

IN THIS EDITION...

**THE STORY OF AUTOMATION
THAT WILL SAVE LIVES**

Highway Care map the journey of the automated cone laying machine.

**WHY WE MUST KEEP MENTAL
HEALTH TOP OF THE AGENDA**

Simon Blake, Chief Executive, Mental Health First Aid England.



SAFER HIGHWAYS ISSUE 09
QUARTER 4
NOVEMBER 2020



**CAN YOU MAKE YOUR
BUSINESS ONE PERCENT
SAFER?**

Ian Hart talks marginal gains
with Professor
Andrew Sharman.

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SINDALL**

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Everyone has the right to be

100% Safe

FOREWORD

DEAR READER

As we near the end of 2020 I find myself reflecting upon the strangest 12 months of my lifetime. Back in January COVID-19 was just a blip on the horizon and a disease indigenous to China where quite foolishly many of us expected it to stay. However, in a short space of time the pandemic ripped the heart out of Europe and it became only a matter of time until the UK was engulfed. In the months of March and April, like many others I found myself wondering how we would come out of the other end of these unprecedented times. Summits were cancelled or postponed, new dates were sought for SH Live in early 2021 and the expectation was that by now life would have returned to some form of normality. As I write this now, the UK Prime Minister Boris Johnson has just signalled the end of what was an unthinkable second national lockdown and detailed a timeline for the resumption of past times which we have all come to miss very dearly.

As I look back on 2020 I do so with a sense of pride and amazement at the sheer ingenuity which our industry has shown to not only deliver works but have done so ahead of time and on budget. Our leaders have stood up to be counted and not simply to talk the talk and whilst we cannot deny that there have been casualties along the way I feel that as we come to the end of this bitter war with the unseen enemy then we will do so as the victor.

Despite the global pandemic, Safer Highways mandate as the voice of the industry has continued. We have carried out our year 2 benchmarking exercise around the standards of provision in workplace mental health with almost a 40% increase in organisations who responded and crucially many of those new respondents were SME's. I would like to thank all not only all of the contributors of this magazine but also those who have given their time throughout 2020 to ensure that we continue the conversation.

As we look to 2021 with a renewed hope, we do so uniquely placed to drive forward our messages and really make a difference for those we put to work on a daily basis.

Hope you enjoy reading the publication and can I take the opportunity on behalf of myself and the team, and the Safer Highways Board to wish you a very Merry Christmas and a Happy New Year.

Kind Regards,

Kevin Robinson
Chief Operating Officer
kevin@saferhighways.co.uk
Safer Highways



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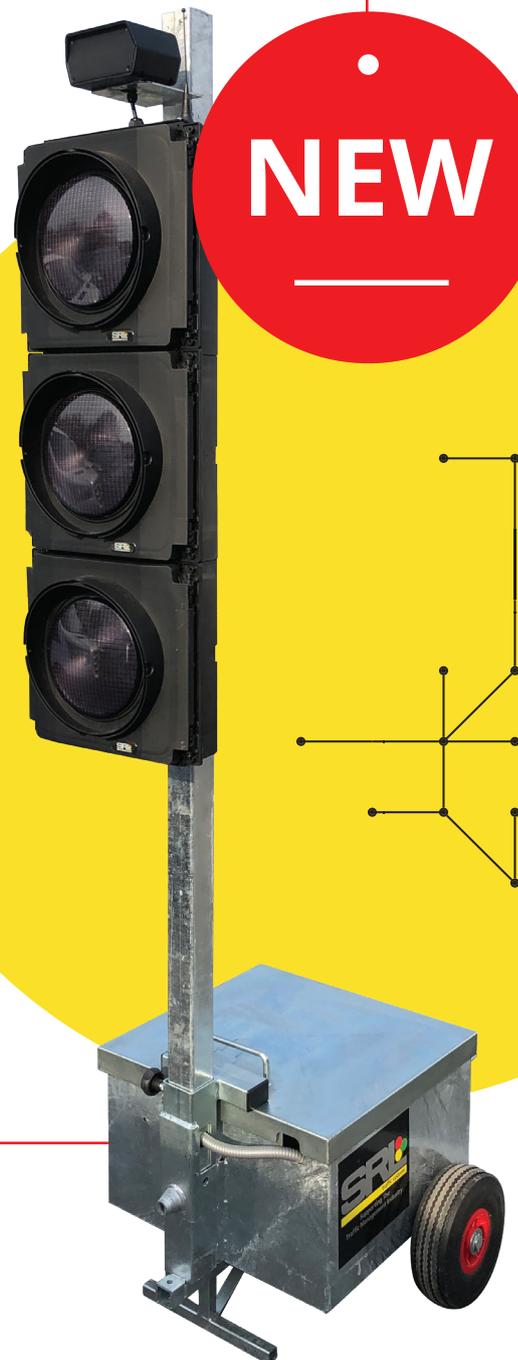
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NEW



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Clearview Intelligence's Client Relationship Manager, Simon Waterfall, is trying to take new technology to the next level. Here, he talks to Adrian Tatum about how using the right technology can lead to better decision making and more effective outcomes.



DR ANDREW SHARMAN

17% SAFER

"LET A FEW THINGS BE REPAIRED. A FEW IS A LOT. ONE THING REPAIRED CHANGES A THOUSAND OTHERS"

JOIN ME ON MY MISSION!

DID YOU KNOW 2.78 MILLION WORK RELATED DEATHS EVERY YEAR RIP

ONE PERSON... EVERY 10 SECONDS!

1, 2, 3, 4, 5, 6, 7, 8, 9, 10

AMIGORRHOS AROUND THE GLOBE

OK TEAM ANY SAFETY ISSUES TO REPORT?

SAFETY ISSUE FORM

NONE

MINOR

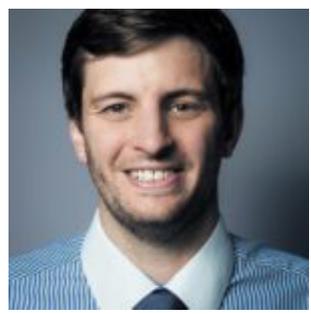
MAJOR

BUY ME!

SO GLAD YOU'RE HOME!

Can you make your business one percent safer?

One Percent Safer is described as an 'anthology of the world's best thought leaders, all in one place'. It contains 142 chapters, written by 142 different contributors, each one giving their best nugget of wisdom to make your organisation one percent safer. It's out now, with all proceeds going to the One Percent Safer Foundation.



by Ian Hart Editor, Safety & Health Practitioner

2.78 million people died last year due to accidents at work or work-related ill-health. No doubt that's an unacceptable number, but it's also hard to get our heads around, so let's break it down. It's 7,616 people dead every day. It's 317 every hour. 10 seconds, and another person dead. Another person just like you. A husband, wife, partner, mother, father, brother, sister, son, daughter, friend, colleague. Yet organisations rarely discuss safety in this way – it's usually only ever about accident frequencies and lost time injury rates. Real people suddenly fade out to become mere numbers.

Professor Dr Andrew Sharman, the brains behind the One Percent Safer book, said: "At this point you have a couple of options. You can accept this, as unfortunate as it is, that this is just what happens in the world of work and carry on doing things the way you always have. Or you can join us and imagine a world where all organisations commit to being one percent safer every day. You can be a change-maker and game-changer in your organisation and be part of the One Percent Safer Movement. It's this simple: if we all do just one thing, just improve things by one percent, then that's 28,000 people that get to

“

Andrew Sharman is not someone you say no to. I was delighted to be asked to contribute towards the project and was immediately on board with the concept, with all proceeds going to such an amazing cause.”



go home without harm, instead of ending up dead – each year. 28,000 husbands, wives, partners, mothers, fathers, brothers, sisters, sons, daughters, friends, and co-workers. 28,000 humans. Wouldn't that be incredible to be part of a movement that helps save 28,000 lives?"

In a recent interview for the Safety & Health Podcast (set to be released later this month), Andrew Sharman told SHP: "I'm dead against this idea of zero injuries as a target. As a vision, no one ever getting hurt at work is brilliant. But as a metric? I think it's terrible metric, it's binary. As soon as you have one accident you've failed your target and knowing that we failed our target and we can never win against that target is really demotivating demoralising.

So, I've been pushing for leaders to think differently about how we measure safety, not by the absence of accidents, but by the safety that we create. What if we use the power of marginal gains? This has worked well for the British Olympic Cycling Team under Sir Dave Brailsford. Matthew Syed talks about the same thing in his book Black Box Thinking, and we've been talking about it in business for years anyway, we just called a continuous improvement. So, the idea of One Percent Safer is, if we can just make our businesses one percent safer every day, the power of that collective gain is extraordinary."

World's leading thinkers The One Percent Safer book, which is on sale now, harnesses contributions from 142 of the world's leading thinkers, creating a compendium of ideas that anyone, anywhere, can access and put in place to create a safer, healthier world of work.

It includes contributions from: business

executives, top academics, policy-makers (and breakers!), and some of the most important global authorities, including the World Health Organization, the United Nations, the International Labour Organisation, the British Safety Council, RoSPA, IIRSM, the Institute of Leadership & Management, and the Institution of Occupational Safety & Health, as well as global legends in their own right – including Sidney Dekker, Scott Geller, Gerd Gigerenzer, Marshall Goldsmith, Leandro Herrero, Gert Jan Hofstede, Erik Hollnagel, Andrew Hopkins, Patrick Hudson, Evelyn Kortum, Dianne Parker, Edgar Schein, Paul Slovic, Jukka Takala – and many more. All brought together for the first time in this book, collated by Professor Dr Andrew Sharman, who comments: "It's not about easy answers, but instead providing a wealth of meaningful suggestions, perspectives and encouragement to provoke critical thinking and generate new ideas, encouraging you to see something you may have missed – beyond the rules and regulations, past the audits and checklists, more than just asking 'Got any safety issues?'"

Ian Hart, Editor of SHP, commenting on why he decided to get involved in the book and the One Percent Safer Movement said: "Andrew Sharman is not someone you say no to. I was delighted to be asked to contribute towards the project and was immediately on board with the concept, with all proceeds going to such an amazing cause. My contribution is simple, to be clear in comms two-way discussion is vital. Create common themes or strands to your safety communications. I can't wait to see a copy of the finished product."

Speaking about who the book would most benefit, Andrew Sharman told SHP: "It's kind of a broad audience, but then it's also tightly defined. On the back of the book it says:

'This book is only for leaders, visionaries and game-changers. It's an inspirational handbook for those who believe that people everywhere should go home without harm at the end of every day at work.'

"I don't want to pigeonhole the reader, but it's certainly a book for those that truly want to make a difference when it comes to safety at work, so it's about focusing on the inputs to get a great safety in order to get the right outputs." Adding his contribution to the cover of the book, His Royal Highness the Prince of Wales, wrote: "I'm heartened to learn that all proceeds from the sale of this book will benefit the One Percent Safer Foundation, and wish you good luck with your endeavours." One Percent Safer Foundation

All profits from the sale of the book go directly to the One

Percent Safer Foundation, an independently-governed charitable fund created to provide support in two ways:

1. The provision of practical help in the form of small grants or support with professional education and development to OSH professionals who have lost their job as a result of the pandemic;
2. The provision of small grants of 'seed capital' or support with education and development for third sector organisations, voluntary/charitable institutions, and not-for-profit organisations (such as community organisations, social enterprises and co-operatives) who wish to begin a project in order to become one percent safer.

Order your copy now at One Percent Safer: <https://onepercentsafer.com>.



Professor Doctor Andrew Sharman is the managing partner of international culture and leadership consultancy RMS, he holds masters degrees in international health and safety law, and in industrial psychology and organisational behaviour and a doctoral degree in leadership & culture transformation. He revels in the interplay between compliance and culture. With a safety career exceeding two decades he has guided global leaders in their commitment to zero accidents and towards safety excellence across a range of industry sectors including aviation, construction, power generation and supply, fast moving consumer goods, oil and gas, and manufacturing. His experience now spans more than 130 countries across five continents.





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During these extraordinary times, we express our love and admiration for the exceptional people working in our NHS and Social Care Sectors.

In our small way, we are helping deliver critical infrastructure maintenance, by adjusting working practices in line with Public Health England guidance and adopting 'Site Procedures' provided by the Construction Leadership Council (CLC).

We will continue to play our part in maintaining a road network vital for the supply of food, life-saving medicines, fuel, and other essential goods while ensuring emergency, health and other key workers can travel to where they are needed, safely.

End to End 2021

A Road Marking Survey of the Standard of White Lines across the UK's Strategic and Trunk Road Network.

In March 2020 Highways England issued a new common standard which would form the expectation of the specified standards of White Lines across the UK's Strategic Road Network in readiness for Autonomous Vehicles. This new standard was also signed up to by the road operators of the high speed networks in Wales and Scotland as well as Highways England. Following on from research conducted by the University of Warwick which indicated that our network is not ready for the Automated Lane Keeping Systems (ALKS) which rely on these markings, Safer Highways, one year on from the standard will put the roads across the high speed network to the test with a 'first of its kind' survey taking in a carefully selected route across the network from Land's End to John O'Groats – and back.

The survey will be carried out by member company Quality Marking Services and independently verified (as all of our surveys are) with the aim of providing an unbiased picture of where and indeed if we need to improve the quality of markings across the network in readiness for technological developments.

As we unveil the survey SH Magazine has taken the opportunity to speak to Greg Clark, Managing Director of Quality Marking Services, the company responsible for carrying out the survey and Rachel Brent, Business Director of Safer Highways, to understand the rationale behind why the industry wide collective are carrying out the exercise.

What interested you in getting involved with the End to End project?

GC - I was inspired by a Company in the USA called PPP, Inc who had carried out a project called M.A.A.P. (Measure Across America Project). This was to carry out a mobile retro-reflectivity survey from San Diego, California to Jacksonville, Florida

and back, covering 5,000 miles and 17 states. This reminded me of a classic film I used to watch over and over as a young teen, "The Cannonball Run" starring Bert Reynolds! After visiting the ATSSA conference in New Orleans in January 2020 and seeing the full details of the MAAP project, I thought it would be fantastic to conduct a similar project in the UK between two well-known and recognised landmarks, Land's End & John O'Groats - End to End.

RB – Our mantra has always been not only to provide an environment for safer road workers but also a safe environment for those who drive on the public highway. The advent of autonomous vehicles and indeed technology which these vehicles rely upon such as road markings mean that before we can effectively roll out these innovations then we need to ensure that the infrastructure is in place to support them.

Highways England have taken the lead alongside their partners in Scotland and Wales in issuing a standard to

support this, however, we need to understand how this has translated to what is actually being laid on the roads.





Why Safer Highways?

GC - I have known Kevin Robinson (CEO) for a number of years and I very much like the approach of Safer Highways and their ethos towards road safety. Safer Highways is an independent organisation, with no bias towards any one individual Company. The focus from the organisation to promote increased safety for the road worker and the road user is well recognised and has been clear through the current #stampitout campaign. Kevin tends to share my enthusiasm for “being different”, and not being afraid to “give it a go”. This is pretty much how I have built our Company over the years, by innovating with different ideas and concepts enabling us to introduce alternative solutions into the market such as our award winning QMS HyperLine™ and our QMS HyperGrip™ systems. As such, it made sense to approach Safer Highways to lead with the End to End 2021 project.

Why End to End?

RB – Why not? The standard was agreed by those who manage the high speed network across the UK so our route had to be representative.

GC - The

proposed route right from the start of the discussions with Safer Highways had to be thorough and representative. The initial thought was to travel from Land’s End to John O’Groats (LeJog) along the Strategic Road Network in England and Wales then the Trunk Road Network in Scotland, returning back from John O’Groats to Land’s End (JogLe) via local authority routes. However, we felt that as CS 126 was produced for the Strategic and Trunk Road network, we should focus this survey on these networks in both directions, taking in as many area networks and DBFO (Design, Build, Finance & Operate) routes as possible. Which is why on the JogLe, the route zig-zags through the networks before returning to Land’s End.

How long do you expect the project to take and when is it planned?

GC - We have planned to carry out the project in March 2021 to coincide with the 12 month anniversary of the release of the CS 126 document. We plan to complete the estimated 3,000 mile route within seven-to-ten days from start to finish, which is subject to fine weather conditions, so the actual start date will be decided based on forecasts at the time.

What is this new standard - CS 126?

