



# SH

SAFER HIGHWAYS MAGAZINE  
ISSUE 6 2020 Q1

## Keep Calm and Carry On We Shall not be defeated - Covid-19

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A Tribute to our



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## Dear Friends & Colleagues

**T**hank you once again for taking the time to read the latest edition of SH Magazine.

It never ceases to amaze me that a magazine, which less than two years ago was almost an afterthought of the Safer Highways board, now has a readership of in excess of 200,000 people per edition.

This is not just a tribute to the hard work of the team behind the scenes at Safer Highways but also the continuing quality of engagement we enjoy within our supply chain. Please accept my heartfelt thanks for this.

Currently we are living in troubled times fighting an enemy who is neither visible nor economic in COVID-19 and I know this has had a massive impact from the top to the bottom of the supply chain.

Safer Highways has been working tirelessly to engage with clients to ensure that not only our membership but also the broader supply chain remain informed as to the latest developments and indeed guidance from the clients.

Coming at a difficult time for our industry, this edition has bucked with the trend of being non-time sensitive and

includes two pages of valuable guidance from one of our prominent members, the Vinci group, around best practice which other contractors can follow to offer support to the people who work for them – after all, this is the key pillar upon which the whole Safer Highways movement was born.

In times of crisis, all of us look for a helping hand from our peers and I genuinely hope that this edition of the magazine will do just that.

From a practicality perspective, we have increased the number of articles we are featuring, not just around Coronavirus but also other shared best practice, as we endeavour to continue business as usual as part of our duty to the industry.

In these unprecedented times, we need to ensure that we continue to support each other; together, I am confident we can do so and emerge stronger than ever.

Please stay safe.

**Kevin Robinson**

Editor

Safer Highways Magazine

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# Proud to be part of the Safer Highways Community



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# Highlights in this issue...



Coronavirus:  
The month everything changed



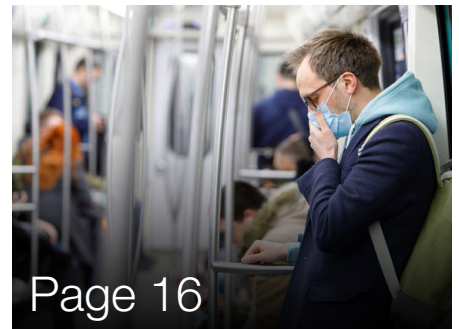
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[nhs.uk/coronavirus](https://nhs.uk/coronavirus)

Written by:

**Kevin Robinson**

Chief Operating Officer  
Safer Highways

## Coronavirus: The month everything changed

**I**n the space of a month, the United Kingdom has transformed beyond recognition. And most of us haven't had time to stop and take stock.

One Friday afternoon, when the UK was another country, a chalkboard leaned against the outside wall of a country pub. A message had been written in neat, thin capital letters.

"Unfortunately a customer who visited us has tested positive for the coronavirus," it read. "So as a precautionary measure we are closing for a full deep clean." It was signed by the landlord and landlady, who apologised for the inconvenience.

The pub was located along a quiet, narrow road just outside Haslemere in Surrey. The patient who had gone there lived somewhere in the county. Unlike previous British cases detected up to that point - he was the 20th - he

hadn't been abroad recently. As far as anyone knew, he was the first to catch the virus inside the UK.

On the same day, 28 February 2020, came another news update. A grimmer milestone. A British man who'd been infected on the Diamond Princess cruise ship became the first UK citizen to die, in Japan, from Covid-19.

That afternoon, children were still in classrooms and adults were still at work. People shook hands and hugged and kissed. In the evening, they went to pubs and restaurants. Some went on dates and others visited elderly relatives. They assembled in groups and mingled with residents of other households.

As the weekend went on, football fans crammed into stadiums.

Worshippers gathered in churches, mosques, temples and synagogues.

You could go outside for as long as you liked, if you didn't mind the rain. On supermarket shelves, toilet paper and paracetamol were plentiful. Recent storms had left large swathes of the country flooded, but for most British people, life went on as it always had and seemingly always would.

Insofar as any of this describes a British way of life, though, it was one that ceased to exist entirely within just a few weeks.

The changes didn't happen smoothly, in steady, barely noticeable steps. Instead, the UK's sense of what was normal shifted in sudden movements, as though a ratchet was being yanked.

On 28 February 2020 people in the UK were already taking notice of the outbreak. It would have been difficult to ignore entirely the headlines about what was happening in China, South Korea, Iran and Italy. The first confirmed cases among travellers returning to the UK had come as early as January, but it still seemed possible to regard this as something happening, for the most part, a long way away.

Not every newspaper front page that Friday morning led with Covid-19 - the Daily Mail splashed on the saga of Harry and Meghan, the Daily Express with Brexit talks - but most did. In the final week of the month 442,675 phone calls were made to the non-emergency NHS line 111. People weren't yet panicking, but a generalised sense of low-level anxiety was everywhere.

By 1 March, the virus had reached the four corners of the United Kingdom - cases had been detected in England, Northern Ireland, Scotland and Wales. Two days later, with the total number at 51, Prime Minister Boris Johnson stood behind a lectern and launched the government's Coronavirus Action Plan.

The outbreak was declared a "level four incident".

Up to a fifth of the workforce might be off sick at its peak, the prime minister warned. Schools might have to close and large-scale gatherings be reduced. However seriously anyone took the warning, it was still difficult to visualise.

The following day, a woman in her 70s with an underlying condition - those last four words soon became grimly familiar to anyone who followed news bulletins - became the first person to die inside the UK after testing positive for the virus. The first reports of hand sanitiser selling out in supermarkets were published.

Each day the number of confirmed cases crept up - 115 by 5 March, 206 by 7 March, 273 by 8 March. On 11 March, the day that the World Health Organization declared a pandemic, Liverpool FC hosted Atletico Madrid - who were already playing their home games behind closed doors.

There were anxieties about whether it was a great idea to allow the 3,000 Spanish supporters to fly into a major British city where they would eat, drink, mingle and sleep. Anyone with plans to fly out of the UK was beginning to reconsider.

Another twist of the ratchet was imminent.

The following day, the government's Sage committee of scientific experts was shown revised modelling of the likely death toll. The figures, according to the Sunday Times, were "shattering". If nothing was done, there would be 510,000 deaths. Under the current "mitigation" strategy - to shield the most vulnerable while letting everyone go about their business mostly as normal - there would be a quarter of a million.

Now, it was decided, the strategy was to be one of "suppression". Anyone with a continuous cough or a fever was told to self-isolate. On Friday 13, the London Marathon, the Premier League and English Football League



and May's local elections were all postponed. Scotland had its first coronavirus-related death.

Saturday 14 and Sunday 15 March was the last relatively normal weekend. You couldn't watch league football but you could go to the pub. Hand sanitiser now wasn't to be found on any supermarket shelves, but you could tell your friends about your plans to practise "social distancing" if you met them on the street.

Around the country, people looked at Italy, France and Spain, which had already gone into lockdown, and wondered if the UK was next. Volunteers began forming mutual aid groups to deliver food and medicine to vulnerable people who were self-isolating.

In person and on WhatsApp, families and groups of friends argued about what it all meant. The more anxious wondered why the British government was moving more cautiously than its counterparts on the continent. The more blasé complained about why they were going to all this bother. Wasn't it just a bit of flu?

The latter sentiment was exactly the kind of thing the government's advisers were most worried about. On Monday 16, the prime minister advised against "non-essential" travel, urged people to avoid pubs and clubs and work from home.

Across the country, kitchen tables were cleared to make way for laptops. Thanks to Skype and the virtual meetings app, Zoom, white-collar workers started getting a glimpse of their colleagues' interior decor. Those who couldn't do their jobs like this wondered how on Earth they were supposed to earn money and stay safe.

On 17 March, the government began holding daily press conferences - events that would soon become regular viewing for nervous families. Just six days after presenting his budget, the Chancellor, Rishi Sunak, announced £300bn in loan guarantees - a huge expansion of state intervention in the economy by a Conservative government.

But although the UK had been told not to go to restaurants, cafes and pubs, many restaurants, cafes and pubs stayed open. They were quieter than usual but some customers still came. On the evening of Friday 20, the prime minister - who in a long career as a newspaper columnist had steadfastly demonstrated libertarian instincts - ordered restaurants, cafes and pubs to close, a measure that even in the darkest moments of World War Two would have been unthinkable.

For much of the weekend that followed, there was bright sunshine, and people poured outside to take advantage of it - it was one of the last leisure options open to them. But when they crowded into parks and on to the summit of Snowdon they were seen - and widely condemned. This was not how "social distancing" - now regarded as everyone's social duty - was meant to operate.

The lockdown was coming.

On Monday 23, most school pupils - those whose parents weren't designated key workers - didn't go back to their classes. Exams, proms, farewells to classmates and teachers would now never happen.

That night at 20:30, the television screens showed the prime minister sitting behind a desk. He was about to announce some of the most draconian restrictions on individual liberty the UK had ever seen.

You could only leave home to exercise once a day, travel to and from work when absolutely necessary and only go shopping for essential items. You had to stand two metres apart from people you didn't live with. You weren't to gather in public in groups bigger than two.

The British people were being told to avoid human contact when they needed it most.

All through the following week, people would look forward to their one state-sanctioned form of outdoor exercise a day. Or they would stand in front of their laptops, following the instructions set by the fitness coach, Joe Wicks.

By the time the weekend arrived, there were more than 537,000 confirmed cases in 175 countries. More than a quarter of all the people on the planet were living under some kind of restrictions in their social contact and movements.

British life had been transformed so dramatically, and so fast, that you hadn't had time to dwell on it. On 28 February, London's Excel Centre had been hosting The Baby Show, "the UK's largest parenting event". A month later, the venue was a giant field hospital.

This wasn't normal.

Everything was described as "unprecedented" now, because it was. Speaking to the BBC's The World At One, historian Lord Peter Hennessy predicted that, in future, post-war Britain will be demarcated "BC and AC - before corona and after corona".

Before 28 February, the UK was still widely portrayed as a place divided by Brexit, with younger, metropolitan Britons on one side, and their older counterparts in towns and the countryside on the other. That soon came to seem an anachronism. Elderly people were most at risk and those of working age, in the NHS and other key professions, were there to try and save them. Everyone was in this together.

The framing of political debate since 2016 seemed inadequate to the new reality. Coronavirus would not be defeated by a populist attack on the elites. More than ever, the UK needed experts to lead the way. But the experts needed the masses, too - if the vast majority of the population didn't act, then Covid-19 couldn't be stopped.

Initially, the lockdown was supposed to last three weeks. But a month on from 28 February, the UK is settling in for the long haul, with the prime minister, the health secretary and the first in line to the throne all having tested positive for the virus.

You remember your last trip to the gym, the last drink you had in a cafe or a pub, the last time you hugged your mum or your grandad. You think about the life you once took for granted. You wonder if it will ever return.



# Coping with stress during the Coronavirus (COVID-19) outbreak



It is normal to feel sad, stressed, confused, scared or angry during difficult times. **Talking to people you trust can help.** Contact your friends and family.



If you have to stay at home, **maintain a healthy lifestyle** - including proper diet, sleep, exercise and social contact with loved ones at home and by email and phone with other family members and friends.



**Don't use smoking, alcohol or other drugs to deal with emotions.** If you feel overwhelmed, talk to a health worker or counsellor. Have a plan, where to go to and how to seek support for physical and mental health needs if required.



**Get the facts.** Gather information that will help you accurately determine your risk so that you can take reasonable precautions. Find a credible source you can trust such as the World Health Organisation (WHO) or the UK Government Department of Health guidance.



**Limit worry and agitation** by lessening the time you and your family spend watching or listening to media coverage that you may find as upsetting.



**Draw on skills** you have used in the past that have helped you to manage previous adversity in your life and use those skills to help manage your emotions during the challenging time of this outbreak.



# COVID-19 how is the industry coping..?



Written by:

**Adrian Tatum**

Development Director  
Safer Highways

Adrian Tatum talks to Andrew MacCuish, Operations Director at Highway Care and finds out what other advice is being given in the industry.

**A**t first there was panic. And rightly so. The whole industry was about to enter unprecedented times. Balancing doing the right thing for the country's health while trying to maintain business composure has been the biggest challenge this industry has ever faced.

But the worry around uncertainty with the situation was perhaps bigger than anything. How would businesses cope or plan or be more resilient if they didn't know what exactly the future did hold and the inevitable question around how long lockdowns, and indeed this pandemic at large, would last?

Highways England came to the industry with several statements that

put much of that panic to rest, for the time being, at least.

Malcolm Dare, Executive Director, Commercial and Procurement, Highways England has focused on several key areas with suppliers including continuity of work, quicker supply payments and contractor cash flow. In one statement, he said: "The Highways England direction and guiding principles have not changed – they are to remain focused on safely maintaining our critical services at all times and minimising the impact on our staff, our customers and our supply chain.

"From our supply perspective we are continuing to operate in a business

as usual way for the foreseeable future to ensure that we continue to flow cash to all tiers of the supply chain. We aim to come out of the C-19 challenge with a supply chain that has been both supported and protected and is fit for purpose. I ask that all suppliers treat their supply chains in the same way. Without a combined effort, we run the risk of damaging the overall Highways supply chain.”

Highways England has promised a improved payment scheme. “In order to help suppliers cash flow we are looking to improve the speed of supplier payments. Payments will only be made for work completed and correctly invoiced. In order to help, please ensure that all invoices are correct with no queries as this will allow us to pay quickly.”

It also places importance on cash flow: “I would like to continue to emphasise the above. We must come out of the C-19 challenge with a supply base that is fit for purpose at all tiers. Therefore, please ensure that you continue to pay suppliers promptly and make every effort to improve the speed of payments to mirror the Highways England approach,” said Mr Dare.

It also says no planned C-19 delays or cancellations are expected: “We have no plans to close any sites or delay operations due to C-19. We are operating as close to business as usual as possible.” Also, it says, there could potential advanced starts on some projects. “Due to reduced traffic volumes we are assessing options to start some activities earlier than planned. The majority of these are in the Operations area. This also supports our approach of keeping the supply base operations as close to business as usual as possible in these challenging times.”

But what is the industry’s response to the pandemic crisis so far, something that is putting all businesses in the sector under daily pressures?

Highway Safety and Physical Security specialist Highway Care has increased its efforts with hygiene and protection measures for all of its staff and operational delivery teams working on the network. This has been achieved through increased awareness training, home working, reduced travel, the implementation of additional hand washing facilities, and the introduction of hand sanitiser stations, as well as an increased cleaning regime for premises and vehicles, which have been in operation for some weeks now etc.

But the main focus over the last weeks has been business resilience and continuity planning. Some staff have been furloughed in accordance with recent government guidance and some of the operational delivery team are still on stand-by in case Highway Care is needed to do any emergency works and to respond to essential works currently underway. This is to support the government advice to help reduce the spread, and as a result of a downturn in work.

In line with government advice and the rules on social distancing, Highway Care has taken a risk based approach to implementing the measures. As it is not possible to maintain a strict 2 metre distance (advised, where possible by Public Health England), Highway Care have implemented a pairing strategy for those staff who are

still operational as part of their operational delivery team. This means team members who will regularly be in contact within 2 metres, are “paired” together. The team members in the pair can work together but not with anyone else or travel in any other vehicle, other than one themselves or with their pair. If either of the pair develop symptoms or are diagnosed with the virus, then both members of the paired team must isolated. The measures allow the business to still deliver essential work and support in reducing the spread of the virus by limiting contact between their operational delivery team members.

Andrew MacCuish, Operations Director at Highway Care said: “It is a very challenging time. It has been difficult to get to grips on what is going on at the moment. Some work is still going on, and some work has stopped. We did gain some confidence from Highways England’s statement that work will continue and their approach to ‘business as usual’ but the reality on the ground can be very different. Whilst HE’s message has been BAU, the reality has been different with works cancelled or delayed. Projects or sites sometimes have a very different take on things and their approach to risk assessing sites and situations can be variable, which is not surprising due to the advice or “rules” from Government, which have caused great confusion”

Mr MacCuish also called for the industry to come together to work on a planned schedule of works for the rest of the year to ensure companies can ‘gear-up’ in time after a period of downturn. “My concern is that the latter part of the year will be very busy as delayed works kick-start and new work comes from the start of RIS2, which will cause a massive capacity problem in the sector. This large amount of work, will put increased pressure on supply chains, and will ultimately lead to an increase in accidents and incidents. Which can be prevented through early engagement and thorough planning.

A number of businesses are and will struggle through this crisis. Early engagement and planning works now will only benefit the industry in the long-term. And whilst the Highways industry has a large number of suppliers, this unprecedented period is going to cause instability in the supply chain which will ultimately impact Highways England undesirably. We, for example, operate in a niche industry, and are one of three main suppliers in the UK offering temporary barrier solutions for work site safety. If, due to this crisis, those three were to reduce to two or even one, then there would not only be a further capacity problem, but that would also potentially push up prices in the market, which would not be wanted after this very challenging year.”

