancing to be maintained. Gangs are given 15 minute slots to arrive in the yard, use facilities and load vehicles, this also staggers end times. Where delays occur, operatives have been asked to stay in their vehicles and contact their supervisor by phone.
- 7.31 Start of shift briefings conducted outside in small groups, which allows social distancing to be adhered to. Currently the weather permits this.

## COVID-19 Rapid Recovery Plan

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- 7.32 The morale and mental health of the majority staff continuing to work on site is very low, they feel that there is one rule for them and another for others.
- 7.33 Mental health support is available to operatives through our EAP provider Health Assured.
- 7.34 We are not aware of any issues regarding the provision of first aid. All ECS card holders have basic first aid training as part of their Found01 core training and all vehicles are provided with first aid kits.
- 7.35 Although a serious accident has not yet occurred our guidance is: where practicable, the first aider is to maintain 2m social distancing & direct the injured person to self-administer first aid, where self-administering cannot be achieved then emergency services must be called.
- 7.36 Project Managers on local authority schemes have commented they are experiencing an increased number of interruptions from members of the public, this is thought to be because more people are at home and being disturbed by works outside their home.
- 7.37 Guidance for public confrontation is to stop works and ask them politely to remain 2m away. Where it is likely that they will ignore the 2m social distancing requirements, operatives are to return to their vehicle and contact their site supervisor.
- 7.38 Site activities are continuing but the requirements to manage social distancing are taking additional time to manage safely.
- 7.39 Material collections are continuing but again queue durations are extended as batching plants follow their own social distancing and safe system of work requirements.

### **8.0 Delivery of training challenges and mitigation measures**

- 8.1 All training expiry dates are monitored by our Training Administrator.
- 8.2 HEA issued cards have had their expiry dates extended by three months.
- 8.3 HERS portfolios are being updated remotely through the HEA's new online portal. This allows us to continue to apply for ECS cards and maintain employees training records.
- 8.4 Physical competency cards are being delivered to Head Office but are not being processed. All cards are available to be verified through online checking systems, sites have always relaxed the requirement to carry competency cards and are accepting verification through the checking sites.
- 8.5 External courses without physical practical's are being delivered by providers remotely using teams and other software.
- 8.6 Our own trainers are reviewing operative's HERS training requirements and developing Personal Actions Plans where physical assessment training cannot be delivered. The Personal Action Plans identify training requirements and prioritises the delivery of training once lockdown has been relaxed.

## COVID-19 Rapid Recovery Plan

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- 8.7 The training department is planning to start delivering business critical training at the end of May.
- 8.8 All training that has been cancelled due to lockdown measures has been logged on the training register and is prioritised for rebooking once providers reopen.
- 8.9 CSCS cards have had their renewal grace periods extended by 12 months by the scheme provider, this will smooth out the backlog of applications.
- 8.10 CSCS have advised that “Employers and those responsible for site access and card checking procedures to use their discretion towards workers whose cards have expired since March onward, but a worker must always hold the correct card for the job they do on site”
- 8.11 ALLMI cards expiring can be extended on request, but advises employers use discretion towards recently expired cards.
- 8.12 ECS cards expiring in March, April and May have been extended by the HEA for 3 months, advising employers to use discretion towards recently expired cards.
- 8.13 IPAF card renewal date has been extended by 90 days. Candidates with expired cards can undertake operator elearning or remote instructor led theory course.
- 8.14 Pearson VUE test centres have temporarily closed so CPCS module renewal tests and touch screen safety tests cannot currently be completed.
- 8.15 Our training administrator is monitoring Pearson VUE reopening schedules and will book the required tests immediately for weekends when slots become available.
- 8.16 Where basic level safety knowledge is required to be demonstrated, then internal testing can be conducted in accordance with CITB Lite test guidelines to satisfy clients. This internal test is for local assurances only and does not replace the need to have a full test conduct once Pearson VUE is reopened.
- 8.17 Lite test guidance from CITB can be found online at: [https://www.citb.co.uk/global/courses-quals/hse-test/hse\\_test\\_delivery\\_guidelines.pdf](https://www.citb.co.uk/global/courses-quals/hse-test/hse_test_delivery_guidelines.pdf)

### 9.0 General challenges and mitigation measures

- 9.1 ISOQAR have confirmed that External Management system Audits (iso 9001 etc) will be conducted remotely, with no requirement to visit site during the lockdown period. HSEQ Manager will prepare documents and evidence as per previous audits.
- 9.2 Deep Cleaning Contractors have been approached and arrangements made for site and office facilities to be deep cleaned in the event of COVID-19 case.
- 9.3 Deep cleaning of the Head Office and other McCann Properties has been approved and a programme of periodic deep cleans is being arranged with a specialist contractor.

## **COVID-19 Rapid Recovery Plan**

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- 9.4 Company inductions are currently self-led by the new employee being issued digital copies of the induction material and paperwork. A new company induction presentation to be delivered remotely is being worked on.
- 9.5 McCann's have been developing a digital integrated management system called MIMS. Existing site trials continue, but the purchasing of additional tablet devices has been disrupted due to a global shortage of devices. Alternative suppliers are being sourced.