GC - CS 126 is the document that details the inspection and assessment of road markings and road studs which replaced the previous document of TD26/17 in March 2020. The document details, amongst other things, the minimum performance expectations of retro-reflectivity of road markings on the Strategic & Trunk Road Networks in England, Scotland and Wales.

What system will you be using to carry out the project?

GC - We shall be using our QMS LifeLine™ system which incorporates the LaserLux G7 mobile retro-reflectometer from RoadVista. QMS LifeLine™ secured the award of “Road Marking Innovation of the Year” as part of the Road Safety Marking Association’s Industry Awards in 2019, so what better system to use than one that was recognised by the industry itself!

What are the aims of the project, what do you expect to achieve?

GC - The aim is to establish, on a sample of the

Strategic and Trunk Road Network, how the road markings are performing, in relation to retro-reflectivity, according to the standards set by Highways England and published in March 2020. With the ongoing developments of autonomous vehicles and the requirement for high performing road markings in dark conditions for these vehicles, and let's not forget the human driver, to see, it will be interesting to establish exactly how the current markings are performing on these routes against the standards set by Highways England 12 months earlier.

RB- Safer Highways mantra is always to challenge and ensure that we ask the questions which others would not dare to. In this instance we want to actually be able to verify that the road markings on the high speed network are fit for purpose.

As an industry wide independent movement we need to establish the surrender standards and then drive forward and push to improve them; this survey gives us a tool to do this.

Will you be incorporating Automatic Lane Keeping Systems within the project?

GC – It is a little to early to confirm this part at the moment, but it has been discussed between my Company, Quality Marking Services and Safer Highways. Let's just say that there may be a few more tricks up our sleeves to come out before the project leaves Land's End!

RB – Greg is being a little modest here, our aspiration is to conduct the survey in a vehicle, which will, where possible, operate under semi-autonomous conditions and we will not only record the empirical facts from what is laid on the surface of the road but also the number of times human intervention is necessary due to the absence of road markings meaning the ALKS system fails.

Aspiration wise we would love to conduct the survey in a fully autonomous vehicle and discussions are ongoing, so watch this space.

How will you be presenting the results and will they be publicly available?

GC - It is still early days to confirm exactly how the report will be published, but the QMS LifeLine™ system provides results in Excel Spreadsheets, Graphs, Google Imagery and forward facing video –

We will be launching a website to enable the public to follow the progress in real time and yes, the entire route will be caught on camera! The suggestion at the moment is to present the results at SH Live at the East of England Showground over 22nd and 23rd September 2021 which would be a great event to showcase the results from the project.

As for will they be publicly available, this will be at the decision of Kevin and Safer Highways, but I can see a special "End to End" edition of Safer Highways Magazine at some point in the future in the same way the collective have focussed on PPE and Workplace stress.

One final question, why do this?

GC -Why not do it? Because it has never been done before! Because when I get an idea inside my head, it continues to grow and develop and working with Kevin we both think outside of the box. I have been involved with painting lines on the highway for thirty years and my father for thirty years before me, Kevin was Head of Marketing at the RSMA before founding Safer Highways so we both understand the Roadmarking Industry.

It is great to see Highways England recognise the importance of high performing road markings by increasing the requirements of retro-reflectivity within CS 126. So let's see how their network is performing against their own standards, monitored by an independent "sense checker" for the industry.

For more details visit www.end2endsurvey.com.



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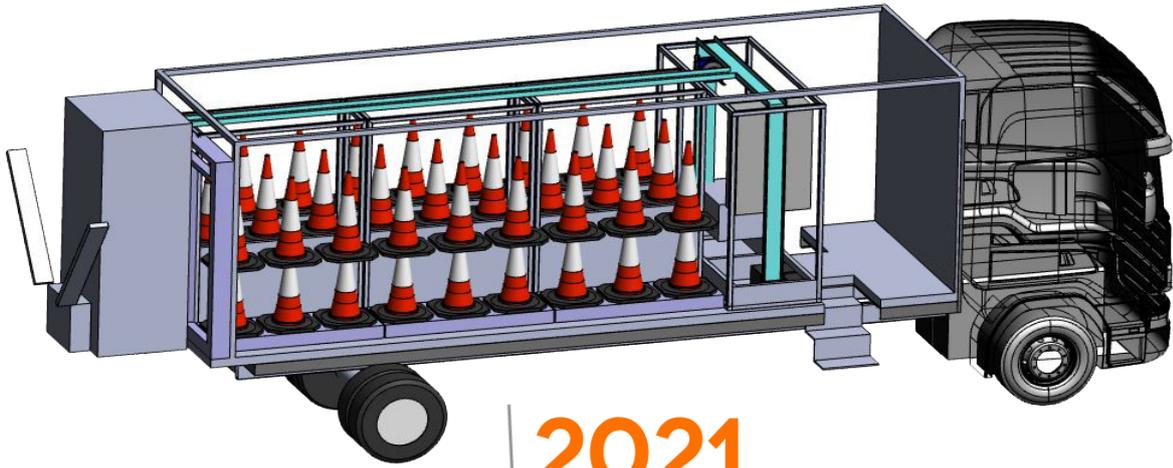
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2021

Rollout of first ACLM's.

2019

1. Highways England form a project team to collaborate on bringing an ACLM to market.
2. Collaboration between Highway Care engineers and Swiss technology partner to develop the ACLM.

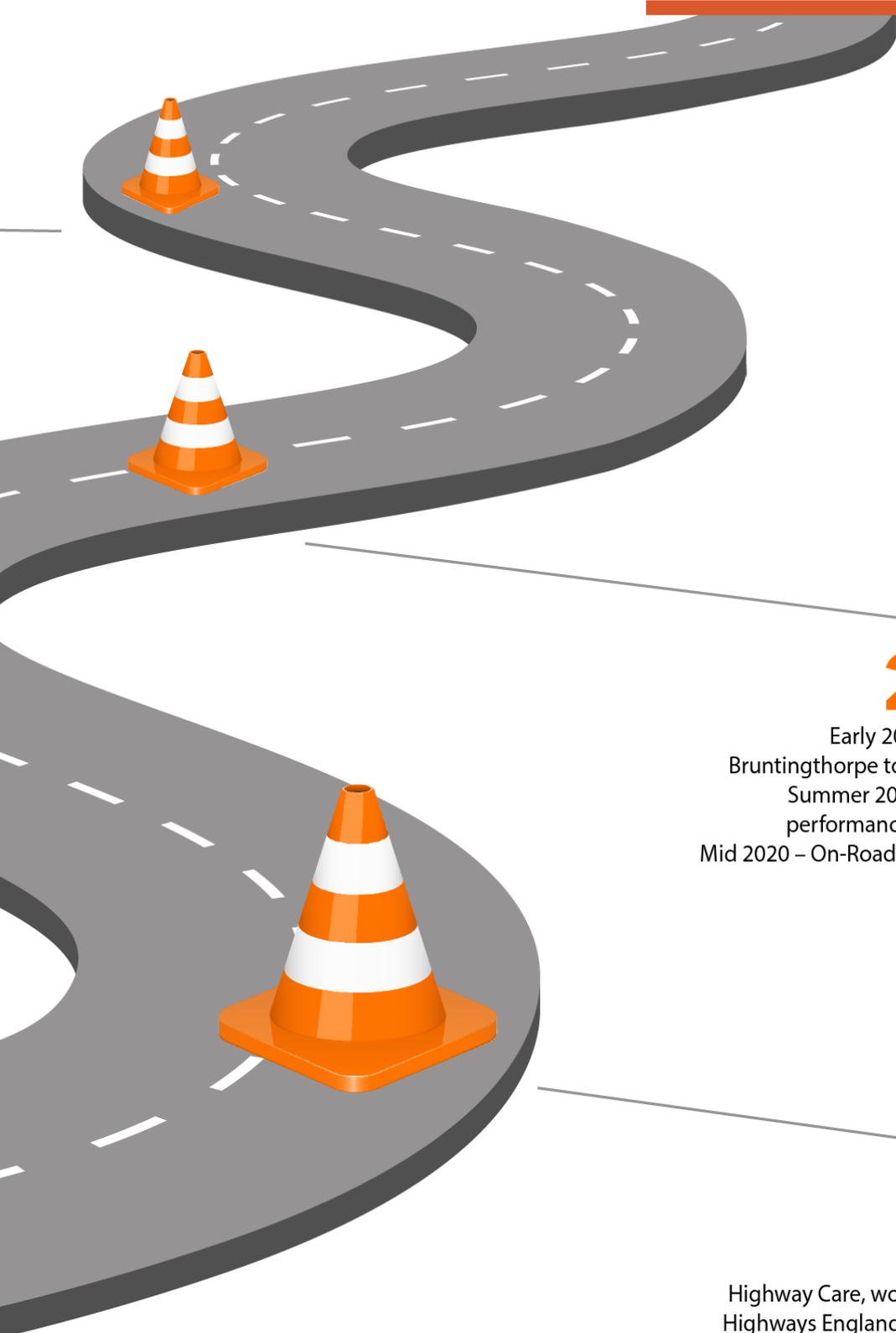
2011

All efforts were either abandoned or shelved.

2000

Industry stakeholders and tier 1 maintenance contractors developed different designs and concepts for automation of cone laying. Every solution was different but none achieved the ultimate objective of removing operatives from harm working on the back of the vehicle, reliably.

The story of automation that WILL save lives



2020

Early 2020 – Off road trials
Bruntingthorpe to reveal to industry.
Summer 2020 – Durability and
performance trials at Manston.
Mid 2020 – On-Road trials begin in Area
9 and on M4 SMP.

2018

Highway Care, working via Kier, approach
Highways England for funding through its
Innovation Fund.



SAFER HIGHWAYS ISSUE 09

Ben Duncker
Director of Business Development
Highway Care

or guidance to work with to so coming up with a solution was just not possible,” says Ben Duncker, Business Development Director at Highway Care.

It must be difficult getting ready for work every day knowing you face yet another day of putting your life at risk just by doing your job.

Most workers in the country don't have to contemplate that kind of pressure. It is worry not only for themselves but also their family friends and colleagues especially when accidents happen working next to live traffic, as they inevitably will. Nobody should face that at work.

For anyone involved in traffic management and wider work on the highway, the need to remove operatives from risk and in particular, working next to live traffic, is as important as ever. While deaths from incidents like this have plateaued, near misses haven't.

This was the driving force behind the reason why Highway Care, working with its project partners and Highways England wanted to protect workers from live traffic by developing a new type of automated machinery.

The start of this journey actually dates back to the early 2000s when Highway Care and a number of the industry's supply chain got together to discuss and debate the possibility of the industry to automate the cone-laying process. There were several different designs presented at the time but none of them were successful and by 2011 the project was abandoned.

“There were various projects going on but none of them were getting anywhere because it was like shooting for the moon without knowing where it was. At the time there was no standards and specifications

But the problem with accidents and near misses on the network didn't go away. So, in early 2018 Highway Care joined forces with Kier to approach Highways England for funding through its Innovation Fund to re-visit the project. Highways England then formed a project team consisting of Highway Care, Kier, Amey HW Martin and King-effectively bringing together a group of industry experts to once again consider the viability of automating the cone laying process. “We got to focus on what the art of the possible was with new enthusiasm and clear guidance,” says Mr Duncker. A wide-ranging industry engagement programme, including various associations such as the Traffic Managers Contractors Association (TMCA) sought to find out what a minimum standard should look like and from that came the plans for an automated cone laying machine first generation phase one standard from which prototypes were developed. By this point there were two projects teams, with Highway Care working with Kier and HW Martin Traffic Management working on one machine and King working on the other.

“I think the purpose for the development of two different machines is like any innovation, to ensure people feel like there is choice and competition at the same time in the marketplace. The solution focuses on the health and wellbeing of operatives removing them from risk and dangerous operations next to live traffic. While the level of health and safety has improved significantly over time the number of near misses has stayed the same and therefore the level of risk remains high. On top of this there are many reported injuries that operatives face from using heavy machinery on a consistent basis as well as the strain on operatives' bodies from putting out heavy closures. We want to help





change that with this development,” says Mr Duncker.

According to Highways England, 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 five-six tonnes per shift in cones alone.

One of the criteria for the new automated cone laying machine, is that it must be able to lay/collect at least 400 cones at a rate of one every 10 second. When additional equipment such as frames, signs, lamps, sand bags are factored in, it is not unreasonable for them to lift between eight and 10 tonnes per shift in total. 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, says Highways England.

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.

Highway Care has been working with a technology partner in Switzerland that already has experience in developing an automated cone laying machines elsewhere in Europe. The companies have been working together to take that successful technology and modify it to ensure it meets the Highways England and UK standards

The prototype made its debut in the UK in February at Bruntingthorpe where it went through various trials and tests to help meet the minimum standard required as well as its overall durability. The three phases of the process are; the ability to meet the minimum standard with test off road, an off road durability trial-where the machine has to go through a number of operations without failure and finally the

machine needs to be assessed by an independent regulatory to meet the GG104 health and safety assessment before facing a number of trials on the live network.

“We have reached the point where we are halfway through that final stage, so things are looking very promising indeed,” says Mr Ducker. He hopes a final review and acceptance will take place in the first part of next year and is hopeful the machine will be on the roads by next summer. The Highway Care machine has been doing its live tests on the M4.

As a project partner, Kier is looking to procure the machine when it is ready as is another tier 1 contractor. Highway Care will put together a strategic delivery group that will manage the launch of the machines to ensure the continued monitoring of the in-field performance and capability of these machines as they first go onto the network. “There has been so much compressed interest in this since we first went to the drawing board back in 2010,” says Mr Duncker.

But why was this development so important for Highway Care and its growing portfolio of products? “We have always try to be a leading innovator in health and road safety products in the UK and saving lives and preventing industry has been a mission of our for a long time so this is the perfect opportunity to continue that,” says Mr Duncker. “And that really is what we are trying to achieve here. Some people might question whether this is about taking jobs away from operatives, but it really isn’t. As many in the industry will know, the traffic management sector and in some cases the wider highways industry is very under resourced so if an operative is not putting out cones anymore in the future, that skill and resource will be deployed elsewhere because it is much needed right now,” he adds.

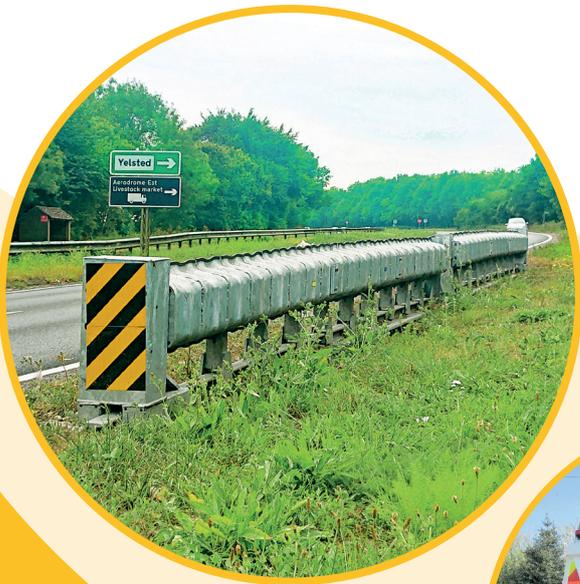
So, what is next for the technology-can it be taken any further? “We want to see if we can consider developing ancillary technology that will help improve the safety of a closure and how these machines can be integrated into the bigger picture. Wouldn’t it be great if we had a scenario where using automation we could digitally assess the live traffic count and the machine goes out and puts out a whole closure at the push of a button?” says Mr Duncker.





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The right technology can lead to better decisions



Clearview Intelligence's Client Relationship Manager, Simon Waterfall, is trying to take new technology to the next level. Here, he talks to Adrian Tatum about how using the right technology can lead to better decision making and more effective outcomes.

Simon Waterfall is a man on a mission. He wants to continue to ensure innovation is at the forefront of technological development in the highways and transport sector, the kind that can make a real difference to the way the industry thinks and works, not just the kind that is a form of something else that already exists, something he finds frustrating about this industry at times.

When I told an industry colleague (and former colleague of Mr Waterfall) that I was

interviewing him and asked him for his comments, he agreed. "Simon is unusual. And that is a massive positive. He has progressed from working as field service engineer through self-motivation, purpose and an unquenchable 'have a go' attitude. People warm to Simon and buy into him. He repays that faith. His operational understanding of highways sets him apart from many of his peers. He's achieved a lot but is humble and self-aware. He surrounds himself with other, clever hard-

working people because he prides himself on someone who just 'gets it done'.