James Haluch, Managing Director of Amey’s Transport Infrastructure business, which includes highways, paid tribute to his teams during the crisis: “Above and beyond-it’s been truly heart-warming reading the posts (on LinkedIn) about how businesses are keeping essential services going, the support we are getting from our communities and the individual stories of going the extra mile. I feel more connected than ever reading them and the tremendous good in people. I am proud of the part Amey are playing as we all pull together to support our front line services. A big shout out to the people who wave, clap and

send notes/letter saying thanks to our front line teams.”

Meanwhile Amanda Fisher, Chief Executive of Amey said: “The COVID-19 pandemic presents a challenge that we scarcely thought possible. As we navigate our way through this turbulent period, Amey remains resolutely focused on three key priorities; protecting our employees and the communities we serve, continuing to deliver for our clients and maintaining critical services that the country relies on, supporting our suppliers and the wider Amey family.”

She went on to say: “I’m so proud of the critical role Amey is continuing to play in the delivery of public services across the UK, many of which are essential to our daily public life—such as waste collection, cleaning schools, gritting the roads, keeping transport links open. We are also responsible for ensuring millions of key workers are able to continue delivering vital public services across the country. We’re ensuring millions of key workers are able to attend clean and safe schools and that the necessary transport infrastructure is in place so these key workers can travel to work. We are working round the clock to maintain services whilst keeping the Amey family safe. Thank you to all the key workers out there—we’re proud to serve you.”

The Civil Engineering Contractors Association (CECA) has been in regular contact with members during the pandemic. It is also focused on the subject of employment job retention and has prepared several briefings for its members on the subject, keeping workers constantly updated on the employment situation across the sector, as it happens. CECA is also offering webinars to its members focusing on the following; Employment support – Coronavirus Job Retention, statutory sick pay, self-employed income support, business support – including business loans, HMRC deferrals, and Help to Pay, procurement support and CECA’s activities to support members

The UK Government has also extended the CBILS so that all viable small businesses affected by COVID-19, and not just those unable to secure regular commercial financing, will now be eligible should they need finance to keep operating during this difficult time. UK Government has also stopped lenders from requesting personal guarantees for loans under £250,000 and has made operational changes to speed up lending approvals. The Government will continue to cover the first twelve months of interest and fees.

A new CLBILS will provide a UK Government guarantee of 80% to enable banks to make loans of up to £25 million to firms with an annual turnover of between £45 million and £500 million. Loans backed by a guarantee under CLBILS will be offered at commercial rates of interest. Further details of the scheme will be announced later this month. There is also a government Coronavirus Job Retention Scheme.

There has also been some good business advice for companies looking to be more resilient and protect their staff. Investment advice specialist Hindley Capital has produced a guide for businesses

“Given the unprecedented events which have occurred

over the past few weeks, we thought it would be useful to provide our contacts with a summary of the government-backed initiatives available to help support companies through this difficult period,” says a company statement.

The Department for Transport (DfT) and Public Health England (PHE) have posted COVID-19 advice for those working in the transport sector. The guidance states: “The Department for Transport’s has a clear approach to managing construction as part of the Government’s COVID-19 response. This could also include street and road works, where people are working on-site.”

It also advises that the construction industry has also developed and issued specific Site Operating Procedures designed to manage risk in continuing to operate construction sites. These have been reviewed by Public Health England and you should ensure that your suppliers are aware and considering their application: <https://builduk.org/wp-content/uploads/2020/03/Site-Operating-Procedures-23-March-2020.pdf>

Decisions on whether to continue to operate sites should be taken locally by you and your suppliers, considering the safety of workers and the public and the feasibility of complying with the PHE and industry guidance on safe working. What is right for one site may not be right for another and it is important that local judgement applies unless and until any further restrictions are applied in support of the overall health strategy. The overriding priority is the safety of the public and workers, says the DfT.

On contingency planning, it says: “It is possible that the Government’s policy on continuing construction may change further based on the overall COVID-19 response strategy. Accordingly, you should begin to identify which construction works would be essential to continue if the guidance were to tighten further. That might include: works necessary to sustain critical services; works to support COVID-19 handling; and works necessary to make sites safe and secure that are otherwise ceasing.

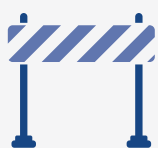
“There may be opportunities to use this period of reduced public usage to advance maintenance and repair works if it is safe and practical to do so.”

It also adds that financial support to the supply chain: “We recognise fully that the current situation has precipitated much uncertainty in the construction sector. HM Treasury and the Bank of England have recently announced financial support schemes but it is clear that this may not be accessible or suitable for all companies within the supply chain. Whilst at this stage we cannot provide any information beyond that already announced by the Chancellor, we understand that further schemes are being considered,” says he DfT.

## Top tips for working from home



In the event that you may need to work from home, we've put together some tips that might help!



**Have boundaries.** Can you create a space just for work? Don't let work spill into your homelife.



**Don't leave your powerpack in the office!** You'll need to keep that laptop charged!



**Stick to a schedule.** Have a start and a finish time for work.



**Have you got all the right tech?** Do you need a monitor? USB hub? Headset for Skype calls?



**Don't sit at your desk all day!** Get up and move about – walk around the block, round the garden or take a five minute dance break! Just move!



If you normally leave your laptop in the office – now is the time to make sure you **take it home each night!**



**It can feel lonely if you're at home alone** – so keep connected with colleagues; use more video calls rather than just messages.



If you can, work from a table and **use a chair with good back support.** Working from the sofa will not give you the support you need.



# Highways England helping emergency services in the West Midlands...

West Midlands network planners face their biggest challenge in many years.

**W**est Midlands network planners face their biggest challenge in many years.

Frank Bird who usually works in the West Midlands Regional Operations Centre in Quinton but is currently working from home – is currently helping to co-ordinate the regional response to the coronavirus outbreak across more than 1,600 miles of the Midlands.

We're using our signs to keep road users informed of the Government advice: Stay home. Essential travel only. Save lives. Safety is our number one priority and we always apply the Government's latest advice. We have well tested contingency plans and our on-road teams, control room staff, and the people who back them up are all working hard to maintain a safe road network. As people follow government

advice to stay at home if possible, traffic volumes and incidents appear to be reducing. Maintaining a safe road network is our priority and that's what our on-road teams, control room staff, and the people who support them, are all working hard to do.

He says the work of Highways England is vital in ensuring that colleagues in the emergency services can plan journeys on the Midlands motorway and major A-road network to get vital supplies to their destination.

I've been working at home since the new guidelines came into effect but that doesn't mean the work stops. We're on calls and Skype meetings every day with partners from the emergency services including the police, ambulance and fire service

We have a new regional temporary hospital – NHS Nightingale – being

built at the National Exhibition Centre (NEC) in Birmingham next to the M42. We all know how busy the airport and the NEC can get but this is now a location of national significance and that means we must make sure that we keep that junction open and flowing at all times. It's vital that we make sure that the equipment needed can get there safely and on-time for when it is needed. We have dedicated traffic officer patrols on standby to get to the location and deal with incidents as and when they occur because we know that, more than ever, time is off the essence. We're geared up to help and we're doing our bit behind-the-scenes to make this happen.

The Midlands motorway network stretches from Junction 16 of the M6 at Stoke down as far as Strensham Services off the M5, shortly before it meets the M50. It also includes the

main A-roads running west towards the Welsh border and spans as far east as Banbury. In total the control centre monitors 800 miles of motorway, including the M6, M5 and M54, and 860 miles of A-road including the A5, A38 and A50.

As part of the ongoing work, Frank says that communication is key to making sure things run smoothly.

One criticism that we sometimes get on social media is that we don't align with local authorities and partners around our work, he adds.

That actually couldn't be further from the truth. For instance, we work really closely with the West Midlands Resilience Forum to make sure that the left hand knows what the right hand is doing during times like this. We're all in this together and without constant communication and planning with one another, it simply wouldn't work.

Frank has been working as a senior network planner for over 15 years. He first joined what was the Highways Agency back in February 2004 as a manager for the traffic officer service.

I loved my job on-road because it was very rewarding to be able to help people who needed it. I dealt with all sorts of incidents from RTCs to broken down vehicles and it was nice to know you've made a difference to someone by getting them back moving again. The most memorable incident I ever dealt with was probably a family who had a son who desperately needed to get Birmingham Children's Hospital for a life-saving transfusion. So whilst we helped recover his Dad's stranded car on the M5 we put the young lad and his mum in to another patrol vehicle and whisked him off to hospital. He made the appointment with five minutes to spare. This is just one of many stories where traffic officers have been able to help people in need. I did that job for two years and I gained some great experience. Being in that sort of role gives you an appreciation for what you need to do to keep traffic moving. When a new position came up in the control room, I leapt at the chance. That experience of knowing how quickly congestion can build when you have an incident has stood me in really good stead for what I do now. I always take into account ways of getting traffic moving around the region when we do encounter unforeseen challenges.

A former bus inspector from Transport for London, father-of-two Frank moved to the Midlands in 1994.

Having worked on the London routemaster bus network for nine years and also as an inspector, Frank decided to swap the likes of Tower Bridge and Big Ben for Spaghetti Junction and the Oldbury Viaduct. He was also heavily involved in helping to keep traffic moving during the Olympic torch relay and Olympic games back in 2012.

Frank's love of sport transcends into his day job. He is currently working on plans for the Commonwealth Games in 2022, all the new structures that need to be built around the region need the road network for the deliveries to get through.

He says his knowledge of the region is an 'absolute-must' for his role because you need to constantly think ahead when incidents and unforeseen events occur.

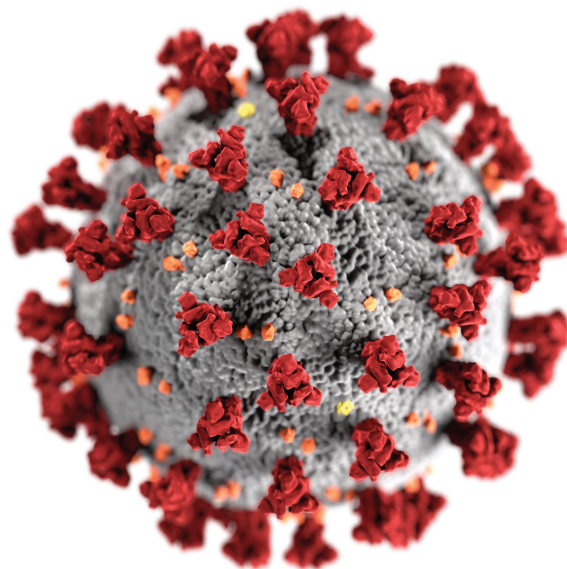
It is like playing a game of chess while juggling. We work really closely with local media to get real-time traffic updates out to people advising of incidents or events that are coming up so that motorists can plan their journeys. We also offer a real-time Twitter service from inside our control room with advice on closures and diversion routes as and when they happen. We do that, so we can help people to avoid congestion. We always encourage people to check their journeys and vehicles are roadworthy before setting off because know how quickly traffic can build when an incident occurs. We also know people will change their routes especially if they have local knowledge and know a shortcut when they can't go the way they normally do. That is why we always try and keep traffic on our network because we don't want to cause congestion on local roads. The Midlands is the heartbeat to the country and we have around 520,000 vehicles travelling through our patch every day on both the M42, M5 and M6. Our regional operations centre in Quinton also monitors wind speed readings which are particularly important for the Midlands' roads as the region has the highest concentration of elevated motorways anywhere in the UK. Anything above 30mph can seriously affect high-sided vehicles. Anything above 25mph and 'High Wind - Slow Down' is automatically displayed on the gantries. This is really important because we know that lorries are delivering supplies to supermarkets which people rely on and we need to make sure we can keep those deliveries flowing.

While traffic volumes appear to be down by nearly half compared to this date last year, Frank says the work doesn't stop to make sure that safety remains paramount on the motorway and major A-road network.

Frank added:

We still have our teams in the control room monitoring our extensive CCTV network and setting lane closure advice when incidents do occur. We're complying with the social distancing rule and the desks inside our control room are quite far apart anyway as an individual operator can have up to four screens to work on. We are the eyes and ears of the West Midlands motorway network and we're doing everything we can right now to help those that need it most.

[www.gov.uk/government/news/highways-england-helping-emergency-services-in-the-west-midlands](http://www.gov.uk/government/news/highways-england-helping-emergency-services-in-the-west-midlands)





# Managing employee mental health and wellbeing...



Written by:  
**Rob Stephenson**  
Managing Director  
Inside Out

## Organisational challenges faced managing employee mental health and wellbeing through the COVID-19 crisis

**W**e are living in unprecedented times which will impact the mental health and well-being of employees. General levels of anxiety exist in our communities and our homes as a result of the Covid-19 crisis due to the immense amount of uncertainty people are faced with. We have never experienced anything like this before in our lifetime. People who potentially have always had good mental health may start to experience some of the symptoms of depression and anxiety.

Combining this with physical distancing, we are removing people from the physical workplace which is where some have support networks on a daily basis. We are isolating people at a time when there are rising levels of anxiety. The feelings

of loneliness and isolation can be akin to some of the symptoms of depression. We are going to see people experiencing mental health challenges for the first time. If you have never had a mental health challenge before, it can feel fairly overwhelming and all consuming.

### The stages of Grief

People may also be experience grief for the loss of normality and travelling through the stages of grief of denial, anger, bargaining, sadness and acceptance. We all experience grief differently and the stages of grief are not uniform or linear for individuals.

We have seen quite a lot of denial (“it is only the flu”); bargaining (“if I self-isolate for 2 weeks it will be OK”) and anger (“you can’t make me stay at



home”). As people get used to the new normal, we will see a lot of sadness rising due to the loss of things that we used to have in our lives: Social connection; events; holidays and many, many more.

The most significant challenge for organisations once they have worked out how to continue doing business is how to help their employees with the threats to their mental health and wellbeing.

## What can employers do?

### 1. Mental health and wellbeing plan

This plan should specifically address how the business is going to approach mental health and wellbeing over the next 3 months. It should be flexible and adaptable as the world continues to change and should take into account different user groups eg parents; those living alone; key workers; vulnerable people etc..

This plan should include the available resources that employees can draw upon (EAP schemes; wellbeing benefits; champions; first aiders etc..) and how to access them.

### 2. Communication

- How we communicate with employees now is of crucial importance. We need regular open and honest communication from the ExCo and senior leadership teams that covers business updates; reassurance on job security where it can be given and a focus on mental health and wellbeing of employees.
- We need frequent communication from line managers in a team format but also in a one 2 one setting.
- We also need to make sure that the right people are doing the communications. Authenticity, vulnerability, empathy, openness and hope are all important aspects of leadership and it may be that we see the emergence of fresh leaders who can deliver these messages more effectively.
- Asking people “How are you today, out of Ten?” using the FormScore methodology can also be very effective in getting a sense of how people are coping.

### 3. Connections and Peer Support

It is crucially important that we help employees foster connections during this time allowing for both peer support and social support. Virtual lunches, team social events and coffee catch ups are good ideas here.

We must not forget about furloughed workers and should work hard to ensure that they remain connected to their support networks here.

Look at tools such as Big White Wall which is an excellent and cost effective peer support network for this that might be struggling a little with their mental health.

### 4. Culture

Organisations will benefit from working hard to create an open culture where people feel comfortable disclosing that they are struggling with their mental health. Vulnerability in our leaders is one way to achieve this. If a leader shares a low FormScore and explains why they are feeling that way, this paves the way for others to follow suit.

It is a tough time for all organisations right now but it is also a time to really focus on treating the mental health and wellbeing of employees as a strategic priority.

Stay well everyone.

Rob Stephenson is an international keynote speaker, campaigner and consultant who is on a mission to help create happier, healthier and higher performing workplaces. He experiences bipolar disorder personally.

Rob is the founder of Inside-Out.org, a social enterprise with the mission of smashing the stigma of mental ill-health in the workplace by showcasing senior leader role models with lived experiences of mental ill-health – The InsideOut LeaderBoard.

InsideOut X is a remote and interactive mental health events offering which powers client events; facilitated discussions; panel events and virtual networking.

G24 is the world’s first global 24 hour mental health summit. Bringing the world together from 9am in Sydney to 5pm in San Francisco on 18 May.

Rob is the CEO of Form, a technology platform helping employees authentically answer the question “How are you today?” - reflecting on what is driving their mental health and supporting those around them.





# An introduction to Human Performance...



Written by:

**James Bird**

Senior SHE Manager  
Kier Highways

I have been in the construction sector for over 15 years, progressing from a young operative to a senior safety practitioner in a large organisation, and have seen a maturity in its safety, health and wellbeing approach.

Fatalities and serious injuries have declined, yet it still remains one of the most hazardous occupations. I began to wonder how, with organisations constantly talking about safety, safety culture and more recently health and mental wellbeing. Then I had a conversation which clarified my perspective; I was told how much an organisation was investing in health and safety. I asked where this investment was; training, PPE, health surveillance and campaigns were the response. It appeared meeting legal compliance, monitoring damage and telling the human about safety is the norm or even seen as best practice! There are, of course, pockets of exception where organisations have gone beyond but, as a generalisation, as an industry we have plateaued.

I was fortunate enough to attend the NEBOSH leadership in health and safety at the Health and Safety

Laboratory with our leadership team, a course that stimulated great debate on what other industries have done to become high reliability organisations. I visited the aviation, oil and gas, healthcare, manufacturing sectors and the military. All had embraced human performance as the next step in their maturity journey, after a ground zero event.

We, as construction, are probably never going to have a Piper Alpha (167 dead) scale disaster but we do have a cumulative death rate of 143 a year and it's going up. My observation is that single deaths seem to be more socially acceptable than disasters especially if it only affects workers and not members of the public. A worker who 'knew the risk' and 'made an error' which led to their demise, who was trained and competent and the company had a risk assessment and systems in place - yet he still died.



Through ground zero events, other industries have been stimulated to take action beyond legal compliance. They have reaped the benefits of less expenditure on incident costs and remediation, higher worker engagement, staff retention and better productivity. Do we as an industry need to wait for a ground zero stimulus - or can we proactively apply what others have done?

To begin working towards excellence, we need to accept that effective change takes time, money, resource and leadership from the top; it cannot be seen as another initiative. It's a journey that the whole organisation has to embark, believe and participate in over years to see a return. So far our organisational journey has taken a year and we are just introducing the concept wider than the core team.

## So, what is Human Performance?

Well, it's also known as Human and Organisational Factors or ergonomics and is a discipline concerned with the 'fit' between a person, process, machine and the purpose of the organisation. If we can make processes and machines simple and intuitive based around the users natural thought processes and physical limitations then let the human know what they are, we can proactively avoid, trap or mitigate human 'errors'; a common incident causal factor.

The discipline can be split into 3 focus areas:

### Management Systems

- Human performance in risk management
- Human performance in investigation
- Procedures, training and competence
- Workload and resources
- Shift work and fatigue
- Safety critical communications

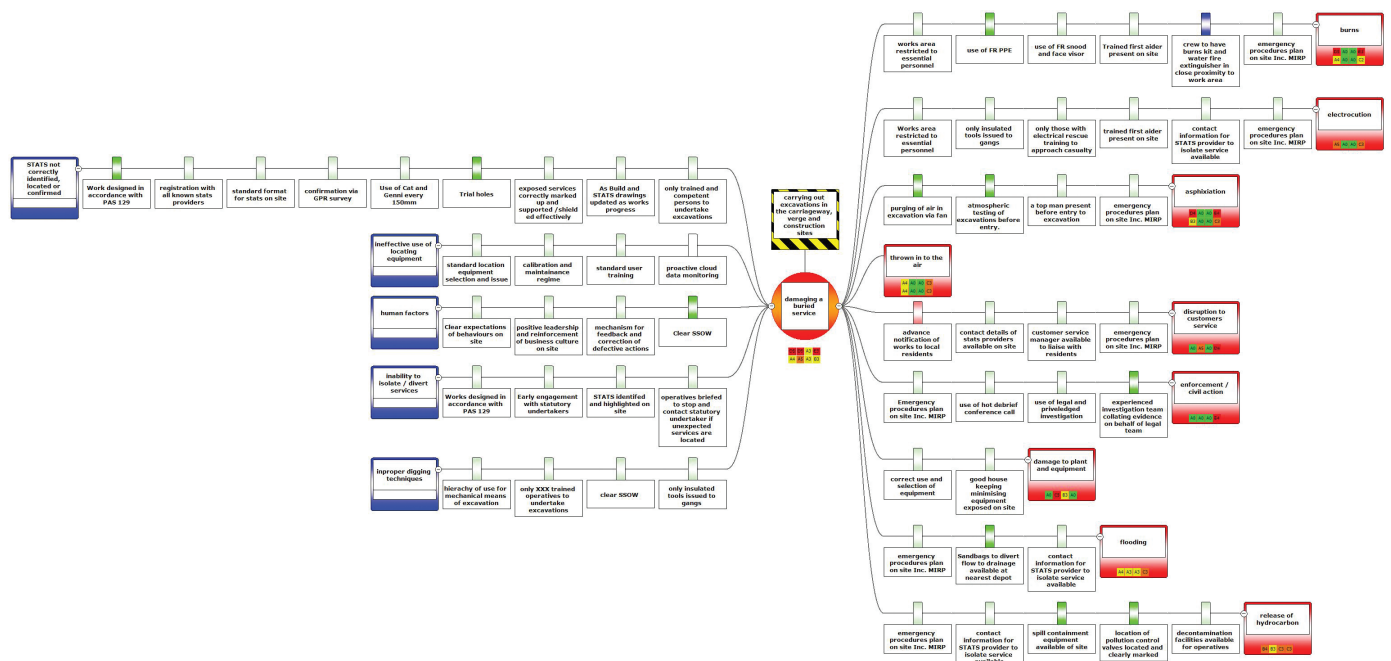
### Facilities and Equipment

- Ergonomics
- Anthropometrics
- Human machine interface
- Workplace layout and design

### Individual

- Human failures
- Organisational culture
- Situational awareness
- Decision making
- Leadership
- Teamwork
- Responsibility

## A detailed plan of organisation of works and all the factors involved



All three areas are symbiotic and rely on each other to function. Systems form the backbone and set the cultural expectations, norms and beliefs of the organisation. This instils accountability and responsibilities on individuals to fulfil their role. Culture exists on a continuum between profit/delivery and people; we need to be honest where we sit. This is supported by a restorative 'just culture' where human error is analysed. What performance influencing factors existed? Did the individual mean to do what they did? Did it have the intended outcome? Without hindsight, in the same conditions, would another person make the same set of decisions?

By better understanding this we can design engineering solutions to prevent someone else making the same error.

The USAF discovered the importance of this in WW2 when returning planes kept crashing on landing. The lever for the landing flaps and landing gear were the same shape and next to each other! This part of learning relies on something to go wrong to be analysed. The holy grail is to get individuals to self report their own errors before it escalates to a loss in a safe supportive way without fear of retribution.

Good risk management goes beyond typical risk assessment. Looking at hazards as a positive, we can

understand the ones we tolerate for our undertakings, understand what proactive and mitigative barriers we have and control credible threats. We can identify high hazard or monotonous tasks and focus on automation and engineering solutions to reduce the probability of human error. Procedures need to be simple and clear, written for the end user and proportional to risk not just for perceived legal protection or long and complex masking of critical information with fillers.

Current safety statistics are predominantly lagging indicators. Over time, financial incentives have been attached to these measures for organisations and individuals, leading to a reluctance to report for fear of reprisal, reducing the effectiveness of learning. Of the leading indicators currently in use, most are linked to legal compliance like percentage of workforce trained, percentage of inspections completed.

This is useful information but does not generally lead to organisational change.

## What if we start tracking the percentage of works executed as planned or the number of human error potentials trapped?

With systems and equipment in place, we need to coach our people to operate in this new environment. Introducing non-technical skills like situational awareness, decision making, teamwork and site leadership will demonstrate the expectations of the business culture and the restorative just culture model. Employees need to believe and trust in the organisation and be able to escalate to the appropriate person when necessary.

Human performance is hard work. People become accountable and it has a certain implementation and development cost. But how much effort do we put into investigating incidents? What's the potential fine loss for your organisational size? What's your brand reputation worth? Incidentally, Occidental Petroleum, who managed Piper Alpha, never operated in the North Sea again!



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# Spearheading automated cone laying trials with Highways England...

Two Safer Highways members are at the forefront of trials which aim to remove one of the biggest risks to road workers

**B**oth Kier and Highway Care are part of a consortium, alongside principle client Highways England, who are joining forces to create automated vehicles to lay cones on the country's motorways and major A roads – and prevent workers having to lift an average 10 tonnes of equipment per shift.

Cones are needed to protect road users and road workers while essential improvements or maintenance is carried out on the busy routes.

But dramatic footage released by Highways England shows how terrifying it can be for the workers who traditionally put the cones out, working in tandem from the back of a vehicle as motorway traffic thunders past just yards away.

As the workers manually lift and place each of the cones, the footage shows vans and lorries rushing by, often beeping their noisy horns.

Now Highways England is working with a group of industry experts to develop pioneering machines that will take away the need for cones to be manually placed. This will improve safety and free up two workers to carry out other tasks.

Highways England Group Leader Martin Bolt, who oversees innovation in the Midlands, said:

“Safety is always the priority for Highways England and we are constantly looking for ways to ensure everyone who works and travels on our road network is protected.

Written by:

**Kevin Robinson**

Chief Operating Officer  
Safer Highways

“By taking out the human element in the laborious task of putting out cones, we will be taking out an element of potential risk. As well as taking away this physical labour, these automated machines could also save valuable person hours and allow us to redeploy the workforce to other traffic management duties.

“We are delighted to be working with all of our partners to create an innovative vehicle that will make this possible.”

Experts from Highways England, Kier, HW Martin Traffic Management and competitors Highway Care and King Highway Products are working together in a collaborative effort to resolve this potential safety risk.

Highways England are funding the development and establishing a minimum standard while the companies themselves are developing the vehicles.

Putting out cones is still currently undertaken by two people on the rear of a vehicle working in tandem. The bulk of this work is undertaken at night and carried out in most weather.

An average 1m high cone weighs approximately 10kgs.

A typical 4km closure involves putting down – and later removing – approximately 260-300 cones, meaning that two workers will both handle between 5-6 tonnes per shift in cones alone.

When additional equipment such as frames, signs, lamps and sand bags are factored in, it is not unreasonable for them to lift between 8 and 10 tonnes per shift.

A single kilometre of coning takes approximately 15 minutes to install and remove, resulting in an exposure time to live traffic of approximately two hours per shift.

To date, ergonomics experts have struggled to identify a suitable method of placing and removing cones that doesn't have an impact on workers due to the twisting of the body required and environmental conditions that the work is undertaken in.

Two automated cone laying vehicles are being developed with testing due to get under way next month at a centre in Lutterworth, Leicestershire. If the tests prove successful the two companies will be able to take their vehicles to the marketplace.

Highways England criteria stipulates that not only must the machines offer a safer method for highways workers, they must be safe for all road users and pose no further risk to traffic.

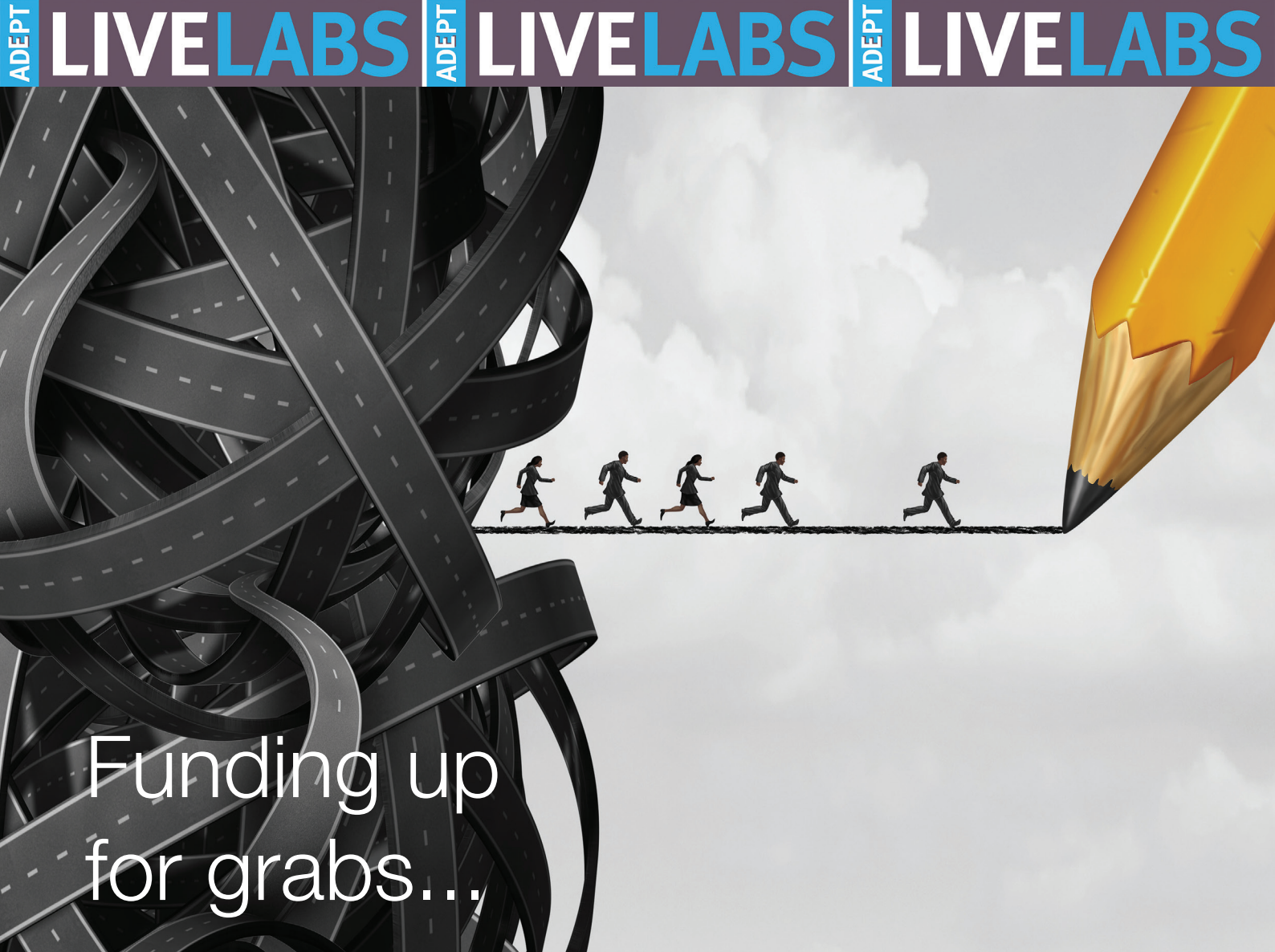
It is hoped both machines – if they prove themselves in testing – will be implemented in late 2020.

Highways England is committed to investing in innovation and this is the latest automated machine which has been put to use to improve safety and reduce disruption for drivers.

The news comes just 3 weeks after an automated pre-marking robot developed by another SH member, WJ, found an innovative way to wish our industry a happy new year with a clever message delivered completely robotically. A fourth member, Skanska, trialled self-driving dump trucks which move huge amounts of earth and provide the potential to work around the clock, which could help reduce the length of time roadworks are on the ground, on the A14 widening programme in 2019.

For more information email [live@saferhighways.co.uk](mailto:live@saferhighways.co.uk)





# Funding up for grabs...

## Funding up for grabs in exchange for innovative air quality and mobility solutions

**S**IMULATE (Smart, Infrastructure & Mobility Urban Laboratory and Test Environment) project have unveiled information about a set of air quality and mobility challenges that they are seeking solutions for from the SME market.

Project lead, Staffordshire County Council, in partnership with Amey, secured £1.975m of funding from ADEPT and the DfT as part of the ADEPT SMART Places Live Labs programme back in 2019.

Collaboration is critical to delivering innovative solutions to combat challenges in sustainable mobility and air quality.

Working alongside Keele University and the Connected Places Catapult, the SIMULATE programme aims to provide the environment and framework for game-changing SMEs

with new solutions to trial and incubate their concepts, with the ultimate aim of them being adopted into the local and strategic road network.

SMEs have until 27 March 2020 to submit their ideas and will be selected through an outcome-focused bidding process, culminating in a Dragons' Den style event. Successful entrants will be provided with a bespoke six-month incubation programme to develop their solution with product development and technical mentorship. Successful SME's will then have the opportunity to secure funding for live trials within the programme.

SIMULATE's four mobility challenges are centred around tackling sustainable transport problems within a rural county:

Clean Community - connecting communities with quick and carbon neutral mobility options

Dynamic Connections - providing a service that connects both urban and rural dwellings with critical amenities

Rapid Transit - delivering a rapid point-to-point solution that takes into consideration volume of users at different times throughout the day

Integration and Behavioural Change - seeking solutions to address the shift in attitudes and behaviours that is needed when moving from single use and private vehicles to a different mobility model

Running alongside these challenges, SIMULATE is also looking for solutions that can be deployed to tackle air pollution in areas with poor quality





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in Staffordshire, with three AQMAs selected as test environments for trialling new solutions.

Staffordshire County Council's cabinet member for highways and transport, Helen Fisher, said: "The SIMULATE project is exciting, not just for Staffordshire, but for transport innovation and community improvement nationwide.

"We have a strong working relationship with Keele University through our deal and with Amey as our highways delivery partner and look forward to completing this partnership with industry experts, Connected Places Catapult.

"Innovative solutions can improve efficiency both for highways managers and residents, drive down costs and improve air quality, leading to better health.

"It is fantastic to be able to use the 'small town' that exists as part of the university campus to create the living laboratory whilst, at the same time, benefiting local small business and student research."

"We look forward to discovering from the successful SMEs how new technologies can be used and how they complement each other to improve community highways and road users' experiences as well as their health."

Sunita Dulai, Head of Business Improvement at Amey, said: "SIMULATE is a fantastic programme that is giving SMEs the opportunity to showcase and further develop their innovative solutions to the mobility challenges that have been identified in Staffordshire. Working in collaboration

with the SIMULATE partners and SMEs will enable us to tackle the connectivity and environmental challenges the industry and our communities are facing."