"I know the Highway Technology sector frustrates him with its slow rate of change, intransigence and lack of collaboration when it should be leading the way in transforming the highways sector. And so it should frustrate him. Some disruption is required in the ITS sector. Simon can be part of that."

But does he agree?: "The problem we find ourselves in is, we are now in the amazon era. You want that new song, download it in seconds. You need some food-Just Eat. Your TV has broken-its delivered the same afternoon. How we live in this fast-paced environment and



then go to work at night and cut a loop in the road or trench miles and miles of ducting to get electricity to power hungry 1970's delivered equipment, that just isn't right.

"The ITS industry has to get together and push the boundaries of what is possible. There seems to be the relentless sausage machine of tier 1 contractors and I have been one of them, where they say 'we do it like this-so let's cut and paste'. But people need to take a step back and ask will it make the boat go faster by regurgitating the same old solutions?"

The truth is, whatever way you look at it, Clearview has a real asset with Mr Waterfall in its ranks now. He was instrumental during his time at Kier in working closely with Highways England as his client for over 10 years and brings a wealth of experience to Clearview having previously worked at Amey. This means he has now built an extensive portfolio of innovative solutions to meet with the challenges of delivering services on the Strategic Road Network. More

recently he has been integral with the new and emerging technologies for Connected and Autonomous Vehicles and Renewable Energies that will inform Highways England's expressway standards going forward as well as developing various new products through Highways England's Designated Fund.

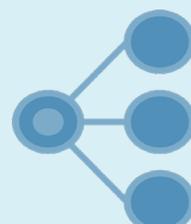
Now he is currently working on a number of projects including the ongoing development of Clearview's M100 magnetometer to help aid more rapidly deployable roadside infrastructure. Proof as well, that sometimes it is the simplest of introductions that can make a difference. Here, a new cabinet has been implemented with an integral pole meaning one doesn't have to be dug elsewhere. "This will help towards Highways England's massive ask to reduce both carbon and make more efficiency savings by limiting the amount of metal work at the side of the road and is a positive nod towards the leaner, greener aims of the Industrial Strategy," he adds. The product is

being used as part of the Smart Motorway Alliance's approach to deploying new innovation.

Clearview's Insight software platform is also integral to reducing the need for physical infrastructure. Insight can help bring together Clearview's journey time, parking and count and classify system but now also with the integration of CCTV, environmental monitors with VMS signs. "Insight brings together a number of powerful, accurate data sources while significantly reducing the need for physical infrastructure. It is this kind of flexible and integrated data intelligence system that people are demanding more and more because it enables users to use one or all of the component parts at a given time to help improve decision making on the network," he says.

Mr Waterfall is currently working on an important project with Highways England focusing on how vulnerable road users can be detected on the network.

This alongside other safety related innovations in the planning stage points towards a fruitful time ahead for new technology?



"AI innovations are important, but I guess

even more so now as we enter a new way of working as a result of covid and the ongoing need to drive efficiencies. Something else we are working on is making sure

these technologies we are delivering are low-powered solutions to ensure more solutions are powered by renewable energy," says



Mr Waterfall. "But yes, we want to be seen to be leading the way with providing new solutions to on-going challenges on the network," he adds.

Clearview is now looking at solutions suitable for a semi post-covid environment. "An example of this is our development of wearable technology for strategic road workers that have the capability to track and trace to help reduce the risk to sites to avoid them closing," he says. There is also a focus on people and plant interface, vehicle incursion monitoring and providing information to the travelling public moving through large works.

"There is a lot more we can do as an industry to help people understand what we do in this industry and how we do it and therefore do more to protect our roadworkers," he adds. "That will take solutions that can both provide further safety enhancements for the workers themselves as well as ones that provide a constant drip of accurate, real-time information for the travelling public."

This all underlines the fact that Clearview is now much more a solutions-based company than ever before. Underpinning all of this will be Clearview's new Connex platform.

Clearview Intelligence provides software and hardware technology platforms and design services for active travel, network optimisation, route safety and parking. Its new Connex Active and Connex Traffic solutions include pedestrian/cycle classification and count, wireless vehicle detection and real-time vehicle counters. Clearview's Connex Link is a communication and control solution for a variety of application and enables the system to trigger devices, such as Variable Message Signs

(VMS). For carriageway and footway delineation, it provides both solar powered road studs, SolarLite, and also its IRS intelligent road studs for more dynamic delineation.

"Connex will provide the universal footing for any of our solutions moving forward. It has a 4G daughter board, is powered by an ultra-low solution of sub 1 Watt. It will provide that umbrella platform and one that is stable, well developed and well tested using open protocols meaning that other software and hardware platforms can be connect so that the user is not beholden to one particular platform," says Mr Waterfall. Connex is ideal for local roads as well as strategic. Clearview is working towards using its count and classify technology to enable data from all the different active travel modes to be put together showing an accurate, city-wide view on what is happening on the network.

But how much of the technology being developed in general for the strategic network is transferable to the local? "I think more could be done to encourage that. The point is as well that some of the development work already been done by the tier 1 contractors could well be suitable for their own local authority contracts as well. But we are starting to see more innovation in technology used on local roads. Also Highways England are looking at investing in areas and regions from a more holistic approach which has seen them invest in local roads to and work more closely

with local authorities and we still hope to see progress being made on the Mayor Route Networks as well which will provide more investment in technology used on the local network. I think that has always been a dynamic approach to local roads to be honest but having said that there is more we can do. The big question here is how can we ensure that technology that is driving both efficiency and effectiveness can be affordable to local authorities?"

"What would be helpful is for local authorities to come out with their problem statements and challenges in a more open way that encourages technology providers to find a way to develop a solution to those. It maybe a solution has been found already or there is an industry partner that can part fund the solution they need or find a way of funding that solution," he adds. Above all else Mr Waterfall is keen to cut through the slow rate of change and in some cases, lack of industry collaboration (as described by his former colleague earlier on in this article) to ensure the highways sector is being transformed and remains at the forefront of being able to use technology

"Clearview is in a really strong position to be able to be able to help with this and play its part in not only keeping the local and strategic networks safe and effective but transferring that knowledge and technology between the two. Whether you are managing the local or strategic network, real-time, accurate data is key to informing better decisions and that is what we will be clearly focused on in the future." He adds.

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Reducing service strikes

One of the risk areas receiving increased focus in the industry at the moment is service strikes.



On a recent junction improvement scheme on the SRN, after construction works had started, we encountered 25 uncharted cables, which included numerous pot ended electric cables. In particular, the uncharted pot ended cables were not recorded on the power network operator's utility records, not identified during scheme development or during GPR surveys prior to work commencing, and not identified by CAT and Genny surveys prior to work commencing. Keen to learn from experiences like this, we researched further to see what lessons could be learned to help minimise future risk.

What we found

Our research and wider consultation highlighted that pot ended cables are virtually impossible to locate with CAT and Genny, and while Pulse GPR equipment can sometimes locate them they cannot guarantee to identify them all, and power network operators often do not know where they are. These findings are supported by various

published documents.

HSG47 Paragraph 85 states: "The main types of detection devices or locators available can be classed as follows: Hum detectors which are receiving instruments that detect the magnetic field radiated by electricity cables which have a current flowing through them. They do not respond to:

- A. Cables where there is little or no current flowing; for example, service connection cables to unoccupied premises or street lighting cables in the daytime.
- B. Direct current cables.
- C. Some well-balanced high voltage cables, where these generate relatively little field (which in turn may be further screened by the cable sheathing).
- D. Pot-ended cables."

Raising the Bar 9 - Service Avoidance, Page 5 Cable Avoidance Tools states: "Be aware cable avoidance tools are not fool proof and are less likely to detect pot ends, services without a live current (e.g. street lighting that is off) and when there are multiple services one can mask another. Safety fencing and cables that are no longer live confuse the situation. This is a support tool, and in no way a definitive tool."

Met Consultancy Group – Identifying specific utilities and live electric cables with PAS128: "Electrical cables that are 'Pot ended' are difficult to find because they do not carry current even though they are under voltage. As they are usually short in length they are often not long enough to act as an antenna for re-radiating



radio waves and are therefore almost invisible to normal detection methods.”
Leveraging technology

Accepting that pot ended cables are difficult to locate, we investigated alternative solutions to identify uncharted, non-detectable cables in the ground. We engaged geospatial survey specialists Macleod Simmonds who undertook a High-Density Array Ground Penetrating Radar (HDA GPR) survey to locate and map buried services and structures, with a primary focus on locating pot ended cables. The density of data collected allowed for a more accurate picture to be mapped of the sub-surface environment. While detection of pot ended cables was not guaranteed, the survey provided additional information that together with old road designs, historic maps and utility records provided greater understanding of the sub-surface environment.

Due to the accuracy and clarity of the information provided by the HDA

GPR, the information can save time, effort and money through the introduction of ‘intelligent’ trial holes. Using the HDA GPR data in combination with utility prints and historic mapping, sites can be provided with the depth and position of a service and more importantly it provides a better illustration of what is actually in the ground e.g. utility prints typically show a group or nest of cables as one line with a legend that might illustrate that there are six or eight cables in the area, but they do not show their position, HDA GPR does.

Benefits of surveying more at scheme development

HDA GPR surveys have potential to better manage risk (safety, time, cost, service interruption) and increase programme and cost certainty on schemes (reduced change on site, delays, repairs, investigations). They should be considered by project teams on appropriate schemes during scheme scoping, preliminary design and detailed design, enabling designers to do what is reasonably practicable in managing

this foreseeable risk.

In collaborative environments using early contractor involvement, this can help project teams accurately avoid services, pinpoint locations where structures can be built to avoid services, and gain an understanding of what is in the ground and how it will impact construction methods, all well before programmes and target costs are set and construction starts. If carried out at the right time, these surveys can be major contributors to reducing risk, generating cost efficiencies and delivering increased cost and programme certainty for construction works.



How can investing in accurate condition measurements of your highway network lead to better decisions around procurement?



By Marc Tite
Assistant Director Professional Services,
Gaist

It's increasingly quite common that Highways Teams when coming to the end of a current TMC or Framework contract are challenged by procurement teams, senior managers or even Finance departments to provide a saving within new contracts.

So, how are you going to deliver savings on your contracts going forward? What are the options enabling you to do this? What is in your actual control? The information that a local highway authority holds about its assets, condition and status is the best way to prove to contractors that you know what you have and what needs to be maintained. This may seem logical, but increasingly this isn't always the case. Most Asset Owners know intuitively that by aligning this with their Highway Infrastructure Asset Management Plan (HIAMP) they should be able to give potential contractors the best information. But how?

As stated in the Highway Infrastructure Asset Management Guidance; The HIAMP should provide information on how the network is managed, its performance requirements and the programme of works. That's great but how do we achieve this? Yes it starts at the beginning, what asset information do you have? How do you know how that asset is performing? Is the data behind the information requirements; quality, current, appropriate and complete? Yes, having a robust asset register and carrying out regular asset and condition surveys

helps to keep this information current. However, it's worth not underestimating the scale of doing this and the ramifications if you don't.

This is where accurate measurements come into play. If the survey data and asset register data is off by 10% at source it can have a massive impact later on! That's also money that the council could be spending elsewhere such as children in looked after services for example – tempting as it is to hold on to budgets. Nothing is gained by an inaccurate contract. It also doesn't give confidence to senior managers or Section 151 Officers that a Highways Team really understands it's assets. For example, looking at long term 25-year modelling or potential million pound investments, a 10% error of 10m pounds is 1m pounds, which is a few capital investment schemes, for many local authorities. It's also politically damaging, economically stunting and reputationally a hit to the teams creating misconceptions about their skill and experience.

Having worked with various clients looking to carry multi million pound investments with all the above in play of wanting more accuracy, they have used various methods to measure simple things like the carriageway and footway. They have looked at nominal widths but have





10% of inaccuracy could lead to greater strain on services that are already under greatest pressure including Highways.

come back with huge inaccuracies – this as mentioned before can have a real long lasting impact. This is why we spent, and continue to spend high levels of internal investment for our customers to get the most accurate surveys where the carriageway, footway and other assets are mapped and spatially referenced. It goes back to that 10% point getting this wrong in today’s financial climate could mean the difference between a broader budget being in place to look after vulnerable people.

Let’s look at carriageway, the image above shows how carriageway widths can fluctuate along its length. If using a standard nominal width measurement across the whole carriageway length you could be around 15% out on unclassified roads and as much as 25% on the Principal Road Networks. For instance, looking at the junction mouths highlights huge variables in the widths, as well as things like parking bays and central reservations. There are many nuances when looking at a local road layout.

This has implications when this data feeds into Lifecycle Modelling and Forward Works Programme, which would enable potential contractors to understand what the aim of the highway authority is from an asset management perspective. If your



base data is off, any modelling carried out would exasperate the problem. Which in turn would give the highway authority incorrect data to pass onto their stakeholders, such as the contractor.

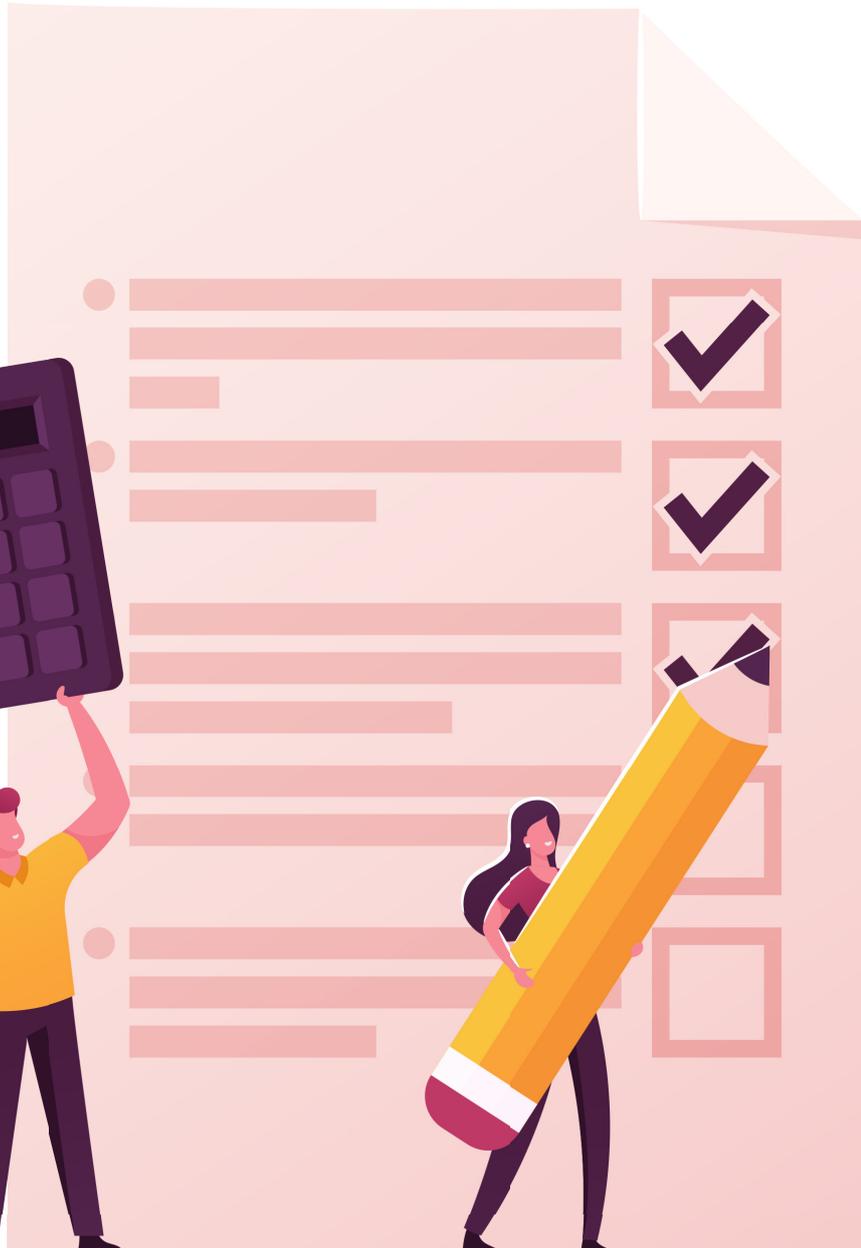
When talking about procurement how does all this data feed into that process, we need to discuss risk, particularly the risk to the contractor. To mitigate any risk a contractor would have to increase its costs. Again given the various lengths of contracts this could create over-inflated costs especially if they consider 25% error rates.