Giles Perkins, Programme Director for Live Labs said: "The SIMULATE initiative, as part of the wider Live Labs programme, represents a major opportunity for innovators to play a key role in rapidly accelerating technology solutions in the local roads space. We look forward to seeing exciting ideas in practice in Staffordshire."

Once the challenges close on 27th March 2020, a shortlist of participants will be invited to a 'Dragons' Den' event to present their solution to a panel of experts from the partnership. Successful applicants will then be invited to join the SIMULATE Accelerator Programme that is being run jointly by Amey and Connected Places Catapult.

The Association of Directors of Environment, Economy, Planning & Transport (ADEPT) represents local authority county, unitary and metropolitan directors. The ADEPT SMART Places Live Labs programme is a two-year £22.9million project funded by the Department for Transport and supported by project partners SNC-Lavalin's Atkins business, EY, Kier, O2, Ringway and WSP. Local authorities are working on eight projects to introduce digital innovation across SMART mobility, transport, highways maintenance, data, energy and communications. Live Labs is part of ADEPT's SMART Places programme to support the use of digital technology in place-based services





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# Reducing safety risks...

## On-site recycling using STONEmaster significantly reduces safety risk

In the never-ending quest to improve safety, we need to collectively keep recycling back to established methods of working to test whether these can be improved to deliver better outcomes for safety, customer and delivery.

This process of searching for continuous process improvement is what we sometimes refer to as Kaizen and has a key role to play in developing more efficient ways of managing and renewing ageing assets against the backdrop of increasing customer needs.

The effectiveness of roadside filter drains gradually reduces over time as silt and fines from surface water runoff fills the voids between the aggregate. This gradually leads to an impermeable barrier building up in the filter drain, leading to

increased risk of standing water on the carriageway and, subsequently, an increased accident risk for customers. In addition, ignoring the problem can lead to early deterioration of the carriageway sub-base layers, reducing the lifespan of the bound pavement layers and requiring major intervention.

Traditionally, the aggregate would have been removed and disposed as contaminated material, with new material imported ensuring that filter drain performance was optimised. Some years ago, Carnell developed a process to return existing filter drain material to its optimum performance condition by recycling the aggregate on site using the specially developed STONEmaster unit.

This specialist recycling process ensures that only silt, fines and

Written by:

**Andrew Sharp**

Business Director, Carnell

aggregate not conforming to the Type B specification required for filter drain material are removed. Most of the aggregate is retained, cleaned and then replaced back into the roadside filter drain in the same shift.

The production process has five key stages:

- The existing clogged filter drain material is excavated from the roadside and loaded into the STONEmaster unit.
- The STONEmaster uses a dry in situ method to clean the stone and separate non-compliant material, all within a single lane closure.
- The cleaned Type B compliant material is returned to the filter drain via a chute at the rear of the STONEmaster unit.
- If required new Type B compliant

material, typically 10%, is imported to top up the filter drain.

- Non-compliant material is loaded onto lorries and removed from site via a conveyor on the front of the STONEmaster unit.

This green production process returns the filter drain material to its optimum performance condition, improving road safety and pavement integrity by reducing flooding and standing water on the carriageway.

In the last five years, 2015-2019, Carnell have recycled on site 265,477m<sup>3</sup> of roadside filter drain material across the strategic road network. That's the same volume as 106 Olympic sized swimming pools. As well as delivering strong performance against the UN's Sustainable Development Goals, this has locked in long-term safety benefits.

### Reduced people-plant interface

STONEmaster reduces the need to import new filter drain material or return cleaned filter drain material that has been recycled off site. This significantly reduces lorry movements on site, reducing the frequency of people-plant interfaces by a factor of 4.75. In the last five years, that equates to a staggering 53,095 lorry movements removed from construction sites across England's strategic road network. With the challenge of increasing productivity, minimising disruption for customers and maximising the use of network occupancy, sites can become congested or space constrained, increasing risk of accidents from people-plant interfaces. Removing 53,095 lorry visits to site therefore makes a major contribution to reducing related risks.

### Reduced driving for work

Having removed 53,095 lorry movements, this represents a 79% reduction in lorry journeys to and from construction sites. In the last 5 years, that is estimated to have removed 1.4 million construction related transport miles from our roads. That's the same distance as travelling round the Earth over 56 times. This has also saved an estimated 313,794 litres of diesel fuel.

### Air quality improvements

53,095 lorries stacked end to end would stretch around 395 miles, a similar distance as travelling between London and Edinburgh in the car. Removing the emissions of all these vehicles travelling to and from site, idling on site and unloading on site, has significantly improved the air quality for our road workers, contributing to improved health whilst at work.

### Improved customer safety

Effective and fully functioning filter drains are a vital component in managing the risk of flooding on the network. STONEmaster recycling re-establishes the effectiveness of roadside filter drains 2-3 times faster than conventional dig out and replace methods. This delivers a greater treated length for every pound spent. Allowing surface water to drain from the carriageway quickly reduces risk of flood related accidents and incidents, improving customer safety.

On site recycling of filter drain material has a proven track record of improved outcomes all round. Most important of all though, STONEmaster makes a significant contribution to ensuring our road workers and customers go home safe and well every day.





# The blog...



Written by:  
**Andy Halliday**  
Human Factors Coach

## Coming together is a beginning, staying together is progress, working together is success

I remember my early days as a young 19 years old copper in North London. As a probationary Constable, you were given an experienced older 'parent' Constable to guide you through the rigours of learning the role.

I doubt there will be many who read this that remember PC George Dixon, a fictional Policeman from the BBC programme Dixon of Dock Green. My parent constable was identical; very experienced, not far off retirement, respected by peers and villains alike. He told me; "You've got to learn to communicate, son. Develop the gift of the gab, go out there and talk to people and listen, develop rapport. You never know when you might need their help". Probably the best advice I was ever given. These few words have

been invaluable throughout a working career spanning nearly four decades.

So much working success and failure revolves around communication; good and bad. It's always been a controllable skill. Whether policing the streets of London or in the cauldron of an Olympic Games, it's a quality that is linked directly to better team performance.

"Coming together is a beginning, staying together is progress, working together is success" As I reflect on my work on high performing teams, I am reminded of the poignancy of this Henry Ford quote. The working environment remains a complex place, despite technological progress and the radical change we've seen in the digital world.

# STONEmaster™

## Sustainable In-Situ Filter Drain Refurbishment

StoneMaster returns roadside filter drains to their optimum condition by removing the sediment that accumulates between the filter media. The in-situ recycling process requires only the non-compliant material to be removed from site, minimising vehicle movements. Carnell's fleet of six machines can work in tandem for even greater benefits.

### THE BENEFITS

- > Efficiency Savings
- > Reduced Congestion
- > People-Plant Interface
- > CO2 Savings
- > Customers Feel Safer
- > Air Quality Improvements
- > Verge Stabilisation
- > Reduced Flood Risk



## 265,477m<sup>3</sup>

of roadside filter drain recycled by StoneMaster, in the last 5 years, on the strategic road network.

That's the same volume as **106 Olympic sized swimming pools.**



## £25.1m savings

generated in the last 5 years by StoneMaster. The recycling process reduces the volume of new filter stone required and reduces haulage costs.

(When compared to a traditional excavate and replace solution)



## 53,095

lorry movements removed from site, in the last 5 years.

**Reducing the number of roadworkers killed and seriously injured from the people-plant risk.**



## 1.4 million

miles of HGV movements removed from our roads in the last 5 years.

That's the same as travelling **56 times around the World...**

saving over 300,000 litres of diesel!



## 79% Reduction

in lorry journeys to and from site.

**Minimising congestion for customers by recycling filter media in-situ.**



## 7.1 tonnes

of CO2 saved

for every kilometre of filter drain recycled. By reducing aggregate production and transportation to site.

For more information or to book:  
visit [carnellgroup.co.uk/stonemaster](http://carnellgroup.co.uk/stonemaster)



Where is the link between the advice of my parent Constable and Henry Ford?

Talk to people and listen, develop rapport and then working together will be easy... The FBI and negotiators around the world have successfully used a five-step strategy to develop relationships:

Active listening, Empathy, Rapport, Influence, Behavioural change.

Whilst the vision of this strategy probably paints a picture of a besieged villain (and it is used to negotiate a peaceful outcome in siege and hostage situations), if we work on this strategy when we develop any relationship in the workplace, we won't go too far wrong.

Active listening is a skill in itself. The acronym SOLER is a reminder.

Square – face the talker as square as possible

Open– Keep an open body position, don't fold arms or leg;, it's deemed defensive

Lean – a slight leaning position towards the speaker shows eagerness to learn more

Eyes – very important to maintain eye contact, it encourages the speaker to keep talking

Relaxed – a relaxed posture gives a feeling of authenticity, otherwise the communication can seem artificial.

This is a great start, and it works! These are good steps towards empathy and rapport.

A strong communication skill set will have a positive impact on relationships.

These days, briefing and debriefing, the giving and receiving of feedback, speaking up, listening, and sharing ideas are all important qualities in a respectful workplace. The communication theme is part of a bigger message on interpersonal skills.

Since my early working days, there has been one vital element that stands out and continues to influence the ability to collaborate.

The answer is ergonomics. Simply, human factors. It's about our relationships and the way we treat each other in the workplace.

That may sound surprising in a world where we have seen so much dramatic technological and digital change across the last few decades. We can have the best kit and all the technical and digital support in the world, but a successful workplace is about relationships. Relationships grow from communication and good relationships underpin a strong culture.

This has been perfectly illustrated in my career as a Metropolitan Police officer, managing the England and Great Britain Men's Hockey team and, more recently, working as a coach with Cleartrack Performance. Throughout the last few decades, the pace of progress in technology and IT has been immense in all roles. But does it all contribute healthily to a working skill set? Has communication become too easy? With everyone in reach from our fingertips, do we neglect our talking and listening skills?

In his book, Atomic Habits, James Clear talks about 'the law of least effort'. Energy is precious and the brain is wired to preserve it whenever possible. It is human nature to follow the law of least effort. When faced with two options, people will naturally gravitate to the method that demands least effort.

We see it in the workplace, in communication and in our daily lives; it's a barrier to the development of our Human factors. Whether on a Specialist Police team fighting terrorism, preparing athletes for the Tokyo Olympic Games, or coaching with Cleartrack, relationships and human factors hold the key to success; the path of least resistance is simply not an option.

During my police career, I spent the last 18 years working as a Specialist Firearms Officer, both in the UK and around the globe. We worked hard to develop our working relationships with empowerment, a speak-up culture, mutual respect and a growth mindset. All opinions were aired and treated equally with the result being psychological safety and trust. A 'we' rather than 'me' culture developed and the team thrived in a high-pressure environment.

It all begins with active listening!

The impact on collaboration, team development and growth is impalpable, none more so than in the quest for safer highways.

At Cleartrack Performance, we see the development of Human Factors as a lynchpin in the effort to build a climate of psychological safety. The highways are a tough place to work, breaking down barriers in communication, speaking up and empowering our colleagues will make it a happier, safer place.

From a young Police Officer to a wily old sage, those words of advice still ring true...







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## Reducing carbon emission in highways should be an industry priority

**C**arbon reduction should be an integral part of the procurement process in the highways sector, encouraging more companies to significantly reduce carbon as part of any future projects, according to Paul Aldridge, Sustainability Director at WJ Group.

Speaking after the accomplishment of WJ's Product Carbon Footprint Model initiative, Aldridge said: "At the moment there is not enough incentive for companies to make the necessary changes to reduce carbon quickly enough. Maybe it will come down to regulation in the end, but we can't wait, we have to act now. The sector has spent a long time talking about this, but not doing a lot, now is the time to change that."

"Simple things can make a big difference. If we knew the footprint of all companies and all materials and

understand them, we could start to change things. WJ can now make more than 80% reduction in embedded carbon in materials at no cost to our clientele and, if anything, with a slight performance gain. Why do we not specify this? If specification is too slow and cumbersome then it should at least be an essential part of the procurement process," he added.

WJ's new Product Carbon Footprint Model provides quick, efficient, and reliable at-scale carbon footprinting for all current and future thermoplastic products, independently verified to PAS 2050:2011 and ISO14067 (2018).

This 'cradle-to-gate' life cycle assessment model calculates the footprint of each product. It measures embedded carbon in each of the ingredients within their formulations along with the energy used in

Written by:

**Paul Aldridge**

Sustainability Director  
WJ Group

production and that information can then be used to develop less carbon-intensive products or reformulate current products to reduce carbon intensity and the adverse environmental impacts. The model has determined that switching from Hydrocarbon Resin to a Bio Based (Rosin Ester) reduces average CO<sup>2</sup> per tonne from 2.74 to 0.52. Based on a like for like product comparison, this would reduce CO<sup>2</sup> emissions by 81% or a 22,200 kg CO<sup>2</sup> reduction in WJ's total product emissions.

This accredited measurement methodology, combined with life cycle thinking and effective chemistry, can be seen in WJ's 'Weatherline' range of high performance materials. Weatherline uses a bio-based binder producing high retroreflective performance in wet or dry conditions with outstanding durability and has



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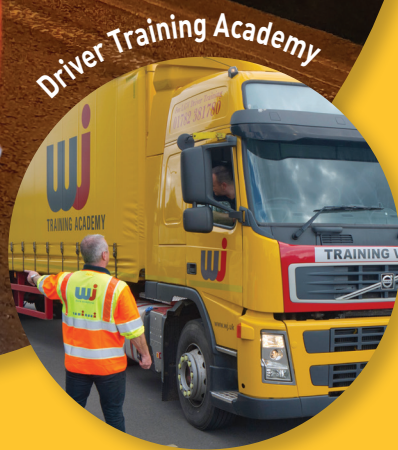


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## A community safety centred approach

Specialist road markings are our business and the well-being of the communities in which we work, are our responsibility. We aim to 'think exceptional' about safety and ensure that best practice is a fundamental part of our 'community safety centred approach'.

WJ operate over 200 specialist road marking vehicles. As a Construction Logistics and Community Safety (CLOCS) and Driving for Better Business (DfBB) champion, we are committed to excellence in driver behaviour.

Comprehensive training and good management of Work Related Road Risk (WRRR) are key factors for embedment of our community safety ethos, helping us to deliver a safe operation with added social value.



up to five times less embodied carbon of traditional high performance systems.

It is one of the most significant steps they have taken to accurately measure embodied carbon, then formulate and manufacture road marking materials combining high visibility and durability with the lowest carbon footprint. This project has formed part of the company's wider environmental sustainability project.

Government figures from 2019 confirmed that the majority of Britain's greenhouse gases now come from transport. According to a report by the Office for National Statistics, Britain's greenhouse gas emissions from road transport have continued to grow since 1990, rising 6% over those three decades.

The company's Life Cycle Analysis (LCA) approach also highlighted areas of excellence from within WJ's supply chain where, through collaboration, WJ can source and develop materials that are recycled or exhibit low carbon and other benefits. Another such benefit from the LCA approach is confidence in the provenance of materials. This gives WJ confidence that these directly purchased materials come from organisations that practice fair and safe employment practices. WJ is a signatory of the Construction Protocol and require their supply chain to adopt similar standards.

"Specification and procurement changes are essential if we, as a country, are going to meet our sustainable development goals. It is possible to procure not just on price and there are many excellent examples where quality has a higher score. It is imperative to recognise the importance of carbon intensity of products and their delivery. This, many believe should be a serious part of the specification and then procurement of goods and services," says Mr Aldridge.

Elsewhere, the highways industry is starting to make some progress. One example is Skanska's Net Zero 2045 project which is committed to what it describes as 'zeronauts' by 2045, joining big brands such as IKEA, BT, Aldi and Bosch who will do the same.

Also, some local authorities, such as Dorset County Council, have declared 'climate emergencies'. The council said it has 'an obligation to demonstrate leadership-thinking globally about the

implications of climate change and acting locally to help address it in our communities'.

"There are lots of excellent, admirable commitments and plenty of positive actions, but yet these are far from coordinated," added Aldridge. "The highways sector needs someone to take the lead on this, whether that is a membership association or other industry body. Coordination and collaboration are key to making this work," he said. "WJ assume as the world changes the highway services delivered now will not be adequate for the future. The climate emergency is happening now and all highways businesses have a vital role to play in overcoming it."

WJ is already working on another 'industry leading' carbon reduction project as part of a second phase of this project and Mr Aldridge believes the highways industry can learn from actions already taken in other areas of life. "Take the home, for example. Energy ratings that can be found on fridges and other similar household appliances could easily be applied to highway projects," he added

Whilst building their carbon calculator, WJ also realised that waste in their manufacturing plants was low in any comparator with the construction sector, typically less than 1%. This demonstrates the benefits of installing powerful extraction systems giving improved air quality to manufacturing staff and by clever chemistry adjusting product formulations to allow reuse of the captured dust.

Also, WJ is the largest installer of road studs in Britain, putting down approximately 1.4 million annually with many temporary products, which after use are swept up and sent to landfill. Investment in a sustainable method of screening this waste and recycling, afforded a 90% reduction to landfill with an estimated cost saving of more than £30,000 a year. WJ continue to work towards a zero waste outcome, mitigating Greenhouse Gas at landfill and, at the same time, creating more employment within recycling. "The future is about becoming a carbon neutral business," adds Mr Aldridge.