By being able to demonstrate a good understanding of asset data along with sound repeatable condition data, a highway authority can validate to a contractor the type of asset, how much they have, where they are and just as importantly how they are performing. Having easily accessible data to hand would allow a highway authority to prove its confidence in the data, which would help drive down the price of a contract, as there would be fewer unknowns in the system and therefore reduce the risk.

So if you truly want to have better decisions that lead to better procurement, then don't underestimate the money that can be wasted from inaccurate measurement data from networks. Or in simple terms 10% of inaccuracy could lead to greater strain on services that are already under greatest pressure including Highways.

“

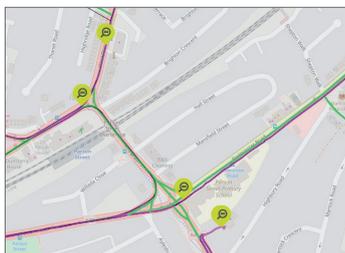
By being able to demonstrate a good understanding of asset data along with sound repeatable condition data, a highway authority can validate to a contractor the type of asset, how much they have, where they are and just as importantly how they are performing.



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Direct vision vs indirect vision: preventing blind spot collisions



According to recent research by The European Transport Safety Council, 25% of road deaths in the EU involve a goods vehicle. Meanwhile, statistics from Transport for London show that HGVs are involved in more than 80% of vulnerable road user fatalities in the City, despite making up only 4% of traffic.

Alongside this, reports from the World Health Organization show that construction and agriculture are amongst some of the highest-risk work populations in the world with many injuries and fatalities caused by moving vehicles or machinery.

Sadly, these statistics show that there is still much to be done in preventing deaths and injuries caused by vehicles both on roads and in the workplace.

Driver visibility is key to maintaining road safety. What a driver can see from their position inside a vehicle plays an important role in directing road safety legislation, including London's Direct Vision Standard. However, direct vision, i.e. what a driver can see directly through their vehicle's windows, is not enough to prevent collisions caused by blind spots. Direct vision can be limited by various factors, including dirty windows, sun glare, cab height, vehicle length, passengers obscuring glass doors (such as truck door windows) and the distance and height of a vulnerable road user in relation to the vehicle itself.

If the driver is not looking, they will not see. While driver visibility can be aided by passive systems, such as mirrors and cameras, these still require driver input in order to spot objects or people. In the time it takes a driver to check mirrors and react, a vehicle could travel as far as 10 metres, even at speeds as low as 3mph.

Emily Hardy, a vehicle safety expert from Brigade Electronics UK, explains:

"While passive systems, such as mirrors, have been a legal requirement for many years, mirrors alone will not solve the blind spot problem. If the driver is not looking, they will not see that something is in the immediate vicinity of their vehicle. This is why vehicle safety systems that require a driver to take immediate action through the provision of audible alerts and warning sounds are crucial to maintaining the highest road safety standards. These active systems will notify a driver instantaneously when a vehicle or object is in their blind spot, ensuring a driver can react immediately and prevent a collision."

Brigade has produced an infographic demonstrating the importance of vehicle safety systems to improve driver visibility and how both passive and active systems help support and improve road safety.

Emily, added:

"Many collisions with large vehicles occur when they are manoeuvring at low speeds, such as turning left or reversing. Preventing deaths and injuries, as well as damage to objects and vehicles, can be reduced dramatically when a driver's indirect vision from the cab is improved. We always recommend a combination of passive and active vehicle safety systems to be installed for ultimate safety."

Blind spot collisions

25% of road deaths in the EU involve a goods vehicle



HGVs are 7 times more likely to be involved in a fatal crash on minor roads



Collisions involving blind spots are one of the main causes of injuries and fatalities in the UK



3,310 people lost their lives in police-reported road collisions involving HGVs of 3.5 tonnes or more across Europe in 2018

HGVs are involved in more than 80% of vulnerable road user fatalities in London despite making up only 4% of traffic

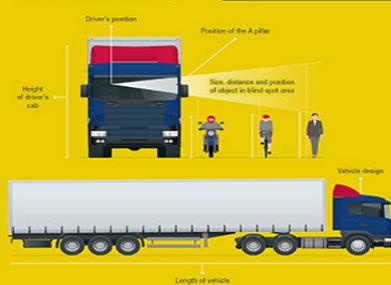


Four main causes of collisions between HGVs and vulnerable road users:

- 1 Driver unable to see pedestrian at front blind spot and striking while pulling away
- 2 Driver reversing and unable to see vulnerable road user in their rear blind spot
- 3 Driver turning left and unable to see cyclist in their nearside blind spot
- 4 Driver turning right when changing lane and colliding with another vehicle

A driver's direct vision can be limited by:

Driver unable to react to making blind spot fatalities. Indirect vision is helping to improve safety prevent collisions and save nervous lives.



Why mirrors alone don't eliminate blind spots

Although a legal requirement for years, mirrors alone will not solve the blind spot problem.

In the time it takes to scan four mirrors, assess and then react to hazards, a vehicle could travel as far as 10m even at speeds as low as 3mph

Mirrors can distort reflected objects

Mirrors may not be set up correctly

Mirror visibility can be affected by rain and dirt



If the driver is not looking, they will not see

A combination of passive and active systems ensures the driver is alerted to objects in a vehicle's blind spots.

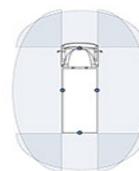
Passive systems require a driver's input.

Active systems provide an alert to instantaneously warn a driver a reaction is needed.

Camera Monitoring Systems (passive)

360° view cameras eliminate blind spots in a single image to minimise driver overload

Cameras positioned on the front, back and sides of the vehicle provide a wider angle view than direct vision



Proximity Sensor Systems (active)



Detect people and objects in the driver's blind spot

Alert the driver to look in his camera monitor or mirror

Audible Warning Alarms (active)

Audible alerts to warn the driver of people and objects

External speaking alarms alert other road users



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.



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Only innovation will drive change and improvements in the winter service sector



After more than two decades in charge of Safecote, one of the winter service sector's best-know brands, Mark Dutton talks to Adrian Tatum about why innovation and thinking differently are the only ways to effect change in the industry.



You can imagine the look from some local authority winter service personnel back in the early 2000s when Safecote started to promote its liquid additive. "You want me to add what to my salt?" would have been the reply from some. But the product quickly proved its worth and today is being used by many local authorities to help achieve improved efficacy as well as allowing them to make significant savings in salt usage at the same time.

As a result, Safecote is now one of the best-known brands in the winter service sector in the UK and with over two decades in the industry, it is time for its next chapter.

The Safecote liquid additive, an agricultural by-product, was brought to the UK after considerable success in North America. It was in 1999 that Safecote entered

discussions with TRL Ltd, an organisation with strong credibility within the UK and throughout Europe, for an independent assessment to take place of the liquid additive to the UK road network. This was a lengthy process, demanding a high level of management and financial resources, but the most effective and professional route to market.

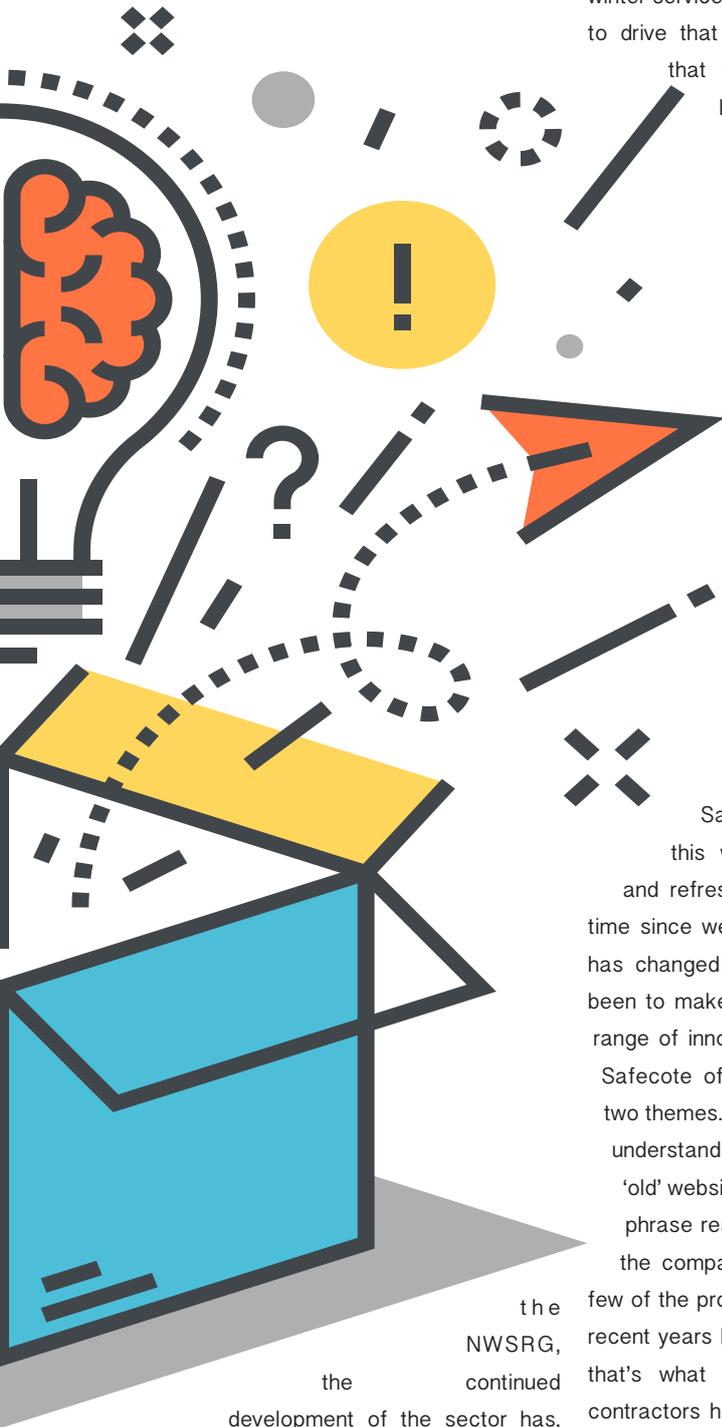
This philosophy has been continued and extended with other technical and independent organisations to involve scientific analysis, quality control and product optimisation of Safecote, aimed at giving customers the confidence that they are dealing with a credible product that has been independently tested and does what the marketing literature says it does.

The truth is, despite the changes in the way salt is applied to the network from dry salt, to prewet to use of brine and now the

extensive trialling of liquids, the Safecote liquid additive has stood the test of time.

Talking to Mark Dutton, Safecote's Managing Director, it is clear why the company has been a success over the last two decades. He has lots of passion and enthusiasm for the industry he has worked in for many years now. As a founder member (and now the only one left with membership) of the National Salt Spreading Research Group (NSSRG) that is now better known as





government funding going directly into winter service we had to find a mechanism to drive that research and development that would have otherwise not have happened,” he adds.

What followed was one of the most comprehensive reviews of winter service delivery guidance the UK has ever seen something that has carried on today with the latest easy-to-use guidance chapters that bring a real focus to what operatives need to achieve during the season and how best practice determines that they do that.

Safecote comes to the market this winter with a new website and refreshed branding. “It is a long-time since we last re-branded and a lot has changed since then. The focus has been to make people more aware of the range of innovative products and service Safecote offers as well as a focus on two themes. The first, ‘innovation through understanding’, has evolved from the ‘old’ website but was kept because the phrase really is synonymous with what the company really is about. “Quite a

few of the products we have introduced in recent years have been done so because that’s what local authorities and their contractors have told us they need. If we didn’t take the time to understand why, then it probably would never have happened,” adds Mr Dutton. “You have to be able to offer a solution to a challenge, not just a product.”

The new tag line that sits prominently on the new home page is ‘making winter safer’. “Again, I think this clearly describes our philosophy and approach as a company. Through every one of our products, that

is ultimately what we are here to do-keep the public and operatives safe,” says Mr Dutton.

“Every product we offer, whether it is the liquid additive, snow plough blades or weather sensors is unique in some way compared to other alternatives,” he adds. So, what else is on the horizon from Safecote in the future?

“We are working on one or two potential new product developments at the moment but before we introduce them we have to be 100% certain they are the right ones, at the right time and ones that will make a difference in the sector,” says Mr Dutton.

Safecote has for many years now represented other companies in the UK-bringing innovation from Europe and further afield into the country. “We will only introduce things whether its directly ourselves or via a partner company if we feel it will demonstrate a real step change and the key to that is understanding the market,” he adds.

But what comes next for the industry? What research and development should now happen and where are the current gaps in insight? “Residual salt is the big talking point among practitioners in the sector right now. Ultimately, we need a better understanding of the development of residual salt on the road network after spreading and taking other factors into account such as traffic and weather etc. This in turn will help us to deliver more accurate salt application rates and assess when we need to spread and when not too,” he says.

“Also, I think there is still some educating needed around ploughing and the fact that now it is a requirement to remove all the snow from the road surface and effectively plough ‘back to black,” he adds.

But just as in other parts of the highways sector, what role will advanced automation

the NWSRG, the continued development of the sector has, and always will be, important to him.

“Safecote has continued to drive forward development to help bring innovative products to the sector. Taking the same approach we always have, is never going to solve the challenges we have now or in the future,” says Mr Dutton. “Continued research and development are obviously vital for the development of the winter service sector in the UK. With no central

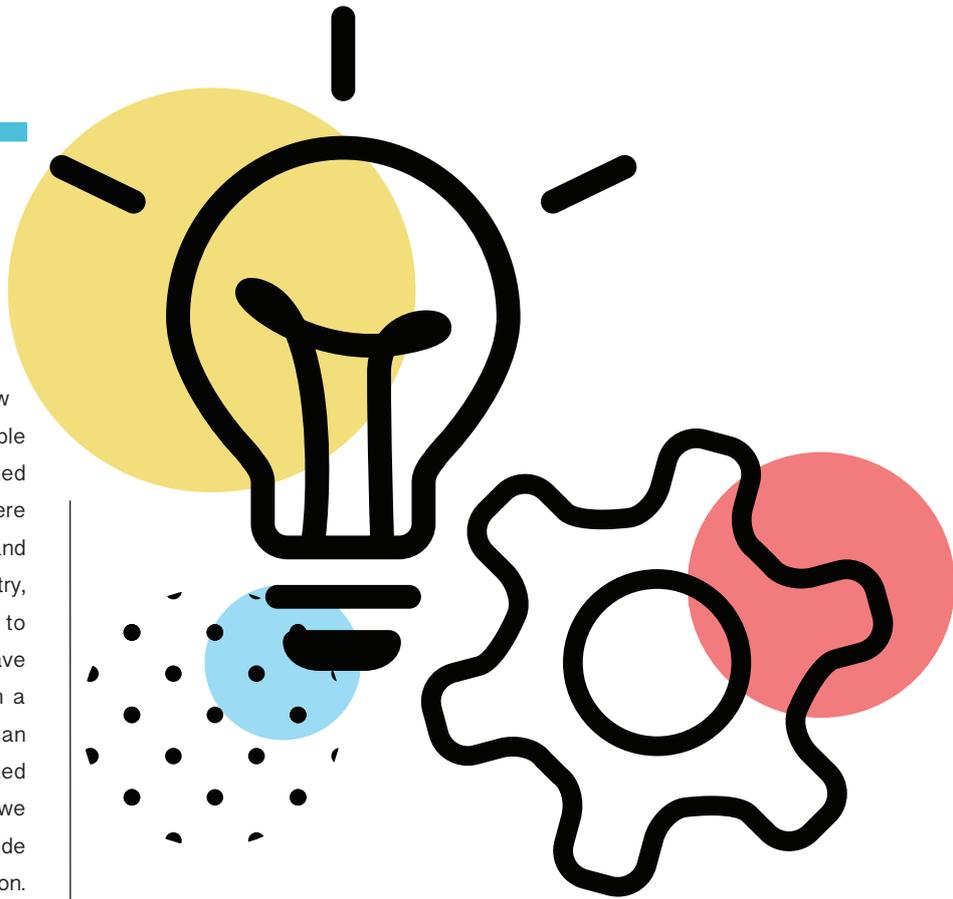
and Artificial Intelligence play in the winter service sector in the future? Last year saw the launch of the world's first fully-electric gritter, but how far off a full-automated one actually are we?