WJ design and manufacture their own road marking vehicles, engaging with its workforce to continually provide ideas and incremental improvements. An example of this was the

development of triple preheaters for trucks in certain areas. On its London and Birmingham based fleets, it was a frequent requirement to send two trucks to site, one for traditional white / yellow markings and one for red markings or coloured surfacing. WJ has led the way in developing a triple preheater vehicle to apply white, yellow and red markings in one site visit. Also, developing Combi trucks to provide high friction surfacing and/or road markings on one visit by one vehicle has been another aspect of their agenda.

These developments mean fewer specialist vehicles, fewer journeys, less traffic management, less congestion, fewer accidents, less impact on the community and improved efficiency with more than 50% emission reduction. That emission reduction means less carbon and also less NOx and PMs, according to the company.

As well as that, WJ measures its operational carbon footprint for scope 1 and 2 emissions but, due to the massive known health impact from poor air quality, they also calculate NOx and PMs monthly by depot and vehicle. Paul Aldridge represents WJ on the LoCITY Waste and Construction Group and they have adopted a programme in their business plan to rapidly reduce NOx and PMs from the WJ fleet.

WJ also have an on-going programme to install Photovoltaic power at all its depots. WJ South West lead the way in this as the custom-built facilities are already carbon positive, putting more electricity into the grid than they draw, whilst WJ South also deploy a solar array reducing emissions from its Milton Keynes operations, which includes their largest materials manufacturing plant.

All WJ's depots provide at least two EV charging points and they have over 20 plug-in hybrid and full electric cars on their fleet. At WJ Products in Bradford, its entire team cycle to work many days and have adopted car sharing on most the days where this is unpleasant due to the weather.

Paul Aldridge concluded "Our overall approach for a sustainable future is to create a company and culture that delivers environmental, social and economic value for our people, communities, environment and ourselves."



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# Air pollution monitoring...

## Air pollution monitoring project launched by Central Bedfordshire Council & Westcotec

Written by:

**Olly Samways**

Head of Sales & Marketing  
Westcotec

**U**K-based Westcotec, in partnership with manufacturer Airly (a Polish air pollution monitoring company), have installed a network of 24 air pollution sensors that have just been activated across the Central Bedfordshire Council region, as part of a coordinated plan to improve air quality for residents.

For the first time, the sensor network provides open-access real-time accurate air quality information via an online live map link.

Speaking at the launch of the network at the MOVE urban mobility exhibition (at Excel, London) on February 12, 2020, Central Bedfordshire Council senior road safety engineer, Tim Oxley, set out the opportunities now available to reduce exposure to high levels of pollution.

“This project provides a significant step forward in relation to the action we can take when air pollution levels are high,” he said. “We previously had to wait for data, meaning we were unable to make on-the-spot interventions. Now, by integrating the real-time data with other roadside technology, we can take immediate action that will reduce exposure to high levels of air pollution – steps such as putting traffic diversions in place.”

“We believe we now have an excellent opportunity to be proactive in dealing with air pollution and to minimize its impact on people in Central Bedfordshire. Looking ahead, we have a number of initiatives planned which relate to the air pollution sensors; for example projects with schools, monitoring pollution from

buses and traffic diversions using vehicle-activated signs when air quality levels require.”

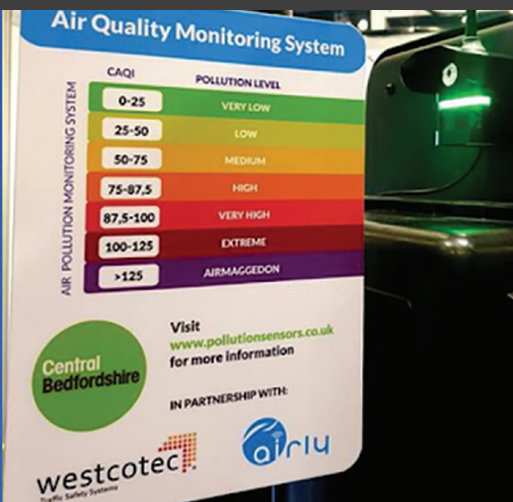
Westcotec head of sales, Olly Samways, explained he was excited to watch the project evolving. “There is widespread concern regarding what can be done about poor air quality. We, therefore, welcome the opportunity to showcase the reliability and accuracy of the air pollution sensors, and to demonstrate how the sensors can work in parallel with other technology.”

“For example, we can create diversion signage that will only trigger when pollution levels are high, and which will guide specific categories of vehicle – such as heavy goods vehicles and buses – away from at-risk areas at these times.”

IndraStra Global News Team

## AIR POLLUTION MONITORING PROJECT LAUNCHED BY CENTRAL BEDFORDSHIRE COUNCIL AND WESTCOTEC

AIDN0050220200022 / INDRASTRA / ISSN 2381-3652



“The next steps on this exciting journey are already taking place, in the form of meetings with more local authorities to discuss the potential of using these monitors to obtain coverage across the whole of the UK.”

Image Attribute: The Airly sensors measure the concentration of solid particles in the atmosphere by the laser method. The measurements are converted into data, which are then sent to the cloud via the GSM, WiFi or LoRa protocol. The data from the sensors is made available through the analytics panel and through interactive maps in the mobile application (Android and iOS) and in the desktop version. / Source: Airly’s official website.

### About the equipment

\*The air quality monitor is a small device that records PM1, PM2.5, PM10, NOx gas, temperature, humidity, pressure and wind levels, with data available in real-time.

\*It offers 90 percent accuracy in comparison with existing DEFRA sites in the UK. Sensors were installed in the same locations as DEFRA sites in Norwich when they were first purchased by Westcotec.

\*The devices can be installed onto any existing infrastructure with a mains power supply.

\*They can be mounted onto any mains-powered Westcotec product, and can also be retro-fitted to existing equipment around the country (more than 10,000 pieces of equipment around the UK).

\*The monitor is manufactured by Airly in Poland. Installations and maintenance are undertaken by Westcotec, exclusive suppliers in the UK.





# Changing perceptions of construction...

## Smart Tech is Changing Perceptions of Construction

The rise of smart technology is changing the reputation of construction, as the sector embraces innovative solutions to some of its more traditional challenges. Health and safety are obvious concerns across all of the UK's industries, but it's of particular importance within construction as the rate of fatal injury is around four times as high as the average rate across all industries.

Smart technology company, Eave, has developed a unique hearing

conservation system to protect against hazardous noise and the solution is spreading rapidly across the construction industry, with recent subscribers to the technology including Galliford Try, Ferrovial and Costain Skanska.

The investment in innovation by the construction industry is beginning to be recognised beyond the sector, with Eave CEO and founder, Dr David Greenberg, being awarded this year's prestigious MIT Technology Review

Written by:

**David Greenberg**

Managing Director  
Eave

'Innovators Under 35' accolade for Eave's work with the construction sector.

The 'MIT Innovators Under 35' list celebrates outstanding innovators who are younger than 35 years of age, whose ingenious technical work promises to shape the coming decades and impacts the world at large. Dr David Greenberg, a former NHS audiologist with a PhD in auditory neuroscience whose clinical practise left him appalled at the state of the



UK's hearing health, has been selected as one of 35 pioneers to receive the European award.

Dr Greenberg focussed his attention on the construction industry because it is a high risk area for noise exposure: "All aspects of construction, including demolition, building, refurbishment and roadworks, present risks beyond most other industry workplaces. Whilst no workplace has zero risk, there is an obvious and major difference between the risks presented at a construction worker's place of work and more conventional office based places of work. One of the key risks relates to noise exposure - employers have a legal duty to protect the hearing of operatives under the Control of Noise at Work Regulations 2005, yet it remains an ongoing challenge as noise induced hearing loss is still the most commonly reported occupational disease in the EU."

Convinced that something more needed to be done to prevent noise exposure at work, Dr Greenberg developed the Eave solution: a digital headset that monitors and maps noise exposure, displaying it via a cloud based software platform. The data is automatically analysed to produce accurate information about each worker's noise exposure across a workplace or site. The use of smart technology to accurately measure and pinpoint noise on a construction site is game-changing, meaning employers have transparency when it comes to addressing health risks on site.

Eave headsets also use revolutionary 'hear through' technology,

allowing wearers to continue to hear environmental sound, vastly improving the safety of workers. The Innovators Under 35 panel of judges praised the high level of innovation in the technology's ability to "reduce loud background noise while improving conversations, allowing easy communication without overriding important audible signals such as alarms or sirens."

"I am delighted to receive this award and to be part of a growing culture of innovation within the construction industry. These are exciting times for the sector and I believe we will see IoT technology bring about a much needed revolution in the UK's health and safety culture," said Dr Greenberg.



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## Morgan Sindall Construction's Louise Townsend honoured for social value leadership

Written by:  
**Tom Carlin**  
Influential

**L**ouise Townsend, Morgan Sindall Construction's Head of Social Value and Sustainability, has been awarded the Individual Leadership Award at the National Social Value Awards 2020.

This is the second year of the awards, which aim to showcase best practice from around the UK on how all industries are embedding social value into the way they work.

Louise was awarded the Individual Leadership in recognition of the contribution she has made to the social value debate and in developing best practice.

Since joining in 2008, her leadership has seen Morgan Sindall Construction develop a position at the vanguard of social value in construction, as shown by the launch last year of the Social Value Bank, a tool designed to provide better forecasting and analysis of social value outputs.

Louise has shared her experience and insight with governmental

departments and procurement bodies and was also instrumental in Morgan Sindall Group becoming the first construction firm to form a strategic partnership with Social Value UK. The collaboration will see the two organisations work together to optimise social value outputs from construction activity and embed best practice analysis across the wider industry.

Darren Knowd, Chair, National Social Value Taskforce and Chief Procurement Officer of Durham County Council said: "The submission was excellent and showed how Louise had gone beyond 'business as usual' embedded social value in business planning and project delivery. She has inspired others such that the approach has now become the benchmark for all Morgan Sindall Group Companies.

"Louise has worked collaboratively across sectors; public, private and civil society sectors and made valuable contributions to industry and government social value work,

as well as participating in the British Standard 76005 'Valuing People in the Workplace'. Her work in developing the Responsible Procurement Framework has made a real social value impact in local communities."

Commenting on her award win, Louise said: "It's a huge honour to receive the Individual Leadership award. I am certain that the true potential of social value will only be achieved via inter-industry collaboration. Together, we're stronger and it's through companies sharing best practice that we will be able to better deliver for those who need it most.

"My industry is very much at the forefront of the social value conversation, and it's a privilege for me to work at Morgan Sindall Construction, a company that is committed to using innovation and bold practices in order to deliver better results for the communities we work in across the country.

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**100% Safe**



# Tackling presenteeism cultures...



Written by:

**Dawn Moore**

Group People Director  
Murphy Group

Cultural and behavioural changes not process changes are required to tackle presenteeism cultures

**H**ave you ever felt like you must be at work despite not feeling well?

It is well known that cultures of 'presenteeism' are sadly alive and well in many British workplaces today, particularly those that operate in the more traditional, male-dominated sectors like construction.

Presenteeism is the problem of employees who are not fully functioning in the workplace because of an illness, injury or other condition. Even though the employee may be physically at work, they may not be able to fully perform their duties and is more likely to make mistakes on the job. Presenteeism has also recently been joined by the increased practice of 'leaveism', which is when employees use flexitime, annual leave and rest days instead of taking time off sick

when they are too unwell to go to work. It also includes the practice of working whilst on annual leave or during other non-paid hours.

It is well known that both presenteeism and leaveism are associated with increases in accidents, sickness absence and, in particular, reported common mental health conditions which often lead to that sickness absence becoming long term. A recent survey by the CIPD into both of these areas found that only one in ten of those who are taking action said tackling presenteeism and leaveism are viewed as a priority by the board of the company they worked for. Similarly, 86% of over 1,000 respondents to the same survey said they had observed presenteeism in their organisation over the last 12

months and more than two-thirds of respondents (69%) reported that leaveism has occurred in their organisation over the last year.

The drivers of presenteeism and leavism are wide ranging and include things like similar manager behaviour, lack of a flexible or agile working culture, poor wellbeing support and lack of proactive interventions outside of formal sickness/absence management policies, job insecurity, concern for colleagues, poor work/life balance and much more. One thing all of these drivers have in common is that they require behavioural and cultural change not only by the individual but, more importantly, by the company they are working for if this is ever to change.

**So, what can our sector do to recognise and change this worrying trend?**

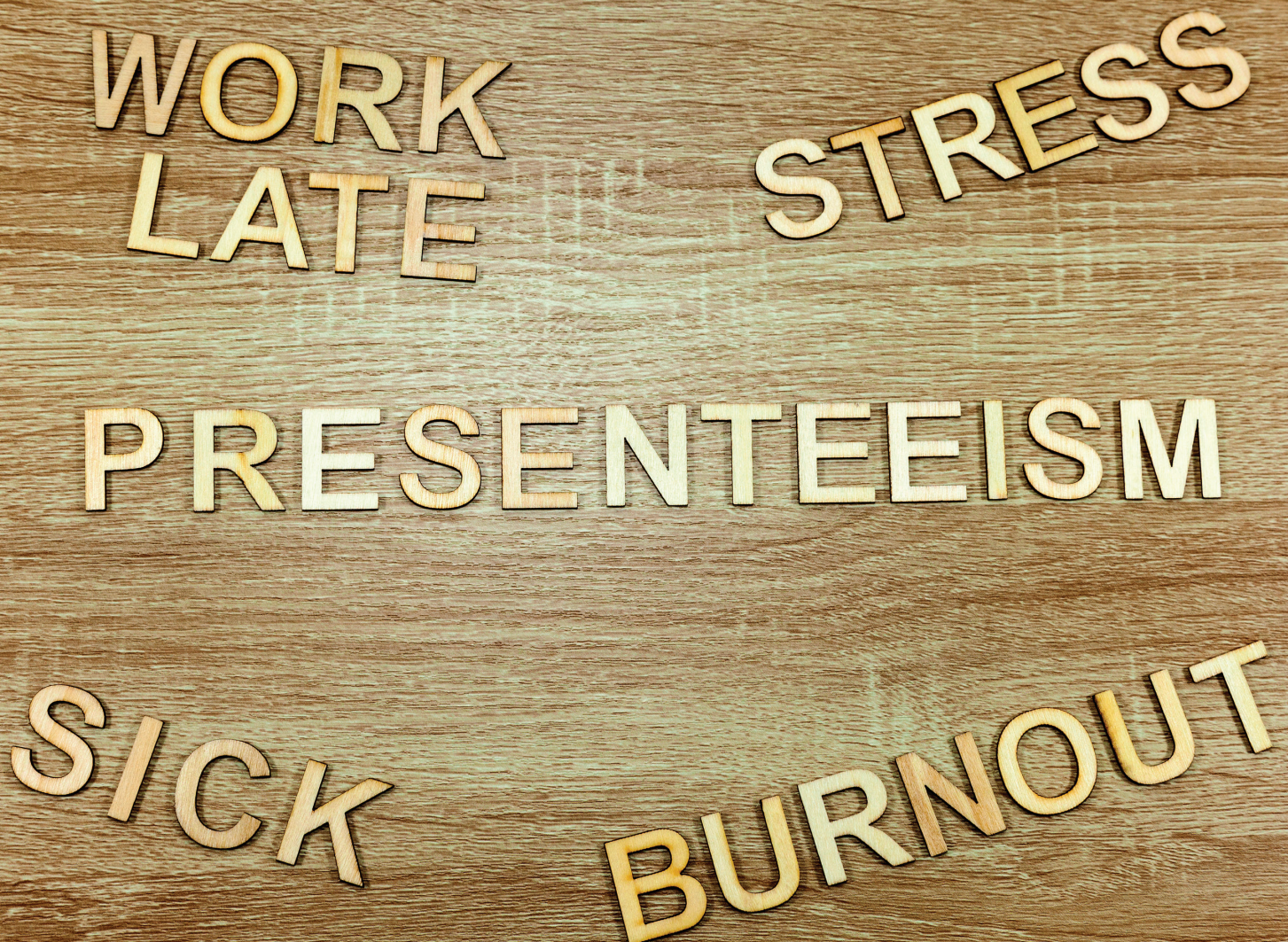
First of all, let's be realistic about the nature of our work. Every now and again, we all often need or want to work over our core hours if there is a particular project or deadline that needs to be met. What is not acceptable however is a cultural assumption that a pattern of doing this regularly is sustainable without carrying repercussions for the wider health and wellbeing of employees.

Presenteeism and leavism behaviours and the subsequent proven mental health impacts, should be treated no differently to the huge emphasis we already place on health and safety to avoid people suffering very visible

physical injury. We have also done so much to tackle the stigma around mental health, so lets make sure we use the right language and do more to spot, support and encourage colleagues to open up as to why they feel the need to continually be at work when they should not be and offer the appropriate support.

Line managers should see it as their personal responsibility to look after the people who work with and for them and encourage all colleagues to have a healthy work-life balance. This includes leading by example when it comes to working hours and patterns, regularly reviewing and redistributing workloads where necessary to help colleagues who appear to be struggling, offering flexibility in a number of ways where it is possible and ensuring simple things like employees taking all of their holiday entitlements can all help.