"In the fullness of time I would like to think that there is going to be more automation in the sector but how far off that are we? I would say still some considerable way still-especially for things like full automated spreaders which drive themselves, for example. There is so much we need to get right on the road network and with law changes etc but like many things in our industry, they are driven by data and we are starting to get to a really interesting point in the sector where we have a much higher level of data now than we had even a few years ago. The more accurate information we can get from automated route planning systems, automated spreading, weather sensors etc the better position we will be in to drive more new technology and provide practitioners with answers to problems," says Mr Dutton.

"The next thing that would be really useful is examining how best we fit mobile weather sensors to vehicles," he adds, "That could take data to a whole new level and if councils could have information from a system that offers accurate real-time data-that could be invaluable."

Safecote's TrackIce Road sensors offer a wealth of information to help decision making more effective and they are also available to rent. "For local authorities to have the ability to take the worry of capital financing out of the equation by renting the sensors is a good thing right now we think. We are also in a good position to help councils save money across our range of products, and I am proud of that. The Safecote liquid additive can save 25-30% of salt usage and the BM Road Service System that helps authorities with route planning-has recently saved one customer upwards of 150,000," he adds. Added to that, its range of liquid anti-icers are proving more popular as more authorities are creating temporary and permanent cycle ways and its Kuper GK5 blades allow gritter drivers to plough back-to-black every time.

"Our next five-year plan is to continue to search the globe to find the right innovations for UK winter service practitioners, and we won't rest on our laurels on that one," he adds.



“

There is so much we need to get right on the road network and with law changes etc but like many things in our industry, they are driven by data and we are starting to get to a really interesting point in the sector where we have a much higher level of data now than we had even a few years ago”.

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Stamp it Out Campaign

The highways sector's collective Stamp It Out, led by Safer Highways has reached 6,000 signatories, its next milestone in its quest to amend the law around ensuring our Roadworkers are now classified as key workers and afforded the same protection as emergency services.

Stamps it Out, an industry wide collective which aims to eliminate the abuse of our roadworkers has urged the sector to get behind its petition to government to change the law around the subject.

With the aim of securing 100,000 signatures the petition would then force the government to debate the issue in parliament, with the eventual desire being to effect a change in the members bill around punishments for abuse of key workers and have our industry included as a part of this.

Led by Kari Sprostanova, Health and Safety Director of Balfour Beatty UKCS and Rachel Heaps Busines Management Systems Manager at Tarmac, the Taskforce also includes David Campbell, HSEQ Director of Eurovia Ringway, James Birch, Managing Director of Kier Highways - Local Authority, Joe Docherty, HSEQ Director of Amey Transportation and Dave Foster, SHEQ Director of Carnell.

The collective has made further progress with the launch of its strategy this month. For its campaign vision, Safer Highways and its supporting partners are calling on the industry join with us to support a campaign to get an official government petition to reach 100,000 signatures by

March 2021 to enable this important subject to be debated in parliament. We want to eradicate abuse of roadworkers by seeing the law changed to make abuse whether verbally or physically of roadworkers, a criminal offence. In relation to this, we also want to see highway and transport operatives be classified as key workers to afford them the protection they deserve.

Stamp It Out is looking to achieve the following objectives:

1. Enforce: An amendment to the law to ensure all highway workers are permanently recognised as key workers. An amendment to the law to ensure more convictions take place following abuse of roadworkers
2. Educate: Develop a robust comms strategy to change the road using public's perception of our road workers through a series of specifically targeted media campaigns. Develop a robust communications strategy within our industry to break down stigmas around the reporting of abuse. Through physical evidencing that our people speak up collectively we take action
3. Report: Develop a simple, easy-to-use open API app that can be used as a reporting tool for road worker abuse, that connects with other systems currently being used in the industry and is a central depository for information that can be used to create a region-by-region and country-wide picture

on road worker abuse that will help inform decisions on how it can be eliminated

4. Communicate: Throughout respect our road workers week taking place between 21st and 25th June 2021 our aim is to bring to the four a heightened awareness of why abuse of our roadworkers is both unacceptable and deplorable.

As part of its commitment, the Taskforce behind Stamp It Out will:

- Aim to reduce incursions into traffic management by - Identifying risk to employees, subcontractors and members of the public associated with the installation, removal and working within traffic management and to remove or reduce these risks, through improved installation, protection, communication, education and technology
- Increase the profile of roadworker abuse and increase awareness and support for those suffering with poor mental health in the highway sector.
- Review and measure the effectiveness of any improvements at regular intervals.
- Give due consideration to laws and regulations and guidance for the installation and removal of traffic management, as appropriate.
- Review and share incidents and data on incursions and roadworker abuse without prejudice.

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James Bird
Human and Organisational Factors Program Lead
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There is never a 'right time' to have a baby.

After working at Highways England for 10 years in various operational roles and within incident management requirements I took the leap to work at WSP within operations and safety, Intelligent Transport Services (ITS) in 2018.



By Rebecca Claytor
Operations and Safety Associate, ITS
WSP



Within 4 months of starting this new role I became pregnant and although ecstatic I felt sheer panic. I had just left my comfort zone in a job I practically grew up in, to not being in a role long enough for full parental leave entitlement.

After hiding the morning sickness sat at my desk like I was at sea and quietly nibbling away on crackers I plucked up the courage to tell my colleagues. I was relieved to find that the expected response of shock, horror and being shown the door was actually that of happiness and support. I was very fortunate that throughout my pregnancy I was fit and healthy, the role suited me to flexibly work from home and office with limited travel. I was looked after by my line manager and team and blissfully went off on maternity for 12 months at 38 weeks pregnant having handed over my project work.

Blink twice and what felt like 5 minutes later I was planning my return to work. I kept in touch with a number of colleagues so was happy I hadn't missed any big changes. Three months before I was due to come back we set out a plan for me to gently return using keep in touch days (KIT days - which you can have up to 10 of) and smart use of annual leave I had accrued. I buddied up with a colleague as a return to work sponsor sourcing me interesting work and helped me transition back.

March 2020 and the day was looming that I would have to hand over my precious cargo at that first nursery drop off, but with a few settling in sessions we both started to get used to being apart and I was ready to find a little bit of me again. Then COVID-19 happened. With a week to go before I was due to return to work, news of nurseries and offices closing and no sign of help the pressure was very different to the image of me skipping back into the office on my first day, replaced with a crying toddler wanting my attention and drawing all over the wall as I tried to run a conference call. Having supported me to be able to spend the first year of our daughter's life with her, my fiance stepped it up another level again when he made the decision to opt for furlough to enable me to return to work, without this option I really don't know how we would have managed before the nurseries once again opened and I appreciate a large proportion of parents didn't have this option.

My first few months back were different to anything I could have imagined with a mix of positives and negatives from no commute to



the city centre and extra cuddles with my baby girl, to feeling like you are living at work, blurring the boundaries of office and living spaces and the very real threats of the economic impact from COVID. My project work has been largely unaffected but my aspirations to help and make a difference grew. I am a mental health first aider and wellbeing champion so have worked closely with these groups to increase the support available to those who need it to make an impact. I also took on an operational Regional Lead role for the Midlands and North regions spanning from Birmingham to Edinburgh from July as having had the time away from work it really gave me time to reflect and realise I missed people management, developing others and working as a team to achieve personal and business goals. I share this role across the week with a very supportive Deputy Regional Lead to ensure we have cover.

So that sounds like a lot for someone who envisaged themselves taking a back seat and allowing myself time to ease back in gently and this is all within reduced working hours of 3 days a week.

Almost 3 in 10 mothers (28.5%) with a child under 14 years find themselves reducing their working hours (ONS). I really didn't expect it to be as difficult as it was to work a short week in the beginning, my work days go so much quicker and I manage to cram a lot more in, but there is a lot of guilt not being available through the whole week so it takes a lot of coordination and handover.

Here are some myths about those working reduced hours' worth considering:

- Those on reduced hours aren't as experienced or educated – not true some of the most experienced and qualified individuals work reduced hours.
- They're not fully committed or productive – not true, often they are more committed working extra hours and on their non-working days and making sure every minute counts when at work.
- They're not there when you really need them – sometimes true but this is down to coordination and working with individuals to ensure cover and appropriate hours to suit the work that needs to be done.
- Part-time only benefits the employee – not true it can enable organisations to bring in expertise for shorter periods of time at a lower cost and help promote flexible working for attraction and retention of employees.

Next time you are putting a job advert or project team together think about whether it could be done by somebody that requires a flexible arrangement, could they do a job share, be brought in for prime time, aligned to a specific project on set hours? You may be turning away some of your most qualified, committed employees when you really need them if these opportunities aren't available. Make sure you are

advertising in the right places to attract a more diverse workforce and think about reviewing your parental leave policies, are they fair to both male and female employees and to those going through IVF and adoption processes.

Finally, there is a notion I do struggle to compute and that is a work-life balance. It makes you visualise a set of scales, one side is work and the other side is life. The idea would make you think they are completely separate, that there is a choice to be made or you have to try and achieve an 'equal amount', but of what? Attention, time, devotion or priorities? Before I had my daughter, I would actively ask women in leadership positions "how do you do it all?" and the answer would inevitably be "I don't know", "I don't think I do have a balance" or "I couldn't do it without support from; (family, friends, partners etc)". I have since found already it isn't a straightforward balance but an interwoven set of strings that pull in different directions multiple times a day and can be from the whole make up of your relationships from partners, children, family, friends, colleagues and clients. Each one can have a knock-on effect to the other and each day can feel like a rollercoaster of emotions of highs and lows, wins and losses, successes and failures, guilt, love and fear.

I have quickly learned to appreciate and be in the moments, to work together in a partnership as parents and take help when it is available. Parenthood is the most exhausting yet rewarding job you could ever take, when children are young and dependent it is for such a short space of time and even if the house gets a bit messy and the dog hasn't been walked for a couple of days, if your children are healthy and content you are doing a great job. A career takes its own twists and turns and brings its own challenges but will always be there if you are able to balance your own needs against all those stresses and strains requiring your attention. I can't believe my little girl is now 18-month-old and becoming a kind, funny and independent individual already, I am excited to be by her side as she grows up and experiences the challenges life throws at us and I will continue to learn from her everyday as much as she is learning from me.



What new skills have I learned from becoming a parent?

- *Time management - I can squeeze a lot more into a short space of time than I ever could before.*
- *Problem solving - becoming a new parent you are faced with practical and emotional problems daily which require investigation, thinking on your feet and making quick decisions.*
- *People management – negotiation skills, compromise and mediation with the most unpredictable creatures on the planet – toddlers.*



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'One Million Lives' starting the conversation



Jacobs Vice President explains a new initiative his organisation are giving to industry to help to tackle poor mental health.

Paul Hendry
Vice President
Jacobs

It has been a difficult year for the highways and transport sector. It has been a difficult year for everyone. But despite this and the challenges it has brought to everyone's health and wellbeing, sometimes, something amazing comes along to help.

Last week, Jacobs delivered just that. Its One Million Lives campaign, set up to promote positive mental health and wellbeing, provides a free mental health check-in tool that helps users assess their current state of mind and provide supportive suggestions for help and growth. As the title suggests, the aim is to make a difference to more than one million lives across the globe, not just for people working in the highways, transport and infrastructure sector, but to everyone.

The campaign's vision is to start a movement that equips people with tools to understand and improve their mental health and to create 'ripple effects' to encourage friends, family and colleagues to do the same. It wants to encourage open conversations about mental health and to share knowledge on the subject to reduce stigma, creating a legacy that people are excited and proud to be part of.

One Million Lives is the brainchild of Paul Hendry, Vice President of HSE at Jacobs, Peta Slocombe,

a psychologist from Perth WA and a Jacobs team of wellbeing and mental health experts. The dream was to create something that would help people address their own mental health issues by providing something that was free and accessible to everyone. "We wanted something that focused on being preventative. To enable people to take control themselves. I felt that was missing from my experiences of different programmes that we had taken part with or knew about around the world. The ones that existed were good but tended to be reactive and I always felt there was something missing," Mr Hendry tells SH Magazine.

When Jacobs were a part of Australia's biggest mental health 'check in' a few years ago, the results confirmed that this was something worth pursuing. "Some of the comments we were getting back from this were showing really promising signs that this was something special," says Mr Hendry. Comments such as 'this check-in really saved my life' and 'this was the first time I have sat down and talked to my wife about my mental health' was the catalyst and evidence needed to convince the senior management team at Jacobs that this should be a major global project.

Armed with this detail and the experience of the already successful Mental Health Matters campaign, which Mr Hendry says was the 'inspiration' behind



doing something that took this forward in a big way, he took the idea to Jacobs' President and Chief Operating Officer, Bob Pragada who loved the idea and gave his 100% backing for the project.

"And then COVID hit, which meant working on this project was extremely challenging, but we were determined to get it done because we believed it really mattered, especially at a time like this.

It is the most difficult projects I have ever worked on because of the issues around data and cyber security-we couldn't leave anything to chance there," adds Mr Hendry.

"It was so important that we provided people with an app and website that people trusted us with. This was extremely sensitive data, so we had to get this right and go through the highest of legal assessments etc."

But despite everything, the campaign is now readying for its official global launch of December 2nd. Even after a soft launch, at the time of writing, 2,300 people have completed the mental health 'check in' in just 8 days after the website and app going live. Once they have finished, they then get access to a wealth of free resources to help them improve their life, which is designed around their tailored, personal report.

"This campaign has the chance to be successful and I hope it is because I think the Mental Health path, we have in front of us is becoming more complex and challenging" says Mr Hendry.

One of the non-negotiables or key drivers for the campaign was to ensure it was 'open' and free to access for everyone. "A lot of large



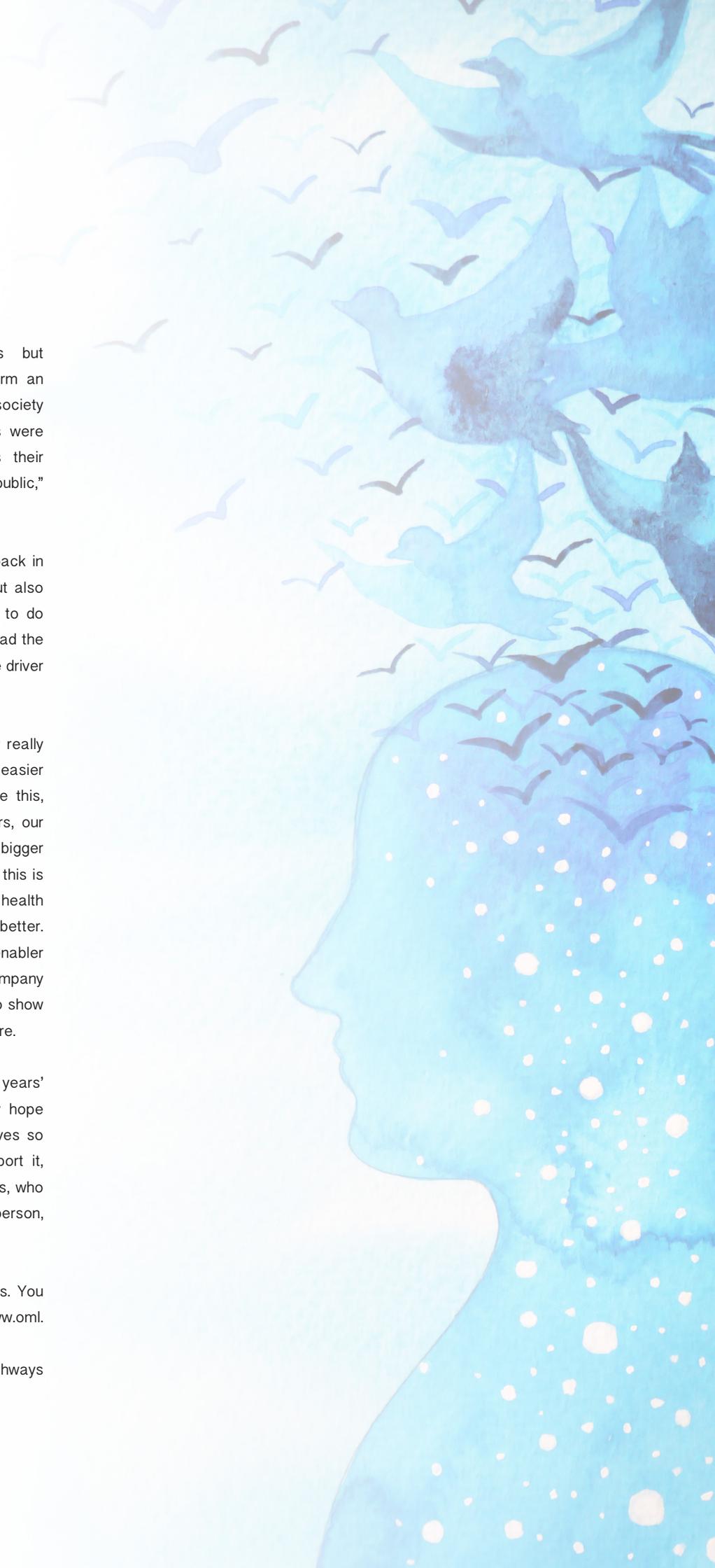
organisations have employer programmes but we wanted to make sure that SME's-that form an increasingly important part of industry and society could be included to ensure their employees were being looked after, as well of course, as their colleagues, friends and family, and the general public," he adds.