Various studies have shown over the last three years that presenteeism and leavism have an ultimate cost of around 2.5 times other types of absenteeism overall – now there's food for thought about where changing the culture and demonstrating visible commitment at all levels to this should be on all our organisational priority lists, particularly if we are to protect our current employees' wellbeing and productivity and make the sector attractive to others to help address our ongoing skills shortage.





# Combating brain injury in the workplace...

## Partnering with Headway to combat brain injury in the workplace

**W**e all read or listen to the news regarding head injuries. Football players heading the ball, terrible injuries sustained by NFL players, boxing head injuries leading to long term issues? These are predominately in sports but we hardly ever think that it could be me. This could not be further from the truth.

A head injury can be a killer with the effects either showing immediately or some 48 to 72 hours later. The damage can cause short or long-term issues and, in some people, change their personalities completely.

We are proud to be at the start of an exciting journey with Headway, the UK brain injury charity. Headway provides a range of services to support individuals, families and carers of those affected by brain injury

and to raise awareness of its causes.

The partnership centres around two shared goals; to raise funds to help Headway continue to develop its vital network of support for brain injury survivors, and to reduce the incidence of brain injury through greater awareness and understanding within construction and industrial sectors.

Driven by its commitment to making safe safer, Centurion hopes the partnership will set a precedent for broader industry collaboration to understand and reduce instances of brain injury at work.

Centurion CEO Jeff Ward, comments, "We are proud to partner with an organisation that shares our goals of reducing brain injury in the workplace. Headway is a respected, forward-thinking charity making a

Written by:

**Chris Tidy**

Technical & Training Specialist  
Centurion

real difference to the lives of those affected by brain injury. Working together we hope to drive the understanding and behaviours that will keep today's generation of workers safer than ever."

The partnership kick-starts a year of activity to promote head safety as Centurion celebrates its 140-year anniversary. The main focus will be Hard Hat Awareness Week which will run from 8th-14th June 2020 and will see a series of activities designed to drive awareness of brain injury and encourage best practice around safety equipment.





# Mental Health Matters

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# The cost of poor mental health...

## Poor mental health costs employers £45 billion

**N**EW ANALYSIS by Deloitte finds that poor mental health costs UK employers up to £45 billion each year. This is a rise of 16% since 2016 - an extra £6 billion a year.

The research also looks at how employers can tackle this problem, finding that it pays to support employees' mental health. On average, for every £1 spent on supporting their people's mental health, employers get £5 back on their investment in reduced presenteeism, absenteeism and staff turnover.

Analysis from 'Mental health and employers: The case for refreshing investment' also looks at how employers can tackle this problem. It shows that higher return on investment can be achieved by early interventions, such as organisation-wide culture change and education,

than can be achieved by more in-depth support that may be needed at a later stage when a person is struggling.

Rebecca George OBE, Deloitte vice chair and UK public sector leader said, "As our ways of working evolve, so do expectations of employers about how we should support our people.

"This analysis shows very clearly that it pays for employers to provide mental health support at work and that early intervention is vital, for those experiencing poor mental health and employers alike."

### Costs driven largely by 'presenteeism'

The latest research builds on work conducted by Deloitte in 2017 for the Stevenson-Farmer Review on

workplace mental health, which calculated that poor mental health cost UK employers £33-42 billion a year.

Since then, Deloitte has found that there have been positive changes in workplaces, including greater openness in discussing mental health at work, in larger employers in particular, and more provision of support overall.

However, research also finds that despite this progress, costs continue to climb. This can be attributed largely to a significant rise in mental-health-related 'presenteeism', where employees work when they are not at their most productive. Mental-health-related absenteeism and staff turnover have also contributed to the costs overall.

# Partnerships that work





### ‘Always-on’ culture impacts mental health

The analysis describes a complex picture, in which more people with poor mental health are continuing to work when they are not at their most productive, rather than take time off, highlighting leaveism and presenteeism as characteristics of an ‘always-on’ culture, enabled by technology.

Elizabeth Hampson, Deloitte director and author of ‘Mental health and employers: The case for refreshing investment’, said, “Understanding more about the relationship between mental health and work is in all of our interests.

“Our research finds that, while an increased use of technology can enhance working practices, having the ability to work outside of normal working hours can add to the challenge of maintaining good mental health, and make it hard for some to disconnect from an ‘always-on’ culture.

“The costs of this are significant, for those with poor mental health and for UK employers, and we hope this analysis can help both.”

Young people – the most vulnerable demographic in the workplace

The report also highlights recent studies which find higher prevalence of mental health problems among younger people, who emerge as the most vulnerable demographic in the workplace to poor mental health.

It finds that employers lose the equivalent of 8.3% of the salaries of those aged 18-29 as a result of poor mental health - the highest of any employee age group. Young people are also less likely to disclose mental health problems to employers and more likely to use their holiday instead of taking days off work\*.

Paul Farmer, chief executive of Mind, said, “Smart, forward-thinking employers are investing in staff wellbeing, and, those who do, tend to save money in the long run. This report shows the link between prioritising staff wellbeing and improved loyalty and productivity; and decreased sickness absence and resignations. However it also shows a rise in ‘presenteeism’ – unwell staff spending unproductive hours at work rather than taking time off.

“As presenteeism costs three times more than sick leave, we need to look at supporting employers to change the culture so their staff feel able to take time off when they are unwell. The Government must also play their part by improving the definition of disability under the Equality Act, so more people with mental health problems can benefit from its rights and protections, as well as increasing the amount of Statutory Sick Pay (SSP) staff receive when they’re off sick. Employers can access resources to help prevent poor mental health and promote wellbeing through the Mental Health at Work Commitment.”

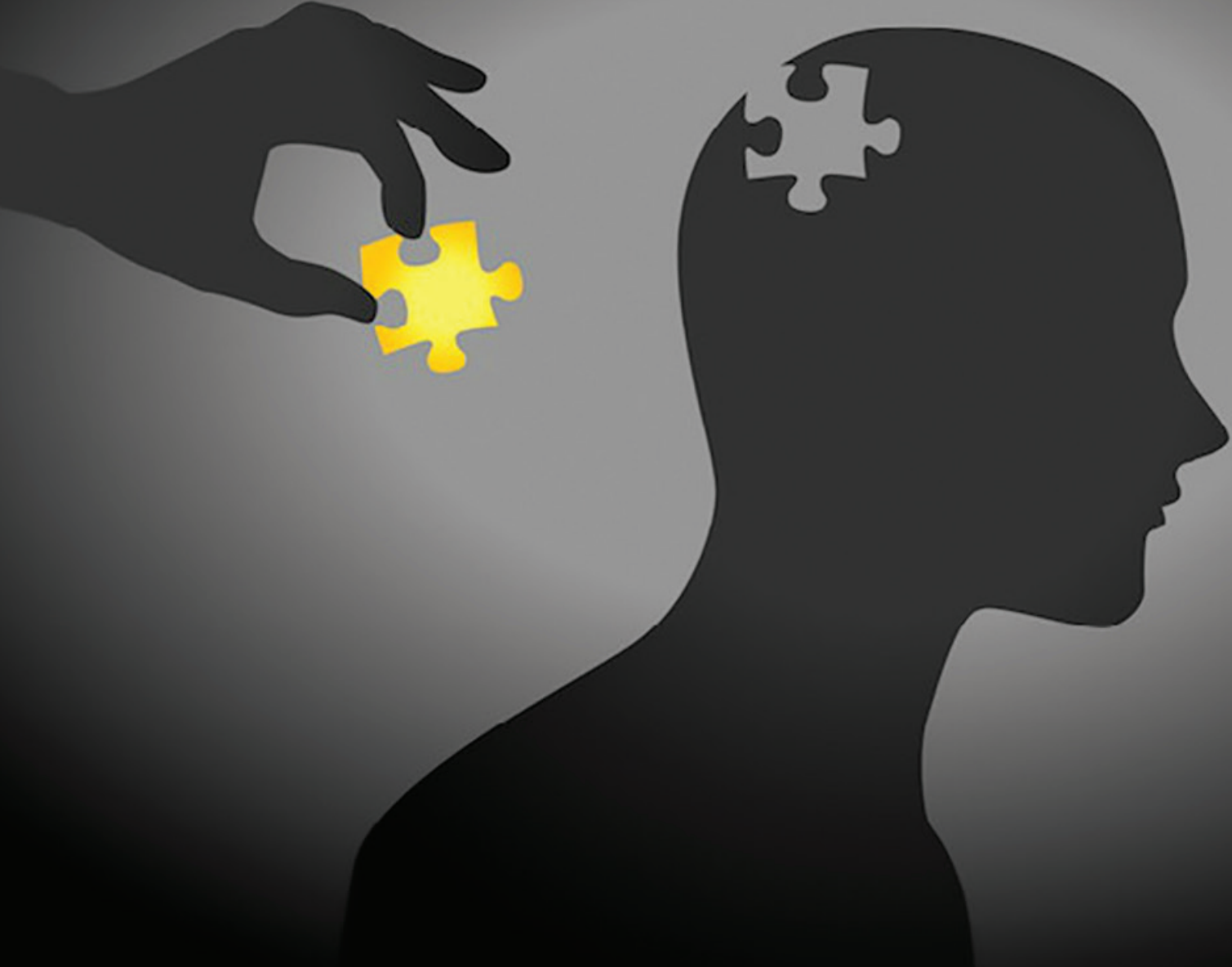


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## The crucial role of managers in tackling mental ill-health

**M**ates in Mind is a leading UK charity which enables organisations, of any size, to improve their workforces' mental health. We do this by working alongside employers to provide the skills, clarity and confidence to positively transform the mental health of their workforces.

### The challenge facing workers in transport and logistics

In the UK alone, 3 in 5 employees will experience mental health issues as a result of their work. However, the impacts of mental ill-health are particularly significant within the transport and logistics sector.

This year, Deloitte reported that mental ill-health within transport and logistics costs employers a low estimate of £1879 per employee, per

company, based on presenteeism, absenteeism and staff turnover.

Research also shows that HGV drivers in the UK are 20% more likely to take their own life than the national average. This figure rises to 85% more likely for warehouse operatives. The seriousness of the situation is then only further reinforced when we consider that within the sector 76% of professionals have reported that employers are not doing enough to address the issue.

### The role of managers in tackling mental ill-health

At Mates in Mind, we recognise that managers are crucial, not only in starting the conversation about mental health, but in driving positive changes across company cultures to develop mentally healthy workplaces.

Written by:

**James Rudoni**

Director  
Mates in Mind

However, in 2019, 70% of managers reported barriers to mental health support within their workplace. Moreover, 62% revealed that they had faced situations where they put the interests of their organisation above the wellbeing of colleagues.

If employers want to develop healthy and sustainable business, they must take action to support the positive mental health of their workforces too. After all, there is no health without mental health.

People are at the heart of the transport and logistics industry and Mates in Mind are here to support managers as they implement lasting positive change in order to take care of their people.

**HGV drivers in the UK  
are 20% more likely  
to take their own life  
than the national  
average. \***

**We believe this  
needs to change.**

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[www.matesinmind.org](http://www.matesinmind.org)  
020 3510 5018

\*ONS, 2017

Mates in Mind is a registered charity in England and Wales (No. 1172460) and Scotland (No. SC047778).

## How we are enabling managers to drive change

This month, we released our free Manager's Guide aimed at supporting managers in starting vital conversations and taking steps towards tackling mental ill-health in their workplace. This guide was developed to enable employers to spot the signs that someone might not be coping and start the conversation about mental health in the workplace.

Additionally, as part of our wider programme, we offer our Supporters a range of tailored mental health awareness training courses, including a bespoke Manage the Conversation course, developed to empower managers with the skills, clarity and confidence to talk about and manage the mental health of their workforce, enabling organisations to address the challenge more effectively.

Mates in Mind are already working with over 350 Supporter organisations to drive the change our

workplaces need, reaching over 230,000 individuals with our message and our work.

No matter where you are in your mental wellbeing journey, we are here to help.

Working alongside Supporter organisations from across the UK, we have used our joined-up approach to mental health to help employers embed a meaningful and long-lasting change within their workplaces and improve the mental health of their employees.

For more information about how Mates in Mind can support your organisation and managers in improving mental health at work, get in touch with the team at [support@matesinmind.org](mailto:support@matesinmind.org)







# The human factor...

Autonomous EV completes UK's longest and most complex self-driving car journey

The Government-backed HumanDrive autonomous vehicle (AV) research project has successfully completed the UK's longest and most complex self-driving car journey on a 230 miles (370km) long self-navigated journey on public roads.

The £13.5m (US\$17.5m) HumanDrive project was jointly funded by UK government through the Centre for Connected and Autonomous Vehicles (CCAV) and Innovate UK, and nine other consortium partners. The research project has successfully completed two trials: the 230-mile 'Grand Drive' self-navigated journey on UK roads using advanced positioning technology; and test track-based activity that explored human-like driving using machine learning to enhance the user experience. The test cars included Nissan LEAF electric vehicles (EVs), featuring GPS, radar, lidar and camera technologies that build up a perception of the world around it, allowing the system to make decisions about how to navigate roads and obstacles it encounters on a journey.

The first element of the project was the 'Grand Drive' from Cranfield in Bedfordshire to Sunderland. The achievement was the culmination of 30 months' work by a team led by Nissan engineers working in partnership with other HumanDrive consortium members. One of the

key aspects of the project was to develop an advanced, autonomous vehicle control system that was put into practice in a range of driving scenarios to negotiate high-speed country lanes with no or minimal road markings, white lines or kerbs, complex junctions and roundabouts, and motorways. The autonomous technology activated along the route to change lanes, merge and stop and start when necessary.

The second part of the project looked at how machine-learning artificial intelligence (AI) technologies could enhance the user experience and passenger comfort of CAVs by making the systems feel human-like and natural. Pilot vehicles tested successfully on private tracks, also incorporated AI systems developed by fellow consortium member Hitachi Europe Ltd, which enable real-time machine-learning. By building a dataset of previously encountered traffic scenarios and solutions, it can use this 'learned experience' to handle similar scenarios in future and plot a safe route around an obstacle. These technologies were subjected to a robust testing process and developed using a range of facilities, including simulation, hardware in the loop, and private test tracks.

## The consortium members were:

Nissan – Lead partner and CAV

development; Hitachi – AI to provide human-like control and perception; University of Leeds – Understanding humanistic driving and its application to AVs whilst also developing a driver risk model; Connected Places Catapult (CPC) – Project management, communications and marketing activity, dissemination and safety case elements; HORIBA MIRA – Provider of test facilities, supporting safety aspects; SBD Automotive – Cyber security support and AV Human Machine Interface (HMI) studies; Cranfield University – Provider of test facilities and supported AV demonstrations; Atkins Ltd – Provision of a Cyber Security Framework; Aimsun Ltd – Studying the impact of AVs on the transport system; Highways England (HE) – Understanding the infrastructure needs for AV deployment.

"Safely completing the longest autonomous drive in Britain is an incredible achievement for the HumanDrive consortium, and a huge step towards the rollout of driverless cars on UK streets," commented UK Business Minister, Nadhim Zahawi. "This project is a shining example of how the automotive industry, working with government, can drive forward technology to benefit people's mobility while helping to slash carbon emissions."



# Work-Related Road Risk (WRRR)...

The real-life, and sometimes unexpected, benefits of effectively managing business driving

In the month of Brake's 'Road Safety Week 2019', Dr Jim Golby, Director of Research and Customer Experience for Applied Driving Techniques (ADT) highlights the benefits of addressing the business-critical activity of driving for work.

Most organisations have employees that are required to drive for work as either a primary or secondary function of their job. This necessary task exposes employees to what is considered the most high-risk activity typically undertaken by employees: driving at work.

Driving on company business, or work-related road risk (WRRR), is demonstrably both the most dangerous and typically the most frequent activity any employer ever

asks an employee to undertake on behalf of its business. In the UK, between 800 and 1,000 people are killed annually in work-related collisions.

One third of deaths on the roads of the UK occur during 'at work' journeys and these figures apply similarly across the roads of Europe and beyond. The European Transport Safety Council (ETSC), similarly estimates that business drivers account for 30-40% of road deaths across the UK and Europe and the OSHA's figures for the USA only reinforce this highly concerning statistic.

Whilst current global road-related driving statistics show that the UK is one of the safest places to

Written by:

**Dr Jim Golby**

Director  
ADT

drive in the world, this is no cause for complacency. Every fatality is unacceptable, avoidable and a cause for concern.

It is surprising, therefore, that anecdotal evidence demonstrates that many, normally safety-conscious organisations are inexplicably failing to address their WRRR obligations with the necessary enthusiasm and rigour. This apparent malaise on the part of otherwise diligent employers, leaves both the safety and wellbeing of their employees and their corporate brand exposed and at-risk.

Whilst "doing the right" thing would be expected as the default position for many employers, the lack of any proactive compliance audit of employers by the HSE means that,

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some 15 years on from the first HSE requirements on WRRR being defined, many organisations are still getting away with doing very little. They are, quite simply, playing with the lives of employees.

Every employer will hope their employees will get home safely every night, but this doesn't happen without action. Neither does the creation of a fully legally compliant setting across the business. It requires the proactive management and implementation of WRRR-related processes and procedures.

Furthermore, many employers are also still guilty of ignoring the extremely large population of 'grey fleet' drivers. Grey fleet is the term given to employees who are driving on company business in their own vehicles. These could be semi or fully funded vehicles through Cash Allowance/Salary Sacrifice schemes, or those claiming back business mileage for the use of their personal vehicle for business.

Many employers remain oblivious of the fact that UK's HSE and the ROI's HSA 'Driving at Work' guidance does not discriminate between the safety of employees using company-sourced or employee-sourced vehicles therefore all of the same requirements apply equally to "grey fleet" drivers and their vehicles. This significant omission leaves many employers and their staff highly exposed.

In addition to affecting the safety of employees, vehicle-related incidents at work are extremely costly, time-consuming and adversely affect operational efficiency through absenteeism and insurance costs. WRRR should, therefore, be a serious focus for any organisation.

In short, whilst no employer would actively wish for their employee to experience an unsafe work-related

journey, there still appears to be a distinct deficit of due attention paid to driver safety by a significant number of employers. Furthermore, many employers are operating without a clearly defined driver safety policy, much less a robust, systematic and legally compliant approach to their WRRR responsibilities. Many organisations tragically find themselves in the position of reviewing their fleet safety reactively, only after a high-cost collision or worse, a fatality.

## What Does Current WRRR Legislation Require?

- The Health and Safety at Work etc Act 1974 states you must ensure, so far as reasonably practicable, the health and safety of all employees while at work. You must also ensure that others are not put at risk by your work-related driving activities.
- The Management of Health and Safety at Work Regulations 1999(3) requires employers to manage health and safety effectively. Employers must carry out an assessment of the risks to the health and safety of its employees while they are at work and to other people who may be affected by the organisation's work activities.
- HSE Regulations encompass all employees driving on company business, irrespective of whether it is undertaken in a company, hired or driver owned vehicle, as well as anyone taking a cash allowance (i.e. grey fleet).

Jim asked fellow WRRR leads in the UK/ROI for their thoughts on the benefits for organisations and employees. Jim was joined by Jen Yaxley, WRRR Lead for Jacobs, Julie Davies, Group Fleet and Plant Compliance Manager for Amey, and Kevin Smith, Support Services Director for Tracsis.

Jen, Julie and Kevin have extensive, real-life experience

of improving driver safety and addressing WRRR within different industry sectors. They provide a valuable insight into their organisational motivations and the benefits achieved by implementing a best practice approach to Driver Safety and WRRR Compliance across their organisations.

The trio protect driver populations that range from 100 to > 10,000 and have company cars, vans, hire vehicles and grey fleet under their care. Each expert shares a similar passion to ensure that their organisation is doing the very best to keep their employees as safe as possible when driving on business.

## How would you describe your organisation's involvement with WRRR?

Jen Yaxley (JY) said: "At Jacobs, we are totally committed to maximising the safety of our employees driving for work. This is a journey of serious commitment which we first embarked on back in 2007. We are amazed at the results we have achieved since our partnership with ADT in 2015. By proactively enhancing our WRRR activities, we have achieved over 50% reduction in our vehicle incident rates in the last 5 years. Every employer has both a legal duty and a moral obligation to manage the safety of their employees whilst they are driving for work. Driving is the most dangerous activity most of us will do on a daily basis and we must act to mitigate this risk, however we can."

Julie Davies (JD) commented: "Successfully addressing driver safety is a huge, huge focus for Amey. What has been really crucial is both the "buy-in" from senior management as well as the positive engagement we have experienced from our staff."

Kevin Smith (KS) highlighted: "I joined the Tracsis safety team at an exciting time, when driver safety and WRRR were identified as an area of significant focus. Since then, we have successfully rolled out the ADT WRRR Driver Safety Service. The process risk assesses each individual driver. As a result, we can identify, target and treat the greatest risk in an affordable way and at a time of our choosing. We expect to see a safety dividend as a result of this approach, evidenced when assessing driver performance by way of analysing vehicle tracker metrics and, obviously, actual vehicle accident rates."

## What real-world benefits have you achieved by addressing WRRR?

Julie: "Fewer incidents and reduced incident-related costs, improved operational efficiency and less vehicle downtime. Plus, reduced insurance-related costs."

Jen: "A 50% reduction in motor vehicle incidents. A shift from high-speed, high-consequence incidents to low-speed, low-consequence events. A 30% reduction in the miles driven per billable hour. While we have never tried to accurately measure the financial benefits of our updated system, it is worth considering that the UK Department of Transport calculated the average cost per incident in 2015 to be £76,466 (source HM Department of Transport and Office for National Statistics). Therefore, by reducing incidents we are also enjoying financial benefits, although this is not our incentive."

## What unexpected benefits have you observed?

Kevin: "When bidding for tenders, we are presented with an opportunity to set out the company's positive safety record and any initiatives to promote/ensure safety. Our approach puts us in a strong position when completing tenders. Whilst acknowledging that some clients may place a higher scoring value on safety during the tender process than others, our commercial team reports that, overall, there is a continuous rise in client supply chain expectations with regards to safety and a reduction in environmental impact. Many clients now consider environmental/sustainability policies within the tender process for contracts. Many of the initiatives we have put in place have helped us to demonstrate that we take such issues seriously and this may provide an edge over competitors."

Julie: "As part of our approach to driver safety and WRRR, we introduced a total ban on the use of mobile phones when driving (including hands-free). I find travelling is more relaxing now, as you can focus on dealing with the traffic, rather than dealing with the traffic and taking phone calls. I'm no different to most people and must admit that I missed a few junctions and made a few wrong turns as a result of being on the phone. Now, you just pull into a service station and catch up with calls periodically. It is a bit frustrating sometimes when you have to keep stopping to make calls as you want to reach your destination at a particular time, but you just prioritise the calls and deal with the urgent ones. The phone calls are generally shorter and more to the point as you know you want to get on your way".

Jen: "Jacobs has been the recipient of several industry awards, as well as accreditations including achieving Driving for Better Business Champion status."

## What would you warn organisations not to overlook?

Julie: "Identifying the need to capture grey fleet information."

Jen: "Don't forget to include all your employees, not just those who are seen as your 'drivers'. What about the facilities lead who manages multiple sites and needs to get across town at short notice to resolve an issue at another



location? The receptionist who just needs to “nip out” to the post office for a last-minute special delivery? These are all business journeys and need to be managed as part of your driver safety programme.”

Kevin: “It is important to remember the grey fleet, measure against the risk exposure of work drivers and decide on its priority for roll out. Tackle the biggest risk to safety first as opposed to what’s easy to achieve. Informative and timely communication to drivers through line management and company-wide communication events has been essential in providing drivers with an understanding of the benefits they receive from our safety initiatives.”

## Any other comments?

Jen: Our drivers have recognised that we are not ‘Big Brother’ and our driver risk management programme is there to support them as individuals. We just provide them with the information and training they need to stay safe whilst driving for work. The training provided is always bespoke to the individual driver and tailored to their specific training needs so they can get the most out of it. One driver recently said, ‘I really enjoyed the driving course with ADT, it was extremely informative whilst being informal enough to put me at ease. Thank you very much!’

“Driving is a very emotive subject and people can feel like they are being watched or judged. But, with the right communication strategy and a supportive management team who lead by example, it is possible to get everyone on side. They can really consider the impact their driving behaviours might have on their own safety as well as that of other road users.”

In summary, a comprehensive, fully managed WRRR Programme can deliver the following benefits:

- Compliance with WRRR related Health and Safety/ Duty of Care requirements (and help avoid the threat of Corporate Manslaughter related Prosecution)

- Reduced accidents, resulting in significant cost and time savings and reduced insurance premiums/ costs
- Enhanced staff safety and wellbeing and raised CSR profile
- Protection of company brand and corporate reputation
- Improved operational efficiency and reduced incident related absenteeism
- Differentiating your business to employees, customers and all stakeholders by demonstrating a serious commitment to WRRR, driver safety and legal compliance

## So, where do you start?

A WRRR Process and Policy Review will benchmark your organisation against current best practice. A meaningful gap analysis will immediately help you to understand any current shortfalls. It will crucially identify the following:

- Areas for improvement with respect to current company processes and policies
- Duty of Care and legal compliance risk/exposure
- Risk of prosecution under HSE Guidance/Corporate Manslaughter Legislation
- Corporate brand/reputational risk to the organisation
- How to reduce incidents and the risk of harm to your employees and the other road users
- The potential risk of management failings contributing to employees being involved in a collision
- Ways to achieve significant cost and time savings, plus improvements to operational efficiency



# Regular eye tests are vital for road safety...



Written by:

**Dr. Jim Lythgow**

Director Strategic Alliances  
Specsavers

## Why an MOT on your eye sight is as vital as one on your vehicle

**H**uge strides have been made in improving road safety over the past few decades but UK Government statistics show that 1,7841 people died on the country's roads last year. That stark figure has remained fairly static for the last few years despite numerous campaigns and initiatives to improve road safety.

The amount of time spent on the roads is increasing with the Department for Transport recording 324 billion vehicle miles in 2016/17, an increase of 20 per cent of the previous five years and a jump of 70 per cent from 1997. Government figures also show that up to a third of all road traffic accidents involve someone who is working at the time<sup>2</sup>.

Driving is one of the most hazardous tasks most people do in the course of their everyday lives and although

vehicles have to undergo regular checks, most drivers do not. One of the most basic steps an employer can take to improve safety is to encourage anyone who drives during the course of their work to have regular eye tests.

More and more trade is on the road now, particularly with home delivery, so employers have a duty of care to their staff and to other road users to look after their drivers' eyesight. We provide thousands of corporate eye tests every day and the benefits for the employee and the company are always positive.

Many opticians operate an efficient and cost-effective pre-paid voucher scheme for companies so that their staff can get a convenient eye test and prescription swiftly.

Our recent research has found that nearly half (45%) of employers worry

that their employees' eyesight is not adequate for driving, which is a worrying number.

The standards for driving vision are well-defined, but arguably, are not well enforced. The law states that drivers must be able to read, with glasses or contact lenses if necessary, a car number plate (of the new style made after 1 September 2001) from a distance of 20 metres<sup>4</sup>. Most people are aware of the 'number plate test' as it is carried out on the day they undertake their practical driving test.

Drivers may not be aware, however, that the law states that they must also meet the minimum eyesight standard for driving by having a visual acuity of at least decimal 0.5 (6/12) measured on the Snellen scale (with glasses or contact lenses if necessary). Drivers must also have an adequate field of vision, as ascertained through tests by an optician.

The problem is, firstly, that the number plate test only takes place once, at the very start of a driving career, and secondly, that the equivalent tests by an optician are not obligatory but the requirements must still be met. In practice, this means that most drivers may only be asked to prove that their eyesight is adequate after an incident has taken place.

Specsavers is committed to trying to improve safety on the roads and recently sponsored Brake's Road Safety Week

to highlight the dangers of driving with poor vision and to encourage everyone motorists to have regular tests.

Specsavers carries out ten million sight tests in the UK every year and, as well as checking vision, a standard eye test also includes a health assessment and can pick up symptoms of conditions such as glaucoma, diabetic retinopathy and even high blood pressure. Picking up conditions earlier and getting effective treatment means people can live more fulfilling lives for longer and continue to work and remain productive.

Recent Specsavers' research reported that only 52 per cent of companies and organisations provided eye care at work. More than 25 per cent of employers surveyed stated they offered eye care to improve productivity while a significant 24 per cent provided them to reduce absence.

We have seen a great increase in employers' understanding of eye care as a valued benefit in itself and as part of a bigger picture of preventative health solutions. We are working to help make the most of this trend into as many businesses and organisations as possible by making employers and employees aware of the much wider benefits of eye care, such as the detection of serious health conditions glaucoma or symptoms of cardiovascular disease







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or call our corporate eyecare team on 0115 933 0800





# How safe are connected vehicles, really..?

In what way will CAVs help deliver a safer network?

Written by:

**Natalie Sauber**

Market Intelligence Lead for Innovation, Technology, Future Mobility and Industries, Arcadis

**D**rawing upon cyber-attacks gone by, Natalie Sauber of Arcadis questions whether connected vehicles will ever be truly safe, and outlines the steps auto manufacturers should be taking to ensure public safety.

It is estimated that by 2022, the global market for connected cars is expected to grow by 270%, with more than 125 million connected passenger cars on the roads.

Numerous advanced technologies come together to progress connected vehicles towards becoming fully autonomous. Connected cars are part of the internet of things (IoT), which can assist with a wide range of potentially useful functions. Advanced sensor technology allows the car to receive real-time traffic updates, as well as collecting weather updates

on the go. Similarly, it can receive information on when to make a turn, identify the right speed limit or even assist with smart parking – because let’s face it, we all hate parking.

These applications are designed to enhance the driving experience and open drivers to new possibilities. But just like other IoT systems, connected cars are vulnerable to hacking, data breaches, hijacking and more.

## Is car hacking old news?

Why do we not hear more about car hacking? For the last couple of years, you couldn’t open a newspaper without hearing about a hack. Recently, however, it has all gone rather quiet. Has the hacking really stopped? Or have the cars simply improved to be anti-hacking? Unfortunately, no – most auto

manufacturers now offer what is called “hacking bounty”, which not only pays good money to the hackers but also stops them publicising their efforts – mostly anyway.

The cars themselves have not really changed; in fact, they are getting more vulnerable. Keyless cars now present a very easy way to hack. The figures shared by the Office for National Statistics (ONS) reveal a whopping 113,037 incidents of ‘theft or unauthorised taking of a motor vehicle’ in the last year alone.

Most auto manufacturers see security as a roadblock, when really it is an enabler and must be prioritised. No autonomous car will be on the road if it is hackable – think about it, would you let an autonomous taxi pick your kids up from school?

## Public safety is at risk

Disgruntled employees or ex-employees are also a great risk to companies and connected cars. They have access to source code information and much other data which, in the “wrong” hands, can be very dangerous. We’ve already seen a number of high-profile incidents taking place, including when a disgruntled former Tesla employee made changes to manufacturing source code and exfiltrated sensitive data to outsiders.

The headline news of such hacks is disturbing as they represent a threat toward human life. One hack could take the lives of not just a driver and their passengers, but also pedestrians, bystanders and other drivers on the road. Of course, there is also the financial impact which could run to billions of pounds.

## Impacts of cyber-attacks

The impact of cyber-attacks on connected cars can range from theft to data breaches, location tracking and fraud. However, the most common is unauthorised control over car systems through access points via infotainment systems, a USB connection, Bluetooth connection and of course its cellular network. There have even been incidents where hacks have been carried out via tire-pressure monitoring systems. Not only do the car’s internet-connected systems need to be secure, but so too do the internal networks that run within the vehicle.

Cyber-attacks like these, which involve the physical elements inside the car, are worrying. These can be split into low physical risk (i.e. unlocking doors) but can also have far wider reaching consequences impacting human lives – only imagine what might happen at high speed when the vehicle is moving!

It is not just the vehicles that are at risk. The entire ecosystem of smart mobility companies is at risk from cybersecurity vulnerabilities. While car manufacturers are an obvious target, Tier 1 suppliers, telematic service providers, fleet operations, car sharing companies and public and private transportation providers are facing an ever-increasing threat. Even companies that operate commercial rideshare fleets are open to fraud attacks. At the end of last year, Uber was fined £116 million for failing to notify drivers that they had been hacked back in 2016.

## The rise of Bug Bounty Hunters

In 2018, GM invited a handful of researchers – commonly dubbed “white hat” hackers – to find loopholes in its vehicles in an effort to find and fix any insecurities. In 2016, Tesla offered between US\$100 (£78) and US\$10,000 for every bug found in its software, depending on the severity of the breach and its potential ramifications.

Connected cars have already been successfully hacked. In reality though, these attempts pale in comparison to what is happening in other technology sectors. There is a strong consensus that auto manufacturers have so far stayed ahead of potential attacks, but we don’t know for how much longer.

At the moment, automotive hacking has not been that lucrative in terms of financial gain. Of course, as we get more connected vehicles on our roads, the threat of cyber-attack is only set to increase.

But the industry is fighting back. More than 30 companies have joined to form the Auto-ISAC (Information Sharing and Analysis Centre). The ISAC is devoted to tracking, sharing and fighting back against potential cyber threats.

## Will connected cars ever be safe?

Yes, but it will depend on significant investment from auto manufacturers. We also need to see a cultural shift whereby people are more prepared to spend money to protect their own data. Security concerns will always be an issue but, with a collaborative approach across the entire industry, it will be possible to deliver a safe, efficient and accessible way forward for connected and autonomous vehicles for all.





# London's direct vision...

## Brigade Electronics welcomes change in London's direct vision standard specification

Road safety innovator Brigade Electronics has welcomed a change to London's Direct Vision Standard that eases the fitting of life-saving sensors to articulated lorries.

The update will prevent false positive warnings from sensors "going off unnecessarily" when the vehicle is turning left.

Sensors to warn a driver when a cyclist or pedestrian is coming up on the inside will be mandatory for some HGVs entering Greater London under new rules coming into force on October 26.