"As an organisation we really wanted to give back in this way to both the industry we operate in but also society in general to give people the chance to do something like this, that they may never have had the chance to otherwise-that was the biggest single driver for One Million Lives," says Mr Hendry.

"We hope the ripple effect we are looking for really pushes this forward. It would have been much easier to do something within Jacobs. At a time like this, we wanted to hold hands with our competitors, our peers because together we can create a much bigger impact with this," he explains. "The thing about this is that it will enable conversations around mental health to happen and the more people that talk the better. The One Million Lives website and app is the enabler to this being as successful as possible." The company will also release specific data at given times to show trends and help shape the campaign in the future.

But what is the hope for the campaign in two years' time? "The concept is phenomenal, and my hope is that this makes a difference to so many lives so the more people and organisations that support it, the more lives we can help." Will it last 2 years, who knows? What I do know is that if it helps one person, one family it will have been worth all the effort.

Safer Highways is supporting One Million Lives. You can complete the mental health check in at: www.oml.world or by going to <https://app.oml.world>. Paul Hendry is also speaking at the Safer Highways Mental Health Summit on December 2nd.





Mental Health Matters

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Why We Must Keep Mental Health Top Of The Agenda



Simon Blake OBE is Chief Executive Officer of Mental Health First Aid England (MHFA England). With his long track record of championing difference and creating platforms for people's voices to be heard, we are honoured to have him join us as a session Chair at the digital MAD World Summit.

MAD stands for Make A Difference. The MAD World Summit is the global go-to solutions-focused event for employers dedicated to accelerating the shift from stigma to solutions, turning talk into action and moving workplace culture, mental health and wellbeing mainstream.

In this interview Simon gives a sneak peek of the perspective he'll be bringing to the MAD World Summit agenda on 8 October. Please tell us a bit about your professional background at MHFA England. How did you come into your role looking after workplace mental health and wellbeing?

I have always worked in the social sector as an educator, trainer, campaigner and policy maker on social justice issues, primarily working with children and young people. I spent 20 plus years working in sexual health, including running Brook, the young people's sexual health charity. The overlap and intersection of sexual health and mental health is really clear. I believe that our mental health and wellbeing is at the core of who we are. Our organisation has a vision to improve the mental health of the nation by training one in ten people in mental health awareness and skills. We have chosen to focus on the workplace because this

is where we can influence systemic change and reach a good proportion of the population, with those skills then rippling out into the community. Workplaces are also so important because work can really boost or hurt our wellbeing. Creating culture change through our training and campaigning is fundamental to our aim of transforming workplace mental health.

What would you say has been the most effective aspect of your internal workplace mental health and wellbeing programme (in general)...

The old adage, culture eats strategy for breakfast is as true when it comes to wellbeing and mental health as it is with every other bit of the business. Wellbeing is so deeply rooted into our culture, our thinking and our processes that we often don't even notice. When I first started as Chief Executive I noticed a really different approach to wellbeing at MHFA England, from wellbeing being part of every 1:1 conversation to our summer and winter wellbeing weeks which are in addition to our annual leave

inclusivity and belonging” at the digital MAD World Summit on 8th October?

This topic is vitally important and timely. I truly believe we have to think about mental health, inclusion and belonging together in the workplace. We know that feeling included and trusting that you belong is fundamental to your wellbeing and your mental health.

That is why we launched the My Whole Self campaign in March this year and have just released some new campaign resources which focus on creating anti-racist workplaces and supporting People of Colour and Black Colleagues (find out more at <https://mhfaengland.org/my-whole-self/>.)

The campaign is based on the premise that when we are given permission and feel able to be our whole self at work without fear or trepidation, we can be comfortable and fully in the moment, which leads to innovation and people being their best selves.

I have met the panel. They are great. It is a session not to be missed!

entitlement. It is the combination of all these practices which results in a culture of care.

Since COVID-19 what has been the most effective aspect of your workplace mental health and wellbeing programme?

Throughout the pandemic our focus on wellbeing has continued and been amplified. If I had to choose one thing it is that we have been open and honest from the outset, even when we have not known all the answers. I know from feedback time and again that this is critical for employee wellbeing.

There are two other important aspects: on a practical level the first thing we did was to really focus the organisational objectives and refresh those on a rolling monthly basis. Our aim in doing this was to bring some sense of certainty for our staff during a really uncertain time.

Organisation wide we have created space for creativity from the team and used a single Teams channel – Staying Connected – as a place for communication about a wide range of activities from running our own internal Radio station hosted by a member of our team, to meditation, virtual kitchens, fitness sessions and Monday motivational playlists. Individual teams have also found ways to stay connected as a team throughout.

The pandemic has forced mental and physical health to the top of organisations’ agendas. Our goal is to make sure it remains a priority and becomes embedded as business as usual post-COVID-19. What do you think is the biggest obstacle that might stop this vision from becoming a reality

and how can people driving this agenda within their workplaces overcome this?

I am delighted to see that mental health has leapt to the top of the agenda during COVID-19. The human, moral and economic case is absolutely clear. Yet we know under pressure people often revert to old ways of doing things; there may be budget constraints and if we are tight for time and tight for cash, mental health may go back to being a nice to have, not an essential.

But that is not inevitable, particularly as the government has just announced new measures which are likely to be in place for the next six months and which have the potential to continue to impact people’s mental health.

We have to be steely in our commitment, speaking our truths repeatedly, using employee engagement data to underwrite the importance of staying focused on mental health, and using the data published by Deloitte last year about the economic costs. We cannot and must not go backwards, the costs of doing so are too great.

Is there anything you’d like to share about your participation in the session “Mental health: the next frontier in diversity,



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Professor Dame Carol Black on the need for wellbeing interventions, measurement and inclusivity



With a lifetime career in medicine and healthcare, Professor Dame Carol Black is a leading voice of reason, persuasion, and expertise in public policy on health at work.

Dame Carol speaks ahead of her Keynote Presentation at the latest Safer Highways Online Mental Health Summit.

Employee wellbeing has undergone a seismic shift since 2008 when Dame Carol published *Working for a healthier tomorrow*, her review of the health of the UK's working population.

"Most organisations now understand that having a physically and mentally healthy workforce is linked to engagement and therefore productivity," says Dame Carol.

However, while research shows that the majority of workforces now have some form of wellbeing strategy, there are still challenges to overcome.

"Employers often lack understanding about their risk profile. They don't know what percentage of their workforce suffers from

anxiety because of financial problems, which employees may be affected by lack of sleep, or how many middle-aged female employees might be experiencing menopause symptoms, for example," she explains.

Offering generic services, such as nutrition advice or employee assistance programmes, without, as Dame Carol says, "knowing the numbers" can limit the effectiveness of a wellbeing strategy.

Drawing up a health and wellbeing risk profile, she adds, "allows employers to put in targeted interventions that can then be measured." This more scientific approach to employees' health and wellbeing will help to raise it further up the corporate agenda. "Companies have a system for measuring financial capability, for example, but don't apply the same rules



to collecting baseline data around health and wellbeing.”

As well as enabling individual employers to develop more effective health and wellbeing strategies, Dame Carol believes that targeted strategies and detailed measurement will also benefit the wider workforce. “We could start to build up a database of evidence. Employers could share the action they have taken in response to certain problems and issues, and what the results were.”

She identifies changing work patterns and employment models, such as the shift towards gig working explored in Matthew Taylor’s 2017 report Good work: the Taylor review of modern working practices, as another challenge.

“There needs to be an inclusive approach. Organisations tend to

think they don’t have responsibility for [non-permanent staff and gig workers] because they can go off and work for another employer. However, if businesses change that mindset and see it as beneficial to build up a pool of workers who are productive, fit, healthy and could therefore contribute more to their organisation, it would be a positive move for themselves and the individuals.”

Probably the biggest immediate challenge to wellbeing at work will be the long-term impact of the Covid-19 crisis, which could precipitate permanent change to workplaces and employment practices.

However, Dame Carol is confident that health and wellbeing will continue to be a priority. “I feel positive that employers’ focus on wellbeing, particularly around mental health, won’t be lost. It also paves the way for more trusting and

compassionate relationships, and even more positive working cultures.”

Professor Dame Carol Black is the Keynote Speaker at this year’s Thriving at Work Survey Report Launch into the provision of support around tackling workplace mental health amongst those who work on the public highway.

Other speakers on the day will include Simon Blake, CEO of Mental Health First Aid England, Bill Hill - CEO of the Lighthouse Charity, Karl Simons - Chief Health, Safety and Securities Officer at Thames Water,



Managing Mental Health



Millions of people live with mental health problems each and every day. Mental health is not something to be feared, by those suffering with it or by those exposed to it through friends, family or colleagues

My name is Jack Green; some of you may know my story and most of you probably have not.

By the age of 20 I had represented my country at the London 2012 Olympics and at the 2011 World Championships. I had won the European U23 Championships, finished fourth in an Olympic Games and was ranked 11th in the World for my event, the 400m hurdles.

At 21 years old I was diagnosed with depression. I took a break from my sport in 2014 and learnt to manage my illness and return to the sport of track and field, a better person and a better athlete. I now train in Florida and I am preparing to go forward and represent my country once again at the upcoming World Championships in Beijing. I have learnt to manage my depression and thought I would share my tips and hopefully help others.

There is still a stigma against mental health, yet it's thought that 10% of the entire population is struggling with this at any given time. In a country such as the UK, with 60 million people, that's a staggering 6 million.

So few people speak out about mental health, I hope I can help remove the stigma surrounding mental health and make it easier for others to speak about it too.

BEING SOCIAL AND USE DISTRACTIONS

It's important to surround yourself with good people. You will enjoy yourself and your mind will continue to be occupied with happy thoughts. We are human beings and we love company. When you start to feel low just message a friend or a member of your family. Skype them or meet them for a drink, anything!

People are a mental distraction. You can use other things such as beginning an educational course or learning a language. It can even be as simple as chewing gum; I chew gum everyday and it's enough distraction to control my thoughts.

GET IT OFF YOUR CHEST

Don't hold in your thoughts, find someone you trust and let your thoughts out. I work with a psychologist on a weekly basis

who has to put up with my ranting but I feel much better afterwards. Thoughts can be self-destructive and your worries can take over, don't keep it in!

OVERLOAD YOUR SENSES

Your senses can change your thoughts. Be it sounds, smells, tastes or touch. If there is a song/album that relaxes you or makes you happy, then listen to it. If a certain smell relaxes you, then buy a candle and light it. (I use lavender; it takes me back to my childhood)

I'm sure you can think of a few examples that can work for you.

MINDSET AND GOALS

Educate yourself on mental health, if you know what you're fighting, the easier it is to understand and manage it.

There are hundreds of self-help



“

There is still a stigma against mental health, yet it's thought that 10% of the entire population is struggling with this at any given time”.



books and useful resources on the Internet that can help educate you.

We all have demons in our head that say negative thoughts. How do we beat them? Self-talk is one of the most important tools, in my opinion. My demons are very powerful and try to hijack my brain. When your demons are winning or begin to think negatively just imagine a STOP! sign. Don't allow them to win, it's your mind, it is yours to control. After you use your STOP! sign try to think positively and use those distractions I mentioned earlier.

For the sports people reading this.

How I stop demons during a difficult session is to draw a square on my wrist. That square stands for all my dreams and the people who believe in me. Every time I see that square it puts my mind back into focus

and stops me giving into my demons.

Set yourself some goals and when things get hard you will have the motivation to pull you through. Have lots of small, daily goals that allow you to be successful everyday and then have your ultimate goal. It's like climbing a ladder and each step is an achievement and takes you a little closer to your ultimate goal.

RELAXATION AND BREATHING

It is important to schedule time to relax. Sit down; enjoy some free time in front of your TV or a good book.

Consider meditation; it is something that is highly recommended as it empties your mind and allows greater control over your thoughts.

Anxiety is a huge part of mental health issues. One simple yet incredibly effective way to manage this is through your breathing. Breathe through your nose and then out through your mouth. Repeat until you feel in control of yourself, trust me, it works!

MEMORIES

I am a long way from home and miss my friends and family. It was a big decision for me to move away from my support network but I am able to because I am confident in my management of my mental health. One way I combat being away is through my positive memories. I have kept every single card and gift I have received from my loved ones and keep them visible around the house. It reminds me that I have fantastic people who care about me and helps me remember the happiness I have felt in my life and wish to continue to feel until my final breath.

REALISM

SAFER HIGHWAYS

The world is not fair and s*** happens. Remember that and you will be happier. When things don't go your way, that's fine because you know that things aren't fair and that s*** happens. If something is not in your control then anything can and probably will happen. Accept that and move on!
Why worry? We spend a lot of our time worrying about things that never happen. It's a waste of your time and energy, live your life!

SLEEP AND NUTRITION

Sleep as much as you can at night, as an athlete I sleep 9-10 hours a night. That's not possible for everyone but you need more than those few hours you're getting currently. It will allow your body and mind time to recover and function properly each day.

Eat well but not too well. You need to eat good food and be healthy but you also need to have that takeaway every now and then. Allow yourself some treats but overall, keep it good and you'll feel better in yourself.

HELPING OTHERS

By helping others you are helping yourself and you are improving the world around you, your world. When you help someone else you get this fantastic sense of fulfillment. So volunteer, write blogs or offer your skills to someone. Do what you can to help others and you will feel the benefits.

Take what you feel is useful from these 'tips' and use them. Some will work, some won't. Remember we are all individuals and respond to different things but I do hope one or two will be beneficial to you and improve your well-being.

I still have bad days but they are now rare, I hope you can learn to manage your mental health too.



*Please share this
with people; it may
save someone.*

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The free Construction Industry Helpline app offers expert information, advice and guidance on a huge variety of mental, physical and financial wellbeing issues.



Safer Highways Mental Health Summit



In advance of the forthcoming Mental Health Summit, Safer Highways caught up with the events Chairman Karl Simons to ask about what's in store.



Let's start at the beginning Karl why is the Thriving at Work report so important?

Well it was the former Prime Minister Teresa May who requested a review of mental health at work and the outcome was a document produced called Thriving at Work. The review was led by my good friends Dennis Stevenson and Paul Farmer and I had the pleasure of being involved in supporting the development of it through sharing the mental health framework Thames Water had implemented between 2013-18 that led to an 78% reduction in workplace illness. The report truly was groundbreaking and has led to a revolution in how so many organisations are now approaching mental health management at work in a different way and are taking it a lot more seriously.

And what do the standards mean to you?

I have said for many years "It's not the physical or psychological condition that prevents a person thriving at work, it's the environment in which they are placed", this simple message once clearly explained to managers can fuel their ability to make reasonable adjustments that aid people working under their leadership to have fulfilling and productive work lives, even those with a clinically diagnosed illness.

To achieve a working environment with what I call 'a culture of care' you first have to listen. By this I mean listen to what others have done, listen to what your employees are telling you and listen to what your managers need. I'm a big advocate of sharing, by putting into the pot so others can learn, adapt and evolve. Understanding the 6 core and 4 enhanced Thriving at Work standards will enable a company to develop a clear strategy, which will then lead to the development of policies and procedures that provide employees with clear directions of the expectations of their workplace. This in turn will then enable initiatives to be implemented that affect training and competency levels to up-skill the knowledge base of the people;

the way engagement on mental health matters is undertaken so awareness increases in the importance being placed on the topic; the support framework that can be put in place to aid people when signs of presenteeism occur or ultimately when absenteeism happens and the way communication happens both internally and externally with all stakeholders.