DVS was launched with the aim of eradicating deaths on the capital's roads by 2041 by tackling road danger at its source. HGV blind spots contribute to deaths on roads across the world and it is generally agreed

that minimising these blind spots will prevent tragic deaths and life-changing injuries. It is part of London Mayor Sadiq Khan's drive to improve road safety.

HGVs are disproportionately responsible for road deaths. Although they account for only four per cent of the overall miles driven in the capital, between 2015 and 2017, HGVs were involved in 63 per cent of fatal collisions involving cyclists and 25 per cent involving pedestrians.

All HGVs over 12 tonnes – with a few exceptions – will be rated from zero to five stars for the ease with which drivers can see people who are close to their vehicles.

Those with zero stars will not be allowed to enter Greater London without fitting a range of safety

equipment including cameras, extra mirrors, side under-run protection, audible alerts when the vehicle is turning left and sensors to warn driver when a cyclist or pedestrian comes up on the inside.

Fleet operators must obtain a permit for any HGV over 12 tonnes from Transport for London demonstrating that the vehicle meets the new requirements – or face a penalty charge of £550 each time it enters the area, with a reduction for prompt payment. The driver will also get a £130 penalty.

One potential problem with sensors fitted to the cabs of articulated lorries is that they could be set off by the trailer when the vehicle is turning – giving a 'false positive' warning when no-one is in the danger zone to the nearside of the lorry.

From 26th October 2020, **ALL** goods vehicles over 12 tonnes will require a permit to enter London.

# Direct Vision Standard

**Are you ready?**



## How Brigade can help

Brigade Electronics can advise transport operators on the requirements of the Direct Vision Standard and how to achieve a permit to enter London if your vehicle falls short of the minimum star rating. If you are unsure what your vehicle's DVS star rating is, we offer a free service to obtain that information for you.



**Brigade Electronics has a range of products to comply with the DVS requirements**

For comprehensive information about the requirements of the Direct Vision Standard and how we can help you comply; visit our website or give us a call.



[brigade-electronics.com](http://brigade-electronics.com)

01322 420300

The recent change to Direct Vision Standard specification spells out that sensors on artic cabs must be “suitably positioned to provide sufficient coverage, but preventing activation solely on articulation of the trailer.”

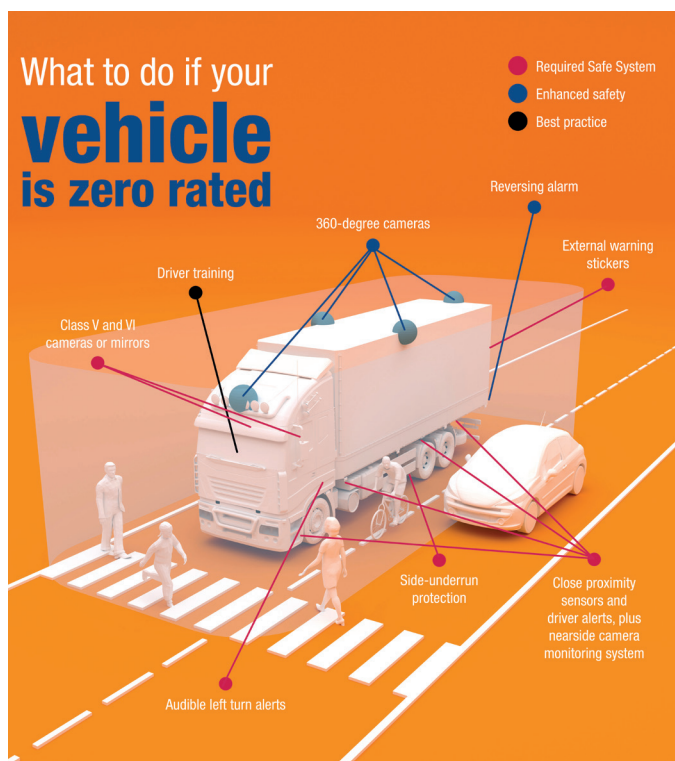
Emily Hardy, UK marketing manager of Brigade Electronics, said: “This new wording now offers more flexibility on the positioning of sensors on tractor units and resolves one of our main concerns on this specification. However operators may not be aware of the subtle change to the DVS specification.”

“We warmly welcome the changes. The previous specification stated that sensors should not be set off by street furniture – it is good to see that they now must not be set off by the lorry trailers themselves!

“Brigade has been in the business of saving lives for 43 years and we know that professional fitting of sensors can make a world of difference to their effectiveness.”

Brigade Electronics, based in Kent, is the company that first introduced reversing alarms to Britain, from Japan. Since then it has expanded and developed its own range of safety equipment, including an award-winning Quiet Vehicle Sounder to warn pedestrians of the approach of an electric vehicle.

To help companies comply with the new Direct Vision Standard, Brigade has launched its own Star Rating Checking Service which is free of charge. In addition to its range of safety equipment, including SS-4100W Sidescan® sensor system, it has a nationwide network of Brigade Service Partners who can supply and fit Brigade products.





# The call to action for vulnerability, courage in leading risk...

What makes a good leader and what type of leader is a good one?

Written by:

**Kendelle Tekstar**

Senior Product Manager & Development Coach  
Acre Frameworks

In the midst of the evolution of the health and safety industry, where human skills are being championed with equal weight as technical skills, a call to action has emerged for more courageous leaders.

## What does it really mean to be a 'courageous' leader though?

The Acre Frameworks team has been fortunate enough to build a relationship with an individual driving the daring leadership movement.



**Adé Adeniji**

Coach, Consultant, Facilitator  
Walk With You Consulting & Coaching

Adé is passionate about working with individuals to move them from Armoured Leadership to Daring/Courageous Leadership, which has an impact on them as a person, their team/colleagues and their organisation. He is a certified Dare to Lead™ facilitator (based on the research of Brené Brown) with over 20 years of experience in different areas of the Human Resources function, spanning the public, private and not-for-profit sectors. He was Human Resources Director with Liberty Global Europe, a digital media company, with responsibility for the UK, Netherlands, Spain and Central Europe, and prior to that Head of Human Resources with Guardian News & Media Ltd. Adé has held

other HR roles with the Financial Ombudsman Service, ITV, the Foreign & Commonwealth Office, Cabinet Office and the Government Legal Service. Previous clients include BBC, Economist, Philips, Wellcome Trust and Imperial College.

In this article we will explore what a courageous leader looks like and how vulnerability needs to be reframed in terms of risk management through a series of interview questions with Adé. As you are reading, consider: What is your call to courage as a leader? Let's get stuck in...

**Vulnerability has a negative connotation for a lot of people. Based on your work as a certified Dare to Lead facilitator and qualified coach, how do we need to look at vulnerability differently to embrace its benefits?**

“Yes, I can understand that negative connotation. I grew up with many myths around vulnerability and it was not something spoken about or expressed. The primary beliefs I came to hold about vulnerability was that it was weakness, unacceptable and something to move away from or bury – very deeply! The research of Dr. Brené Brown is certainly helping reframe the meaning of vulnerability and forms the cornerstone of my work with clients.

Brené defines vulnerability as ‘risk, uncertainty and emotional exposure’. In looking at those three components, we easily see that they are the bedrock of so many aspects of our professional and personal lives. It’s difficult to imagine workplace interpersonal relationships without risk taking, uncertainty and emotional exposure.

In talking about vulnerability in the workplace, I often hear people say that it is something that needs to be kept at the front door. In unpacking what they mean, it often comes down to two main things. They see vulnerability as weakness and showing it in the workplace means making allowances for people to give excuses as to why their performance or behaviour is not up to scratch. The other is that they see expressing it as an opportunity for people to start sharing their deepest, darkest issues. It’s worth highlighting that vulnerability without boundaries, is not vulnerability. It’s oversharing.

Brené’s research highlights that ‘vulnerability is the birthplace of creativity, innovation and change’. When people take that risk, face uncertainty and allow emotional exposure, it brings about connection and more congruent conversations in the workplace”.

Where does vulnerability particularly come up for business leaders? And how does it come into play for those professionals with specific responsibilities for managing risk? I think a lot of people would think the last thing you want to be as a company is vulnerable in the face of risks that could make or break your business, so let’s debunk that!

“One of the biggest issues facing many business leaders is navigating difficult or challenging conversations. Conflict issues – explicit and implicit – are often brushed under the carpet, and not nipped in the bud at the point of the initial rupture. Vulnerability is required to have those conversations and it cannot be bypassed.

The ‘risks’ highlighted in the context of vulnerability is to do with people and relationships, and not to do with systems and processes. It’s important to make that distinction. It’s crucial for organisations to have processes and systems in place that minimise risk or ‘vulnerabilities’. People are not processes or systems – people manage those processes and systems. Taking vulnerability out of human relationships is like having machines with no emotional intelligence. Those workplaces where people simply rely on their heads or technology are gradually

being eroded, to make room for environments where people are able to bring their hearts”.

Can you dig deeper into the difference between vulnerability in process and vulnerability in people?

“Vulnerability in people is about building connection, with as little emotional armour as possible. It’s about building trust and creating a culture of psychological safety. Vulnerability in processes means there is a risk in the business – strategic, compliance, operational, financial or reputational – which could have a severe detriment for the organisation at so many levels.

Vulnerability in processes can be mitigated or avoided to the benefit of the organisation. Avoiding vulnerability in people has a detrimental impact on the level of human connection within the team or organisation”.

What types of behaviours can we expect to see from people who lean into vulnerability and exhibit courage? From your experience, what is the key to inculcating these behaviours into an organisation?

“Leaning into vulnerability means that people will be better at having difficult or challenging conversations, navigating conflict before it becomes an issue for the line management or HR. It means that people are more able to have conversations when their boundaries are crossed. It means that managers don’t simply rely on HR policies to help them deal with problem issues – instead they are able to tackle it, rather than avoid. It means dealing with performance or conduct issues much earlier. It means confronting head on issues around prejudice, micro-aggressions or discrimination, and having the necessary conversations to take action.

Vulnerability needs to be modelled by the leaders and needs to be demonstrated consistently. Through that, others feel that there is a level of psychological safety for them to do the same. These have an impact on employee engagement, wellbeing, motivation, retention and performance”.

**You mentioned psychological safety, trust, and difficult conversations emerging in some of the consultancy work you have done with businesses that have a big compliance focus. Can you speak further to how the power of vulnerability comes into play in these three areas?**

“Navigating those three areas require risk, uncertainty and emotional exposure. They cannot be bypassed, there is no way around it – the only way is through! Vulnerability means being prepared for things not going the way we hoped, and it means talking about it – rather than brushing it under the carpet. It means being honest. It means entering those three areas from a place of win/win. It means leaving the defensive or reactive behaviours at the door. It means being open to listening. It means practicing empathy”.

**What is a good starting point if someone wants to become a more courageous leader? How can you then make courage contagious in your team and organisation?**



“Reading Dare to Lead, by Brené Brown, is a great starting point. In the book, Brené shares her research highlighting that courage can be learnt through the practice of four skill sets – Rumbling with vulnerability, Living into our values, Braving Trust and Learning to rise. Some leaders and teams have organised reading groups and used the book to facilitate discussions. Others have watched one of Brené’s TED Talks, like The Power of Vulnerability, or her Netflix special, The Call to Courage. Any one of these conversation starters are gentle ways to ignite courageous conversations within the workplace.

Even conversation starters around questions like, ‘What does courage look like for us as a team?’ or ‘What is required in order for our team to feel more courageous?’ can be powerful ways to ignite the process of making courage contagious. The modelling of courage by those at the top is also crucial and must not be underestimated. Talking about failures is one approach that some leaders have taken, which gives permission for others to know that vulnerability is allowed and human”.

## Commentary from a select panel of H&S leaders:



**Jonathan Gawthrop**

Director of Health Safety & Wellbeing  
Emcor UK

“What resonates for me here most is that vulnerability should not be considered a sign of weakness, but a sign of strength because it enables leaders to create a space that invites others to question and advise.

There remains a belief that as a leader we should know everything – in fact, one of my team said recently: “Well, if you don’t know then that’s a worry because you are our leader”. I see it differently, as I explained to my colleague...

As a leader, my decision making needs to involve the provision of permission to others to give me their perspectives on the challenges at hand. It is then incumbent upon me in my role to robustly test their theories before proceeding to next steps. This is me being vulnerable and accepting that I can’t and don’t know it all. In particular, I won’t always see a situation through the eyes of someone who has different characteristics to me, and that alternative lens is extremely important when making leadership decisions, when the circumstances demand it. This is why vulnerability is core to my leadership approach, and through demonstration (and explanation) I see my role as empowering my team to be vulnerable in their approach too”.



**Stephanie Camm**

Head of Health & Safety  
Unite Students

“Opening a recent team meeting with a session on vulnerability and trust led to a completely different feel to our meeting. Instead of getting straight into ‘business as usual’ we set the tone for the meeting, created a safe space for ideas to be raised and challenged and also connected as people rather than just managers representing our various business areas.

We have discussed how to be a courageous leader and realised that you can be courageous in many different ways; raising an opinion that may not be well received, giving feedback immediately after a meeting rather than dwelling on it and taking a different approach to something. Small courageous actions can have a big impact when managing risk and we openly encourage it within our teams”.



**Brian Shepherdson**

Head of SHQ Operations & Collections  
Biffa

“I recently read Dare to Lead and the way in which vulnerability and courage are presented is particularly resonant for me in framing their vital importance within my emotional intelligence toolbox. My key learnings were around empathy and its importance when connecting with people, and, more specifically, how it relates to the way I practise leadership of my team.

For me, it’s essentially about people taking daring steps to influence situations that previously may have been seen as outside of the remit of H&S professionals. It’s about engaging in conversations where we are tackling issues for which we don’t have all the answers and being brave in the face of ‘difficult conversations’.

Being honest, upfront, and confident is vital for my team to effectively work with a wide range of stakeholders and these traits come with embracing vulnerability – traditionally, H&S professionals may have viewed such interactions as being ‘above their pay grade’. If we can all notch up our empathy capability, it will inevitably enable better and more authentic connections with the people we work with on a daily basis, which is fundamental to our individual and collective success”.



# WORK SAFETY

## NEBOSH launches new health & safety career guide...

24 of the world's leading health and safety thought leaders share their advice

**N**EBOSH, one of the world's leading providers of health and safety qualifications and courses, has created *Do Something Great: Your Health and Safety Career* a special, free guide for those thinking about a career in health and safety.

The 32-page guide draws on the knowledge of 24 of the world's top health and safety thought leaders. Their advice spans everything from: how to tell if a health and safety career is for you, what qualifications to take and how to train whilst juggling a day job, through to what to look for in a good employer and how to get your first break. The experts also share their top tips for CVs, handling interviews plus the role of mentors and networking in career progression.

*Do Something Great* includes advice from experts working in some of the most high profile and influential health and safety roles, such as Karl Simons, Chief Health, Safety & Security Officer at Thames Water, Su Corrin, Senior Health, Safety and Risk Manager at The Football Association and James Pomeroy, Group Health, Safety, Environment and Security

Director at Lloyd's Register. It also carries tips from Claire Guise, Health and Safety Manager at Marie Curie and Rachel Butler, Group HSS&Q at DeTrafford.

For those keen to develop an overseas career, the guide also draws on international experts including Dr Abdulrahman Jawahery, President of Gulf Petrochemical Industries Co (GPIC), Flavio Noè, the former Head of HSE at Gardaland, Merlin Entertainments Group in Italy, Shermin Shali, HSEQ Manager in the United Arab Emirates, and Amitabh Bhattacharya, Lead HSE Specialist for Baker Hughes in India.

Ian Taylor, NEBOSH Chief Executive, comments: "People who've carved out fantastic careers for themselves have generously shared their experience, to help inspire and guide the next generation. For anyone contemplating health and safety as a career, or for those who've already started but are keen to get to the next level, it's an invaluable read."

Every year tens of thousands of people take a NEBOSH qualification

to support their career aspirations. So NEBOSH decided to harness the expertise and insights of some of the most experienced and influential people from the sector to provide practical advice.

Ian Taylor adds: "Health and safety is an incredibly fulfilling career choice. After all there aren't many jobs that have the potential to save lives! It increasingly encompasses environmental protection too and you can find job opportunities in almost every industry and country around the world. What's more, it's a role that's becoming very influential within organisations; there are plenty of health and safety professionals with a seat on the Board. With so much to recommend it, we inevitably get asked by a lot of people for advice on how to get into a health and safety career. We wanted to help them by providing something really practical; tips from people who've been there and done it."

To download your free copy of the *Do Something Great* guide, go to [www.nebosh.org.uk/dosomethinggreat](http://www.nebosh.org.uk/dosomethinggreat)

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# Keeping people safe

At Amey, we recognise the essential role our people play in keeping our teams, our clients and the people around us safe.

Our values of Putting People First, Delivering Great Service and Creating Better Solutions underpin everything we do, so we can deliver on what we promise in a working environment that protects our people.

For us, there's only one number we find acceptable when it comes to harm and injuries at work – zero. We're delivering better systems, better support and better skills through a framework that

enables our people to understand how we do things, the reasons why we do them and recognise that we are all accountable for everything we do.

Here at Amey, we all take an active approach to health, safety and wellbeing through our safety programme – Zero Code.

By making sure that we all play a part in looking after each other, we will achieve our goal of zero harm.