What should Business leaders be thinking about?

When a company does this well it can have a enormous effect on people feeling better in their workplace. The management and monitoring of the working environment to uphold compliance to the expectations set by the company is vital and is aimed at preventing individuals becoming uncomfortable at work, which can escalate through different levels leading to eventual absence. Leaders who take a little time to understand the psychology of human behaviour are much better placed to then implement the right initiatives to affect culture as there is clear evidence that individuals often suppress their feelings when they feel uncomfortable at work. What I mean is employees develop coping mechanisms to enable them to overcome adversity whenever it presents itself at work, often described as pulling on the corporate veil. This usually means a bubbling swamp of festering issues goes unnoticed by the management or peers. This eventually can lead to absence occurring once it becomes too much for a person to cope with.

It can be explained as a 'psychological volcano' that in simple terms shows the connection between the internal make up of an active volcano and a person:

- A volcano is made up of layers of rock and ash that over the years have enabled it to suppress the bubbling magma at its base, but on occasion the pressure from the magma gasses builds to a level where through small vent channels it allows small bursts to occur. Finally when the pressure builds to extraordinary levels a full eruption is triggered.



- A person psychologically over time build levels of resilience and coping mechanisms based on experience that enables him/her to suppress the boiling frustration they feel in the face of adversity. However on occasion the pressure builds and is seen in small outbreaks of behaviour such as becoming withdrawn or ignoring and if not dealt with the pressure levels can build and lead to an unacceptable outburst which can manifest as extreme anger through verbal shouting or even physical violence.

Removing the pressure through removing the stressors that are causing it, such as improving the working environment, should be considered as an organisations goal for their people and teams.

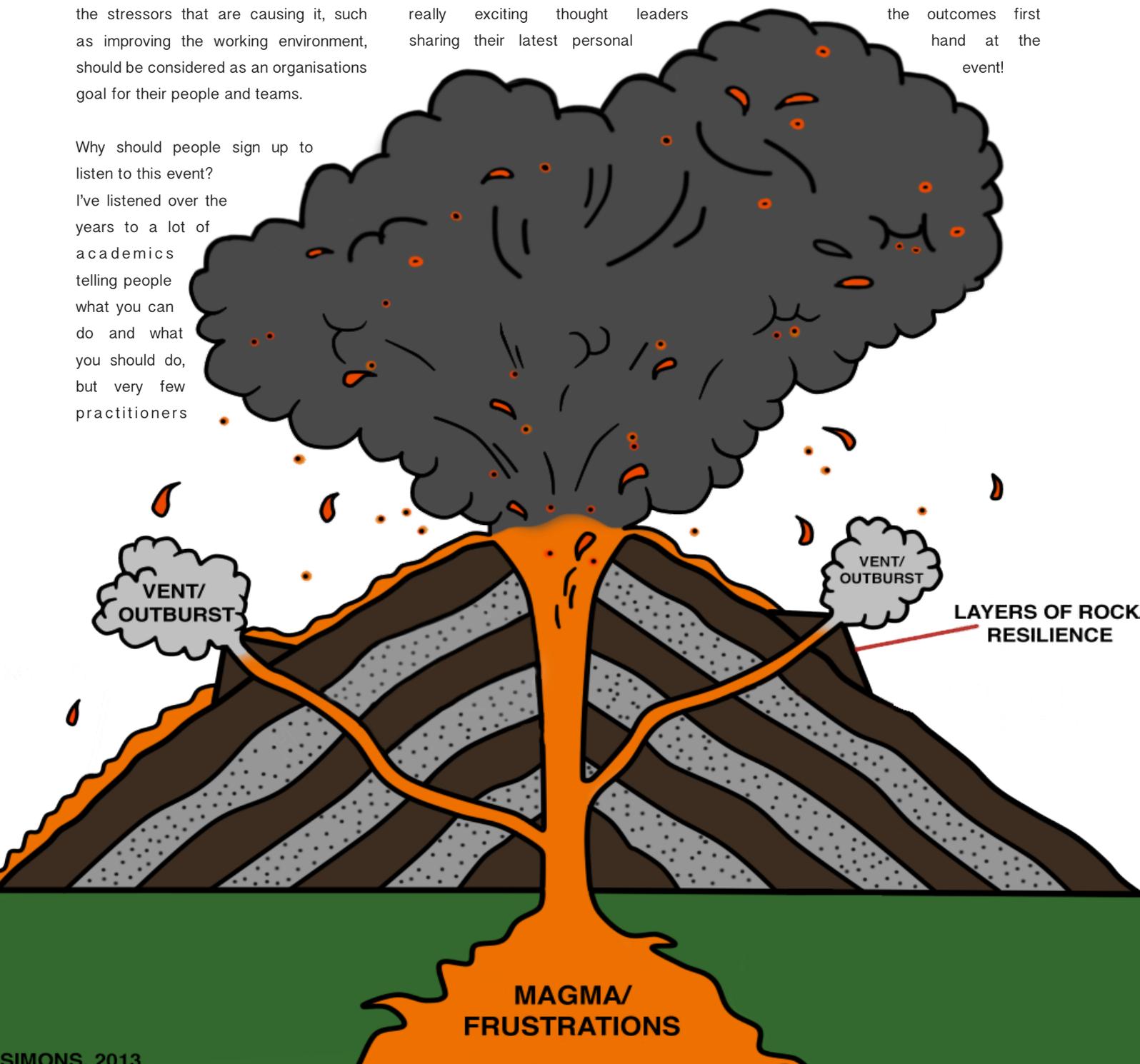
Why should people sign up to listen to this event?

I've listened over the years to a lot of academics telling people what you can do and what you should do, but very few practitioners

saying here's what I've done and here's the outcomes achieved as a result! Companies have embedded safety management controls into work practices for many years, making reasonable adjustments to support people, yet regrettably few have applied the same thinking to their systems and controls for psychological health management. It is also very clear to me that "no one single initiative can achieve a cultural shift, you need to be relentless over consecutive years", so the introduction of new ways of working that enable small steps in the right direction can collectively really make a big difference each year.

This event will not only have some really exciting thought leaders sharing their latest personal

insights, but also will present the outcomes of a review of the work undertaken by so many organisations within a collective sector to improve the lives of those working within them through developing and implementing effective mental health strategies. We've again had over 100 companies who employ people to work on our public highways, complete their self assessment against the Core and Enhanced standards which will be verified through a specialist review and as we have a benchmark of where the sector was in 2019 through the results seen from the first survey, this means we can now understand and present any progress the Industry has made. I can't wait to witness the outcomes first hand at the event!



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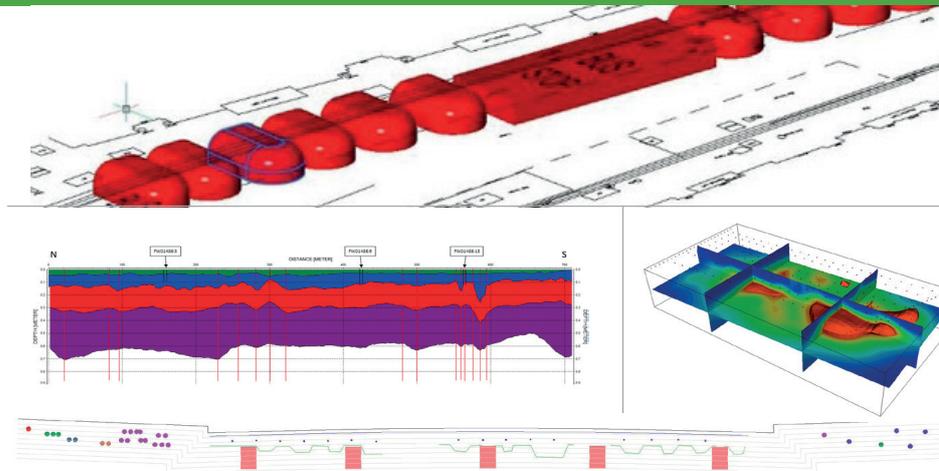
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How Kindess Saved Me

At the end of last year, I sat down and thought about my life between 2010 and 2019.



By Jamie Forsyth
Lead Operational Controller at
Amey



I still struggle to comprehend exactly what's happened and what I've been through in that decade. Then 3 months or so later, the ever-developing Corona Virus Pandemic and how we are all having to change our lives dramatically, has given me another chance to think about my life. The people around me and the kindness of others got me through an extremely hard time in my life and this has given me the passion, experience and knowledge to help others avoid some of the struggles and trauma I faced.

As most of the people who know me well will tell you that my decade got off to a bad start. I was dealing day to day with, then undiagnosed, bipolar. The poor decision making, erratic compulsive behaviour that comes with this no doubt in part, led to me leaving my job as a prison officer and then ultimately ending up in prison myself. As you can imagine life's not fun in prison as an ex-prison officer. Once I was released from prison, I struggled mentally to process what had happened to me while serving my sentence. I had an overriding feeling of isolation, desperation and hopelessness which lead to suicidal thought processes.

The experiences of that time I wouldn't wish upon anyone,

I am still dealing with and will no doubt struggle with for life. However, thanks to the kindness and belief of others it's not all doom and gloom.

The support and help, no matter how small, that I received through family and the friends saved me. I was referred through the crisis mental health team and was finally given a full diagnosis of Bipolar Type 2. While I've never liked using the diagnosis as an excuse, getting this helped explain some of my behaviours and I found at least some comfort in that. With the diagnosis I was able to explore coping mechanisms that worked for me. This is very much a trial and error process, but I was starting to see a light at the end of the tunnel.

Getting back into employment was the next huge struggle as the stigma attached to both mental health and criminal conviction are still huge. The way I was treated by some



“

I was dealing day to day with, then undiagnosed, bipolar. The poor decision making, erratic compulsive behaviour that comes with this no doubt in part, led to me leaving my job as a prison officer and then ultimately ending up in prison myself..

people for these was shameful, to say the least. Despite the doubters it was the the kindness and opportunities presented to me by two people that were the catalysts for my recovery. I was introduced to Adele Marshall in prison, she was to help me try and gain employment when I was released. Her compassion, understanding and non-judgemental approach got me through my last month inside. Upon release, despite numerous knockbacks for interviews, she introduced me to another lady called Victoria Perry at Staffordshire Council who runs the amazing 'Open Door Scheme'. (I can never thank these two enough for helping me turn my life around) This scheme helps people get back into paid employment through work experience. I was thankfully given the opportunity to work at Staffordshire Council for 'Amey'. I volunteered Mon-Fri 9-5 for 3 months before the hardwork paid off and I found myself being offered a fulltime job.

Since then in my career, I've not looked back. I've recently gained a promotion and am now a Line Manager and a Lead Operations Controller for Staffordshire Highways. I got through a tough process to get on to Amey's national 'Talent Tracker' programme and am now mentoring for the 'Open Door Scheme' that got me into Amey employment in the first place. I have even spoken to 150 colleagues about my story at a conference recently which I would never have had the confidence to do before.

My job satisfaction and passion continues into my other roles within the company as a Wellbeing Ambassador, Mental Health First Aider and now Mental Health First Aid Instructor. The fact is without people giving me a chance I wouldn't be in this job. Without opportunities to learn new skills and become an instructor I wouldn't have the confidence to talk about my experiences and without the support, a phone call here or a text to ask how I am there, I wouldn't be alive to help others.

Therefore, our ever-growing Wellbeing Network and Amey's brilliant investment in training our staff to be Mental Health First Aiders is so important. This network helps support our workforce, helps promote national wellbeing campaigns and helps our colleagues realise it's ok to talk about mental health in the same breath as physical health. To have access to our Employee Assistance Programme for our colleagues as well as their immediate family is also an incredible coping tool and massively reassuring.

Learning to become a Mental Health First Aider is the best skill I've ever gained. I would recommend that anyone who is interested just goes for it. If my colleagues can pass on their experiences and training to help each other get through difficult times like this pandemic, then we together can get through anything. If we can continue to raise awareness to end the stigma attached to mental health, then we are going to be a stronger more resilient workforce going forward. Personally, if I can use my experiences, no



matter how hard they were, to save anyone going through what I went through in the process, then it's worth it.

Because my story isn't all about the negatives of mental health it's about overcoming those barriers and bettering yourself. On 03/03/2018 the best and scariest day of my life, my amazing son Presley was born. He gave me a bit of a scare to start with being 3 months early and while my wife Kirsty and Presley's health was extremely touch-and-go for a while, I've never been so proud of them. If it hadn't been for the amazing NHS staff this could have been completely different. The thoughtfulness, effort and care they showed in the letter below to my extremely ill wife while she couldn't see our son for the first days of his life sum up the power of kindness.

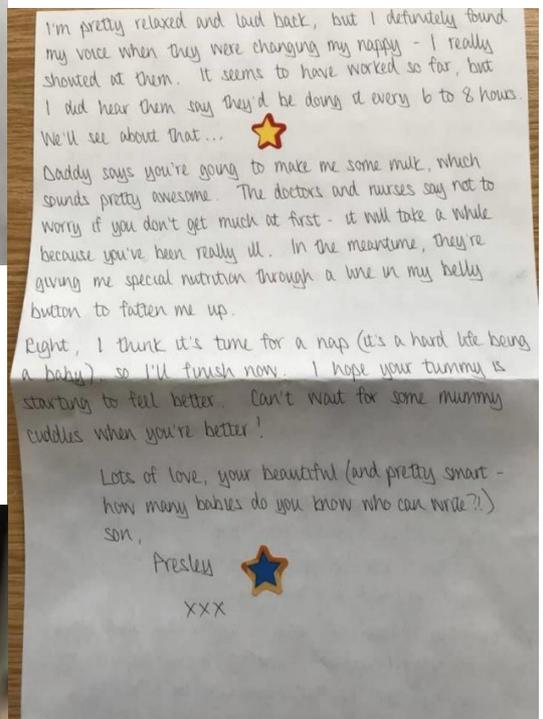
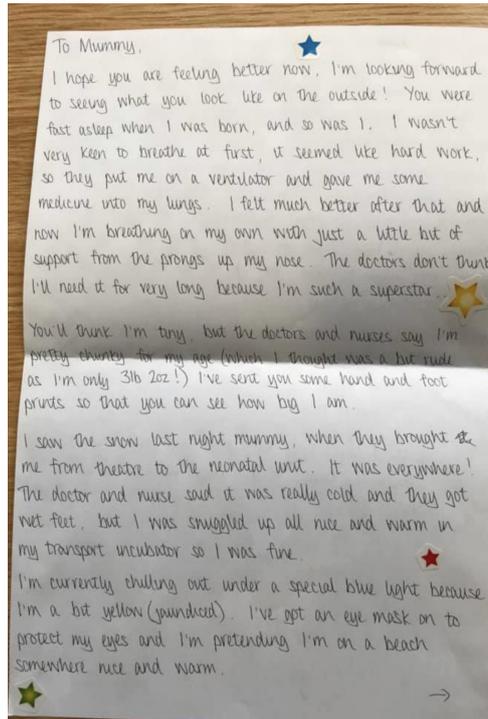
Presley is now the greatest little boy I could hope for and I like to think he will look at me in years to come and be proud of me and who I am now. I couldn't have said that at the start of the decade.

Just because life is better now and I can handle my mental health better, it's doesn't mean I don't struggle day-to-day. But I now know I can get through anything if I talk about it and let people help me and let myself help others through my experiences. I never really thought about or realised the true power of KINDNESS until I sat down to write this story.

Kindness has saved me, kindness has helped my family, friends and colleagues through difficult times and being kind makes you feel good too.

So be kind, be safe and give yourself credit for how well you're doing.

#mentalhealthawarenessweek
#Amey #strongertogether #AmeyEd



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.

After contracting coronavirus in March, I'm still ill – HR must support people like me”



By Dr Judith Grant,
Associate Director of Health and
Wellbeing at Mace Group

Employers should prepare for staff with ‘long Covid’, says Judith Grant, who has suffered chronic symptoms including fatigue, difficulty breathing and a racing heart.

In early March, when cases of coronavirus began their sharp ascent in the UK, it was those people so sick they were hospitalised, and those who sadly lost their lives, who made headlines. But in April, a growing number who had suffered only ‘mild’ symptoms at first just did not seem to be getting better. In fact, some began to feel worse.

Many were not ill enough to be admitted into already stretched hospitals and therefore were not tested for the virus. Some were lucky enough to have

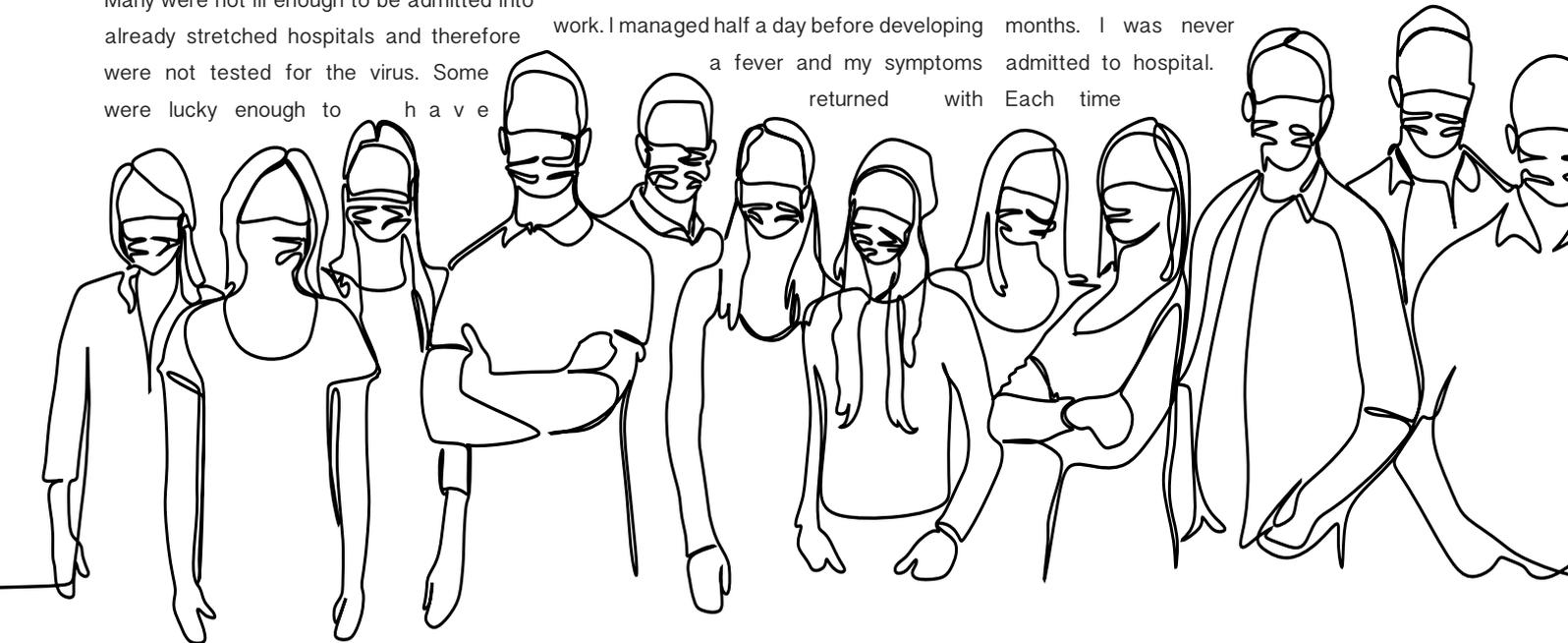
sympathetic GPs who had seen post-viral illnesses before. Others were not believed, and some were told they had anxiety. The GPs themselves had never seen this disease and no clear treatment paths lay ahead. Seven months on, with tens of thousands of individuals globally seeking support from fellow sufferers on Facebook, and research and articles in the media starting to appear, ‘long Covid’ is emerging as a growing problem – and something that will impact many workplaces.

On 8 March I woke up with a cough, sore throat and earache. I didn’t think it was coronavirus at first as I didn’t have a fever but I self-isolated just in case. I felt so ill I couldn’t have tried to leave the house even if I’d wanted. After two weeks I returned to work. I managed half a day before developing

a fever and my symptoms returned with

Each time I added breathlessness. I spent each day lying in bed or on the sofa, thankful that I was still able to get online food deliveries. At week five I called 111 as I was really struggling to breathe, but by then it was in the height of the first wave and when a doctor called me back five hours after my initial call he told me I was better off at home. I left my front door unlocked just in case I didn’t wake up. At week nine, my symptoms worsened and I was struggling to speak without gasping for air. Despite having spoken with my GP each fortnight, mostly just to be signed off work, this was the first time I was told to go to a testing centre. After testing my oxygen saturation levels and heart rate they sent me to A&E. At week nine, unsurprisingly I did not test positive for Covid-19. This was the first of four visits to A&E over the next few months. I was never admitted to hospital.

Each time



I had multiple tests that all came back normal except for the blood test that showed inflammation in my body.

I also developed tonsillitis, a nasty infection that took two months of antibiotics and steroids to reduce, and a racing heart (tachycardia). The worst A&E visit involved a 999 call following my arms going dead and shooting pains in my nerves, as well as breathing difficulties and a resting heart rate varying between 60 and 180 beats per minute. Two antibody tests both came back negative.

I returned to work after five and a half months off. By this stage I knew I was not going to recover quickly but I needed work for my mental health, which inevitably was suffering. I needed to feel structure and a sense of achievement. I also needed to be paid. At an occupational health appointment they advised slowly increasing my hours over eight weeks. But the challenge I found starting on two hours a day was my illness did not abate at the speed my hours increased. Unfortunately, once I had got up to five hours, I had a return of symptoms and since then have remained on four hours a day. I may need some time off again to fully rest.

psychological. As much as I enjoy work, I also work to get paid. And it is hard to feel a sense of achievement when the brain fog prevents you from thinking clearly and you are so exhausted you have to sleep as soon as you finish work.

So what can employers do to support employees suffering from long Covid? First, they must be very clear about their sickness absence policy, occupational health support (if available) and policies around reasonable adjustments and return to work. As I have discovered, there is a lot of admin when you are ill. I have had numerous appointments with ear, nose and throat specialists, a cardiologist, a counsellor and my GP, and I'm waiting to see a chronic fatigue consultant. All of these involve phone calls, forms and planning, which when you feel unwell takes a lot of time and energy.

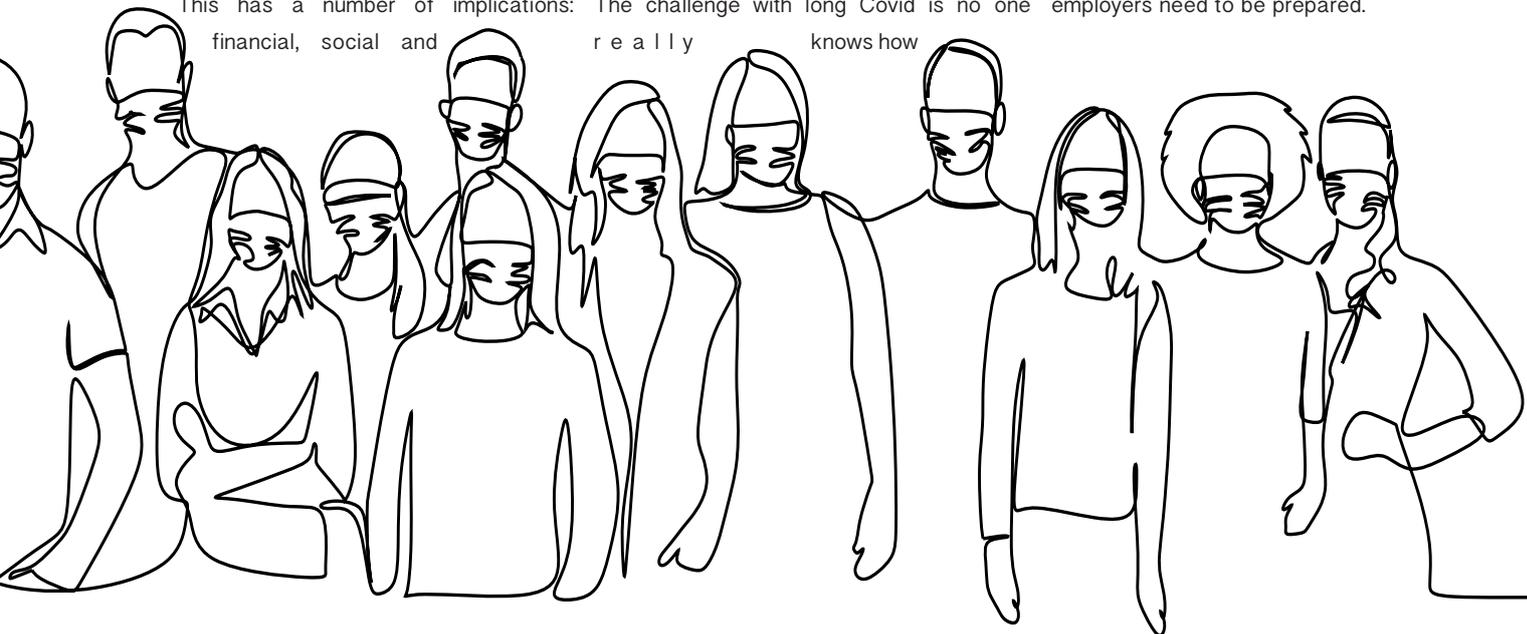
If the policies and procedures at work also involve a lot of searching and questions, this can zap a significant amount of energy that could have been used for work. I encourage line managers and HR to have support ready to signpost employees to. If no support is available internally, signposting staff to external routes may also be helpful and will demonstrate that you care.

long symptoms will last – there is simply no precedent. Some people get better quickly, others take many months. Some may not get better. This uncertainty may be challenging for organisations to support in the long term, but the key is not to jump to conclusions and have an open dialogue with the employee, with input from their GP. Be kind and prompt with information, whatever that information might be.

Little did I suspect in March that more than seven months on I would still be unwell. The illness has undulated over the months with occasional but brief respites where I thought I was getting better, only for it to return with a new and random symptom. I had headaches, fatigue, tonsil stones, gastric problems, nerve pains, chilblains, post-exertional malaise and weird sensations in my heart. Now I am left with fatigue (at times debilitating), a swollen larynx (voice box), hoarse voice and tachycardia.

Long Covid was an unknown term back in March, but research suggests one in 10 may have symptoms three months after having the virus. Many of those with long Covid are of working age, and as we progress through the second wave of the virus the numbers will inevitably increase. This will have life-changing implications for employees – and employers need to be prepared.

This has a number of implications: financial, social and The challenge with long Covid is no one really knows how





Focus on Mental Health

An interview with Bill Hill, CEO of the Lighthouse Construction Industry Charity.



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Building
Mental
Health **m**

*T*ell us in one sentence what the Charity does?

We are the only charity that is 100% dedicated to the physical, mental and financial wellbeing of our construction workers and their families in the UK and Ireland.

What is the Charity's mission?

Our mission is that "no construction worker or their family should be alone in a crisis"

How is the Lighthouse Club Charity achieving that?

We are now delivering a huge portfolio of free and widely available pro-active resources and training to ensure that organisations and individuals have many pathways to support when they need it. We have a free self-help app and a free 24/7 confidential helpline. We also offer free online interactive wellbeing workshops and we are currently managing a major nationwide project to train over 10,000 onsite mental health first aiders. You can see the bigger picture emerging from this, anyone in crisis can self help with the app, call us on the helpline or ultimately talk to somebody on site - they should never be

alone.

The mental health of our workforce

must be treated as significantly and come as naturally as ensuring their physical safety. There are numerous awareness days that highlight mental health issues in our industry, not to mention the horrific suicide rate. But for us, every day is mental health day. I have sleepless nights trying to think of how we can get our services to individuals in crisis before they take their life. I am convinced that if given the opportunity we could manage to turn some away from suicide. With over 500 suicides every year in construction we are all morally obligated to look out for individuals who are struggling.

How can companies get involved?

We need more companies to engage, accelerate and amplify our efforts to improve our workforce wellbeing. This could be as simple as getting a helpline pack so employees and contractors know where to turn to for help. But with our



Our mission is that “no construction worker or their family should be alone in a crisis”



events calendar decimated this year and an income shortfall of around 1million pounds we desperately need companies to make an annual pledge to our charity and become Company Supporters. This predictable and sustainable income will mean that we can plan ahead and provide even more pro-active resources to support our construction workers in crisis. You can find out more here

How much of a challenge is it to reduce the negative stigma in the industry?

85% of the workforce in construction are male so there is a lot of preconditioning to overcome. In construction, it is particularly bad. One of the biggest issues is the stigma of poor mental health. Men are not preconditioned to express their feelings, especially in the company of other men. This is what we need to tackle in construction.

Tell us more about your free Wellbeing Training Sessions

A crucial element of our strategy is to pro-actively support the industry's mental wellbeing and ensure the widespread availability of construction focussed training programmes. These range from hour long interactive wellbeing sessions through to the full two day MHFA England approved Mental Health First Aider course. This will ensure that companies have access to a robust wellbeing strategy to support every level of their organisation from the boots on the ground workforce through to senior management.

The sessions are based primarily around workplace wellbeing issues and include: stress management, building resilience, work life balance, mindfulness and an introduction to meditation.

One of the key findings of our recently published 2019 Impact Report was that 62% of emergency financial grants were to pay for daily living costs, paying bills and clearing rent arrears. Financial wellbeing is one of the key factors affecting mental health and the introduction of 'bang on budget' financial management sessions, aim to directly address these issues.

The fallout of Covid-19 has also seen an increasing number of redundancies across the industry so we have now also added two sessions aimed at improving employability with 'At the Interview' and a 'CV Workshop'.

What are some of the tell-tale signs for someone struggling with their mental health?

Sometimes it's not always obvious to see that someone is struggling but the key one is to look out for change. If a person is normally quite cheery and then over a period of time they seem quiet and withdrawn, you need to ask if they are okay. Not once, but twice and make time for the answer.

I have three 'life principles' that I always use:

- 1) The first is from the Samaritans: Always ask twice. It's so easy to say you are okay to someone. If you see somebody that appears to be struggling, ask again, make eye contact and wait for the answer.
- 2) The second is from a motivational speaker called Dr. Steven Covey from his book 'Principle-Centred Leadership'. Always seek to understand before you seek to be understood. This means when somebody does start telling you what is wrong, don't jump to an immediate solution or tell them your own story. Listen intently before making any response. Sometimes the fact that you just listened is all they need
- 3) The last is from the Dali Lama - always be kind! There is no reason to be unkind to another human being. This does not mean that you cannot make tough decisions but if you have to take somebody off a project don't make them feel bad for it.

To find out more about the Lighthouse Construction Industry Charity's vital work, visit

www.lighthouseclub.org

www.constructionindustryhelpline.com

www.buildingmentalhealth.net



Remote Team Winter Resilience



By Laura Thomson
Phenomenal Training
Maximising Human Potential During Transformation

In a short space of time we have seen a complete transformation in how we work, interact and live.

Such is the pace of change, any concepts created pre-Feb 2020 around classic workplace performance topics e.g. teamwork, morale, culture and communication, require an update.

Organisations have an unprecedented chance to evolve how they support their people to be well and successful amid disruption and develop their skills with vision and confidence. As we career into the 2020's, now is not the time for tired old thinking.

The collective mindset of a workforce is probably now more of a competitive advantage than ever. You may have invested in world-class systems but if no-one is prepared to shift and evolve to use them to their fullest potential, then that organisation becomes stuck and left

behind. Nature demonstrates the harsh reality of survival of the fittest. We don't have to be the quickest or strongest of the species in order to thrive in rapid change – just ensure our rate of internal change at least matches the rate of external change.

Hence, the panda is a stark example of slowness to adapt – it may not be extinct but only because humans have chosen to conserve them. They are caged by their appetite (cannot handle diversity) lifestyle (small silos) and outlook (enclosed) which hampers their ability to evolve. Contrast with the fox – a species which overnight can adapt from hunting to foraging in recognition that breadth, resilience, adaptability and agility is required when the environment is dynamic. The fox is humble to recognise that the skills of yesterday may need to adapt for tomorrow.

The level of self-awareness and humility required right now for anyone requiring more than 5 years of paid work ahead of them is a skill in itself. This will be a challenging time for anyone preferring

a quiet, predictable worklife.

We each need to wake up and take accountability for our personal wellbeing and professional development. Be more fox!

As we head to year end, this marks a great opportunity to support individuals and organisations in new and innovative ways. With 71% of firms now investing in IT systems to support remote working (The Guardian 8.10.20) the likelihood is that hybrid/remote-working is here to stay. With so many now working remotely, the seasonal shift in weather and daytime hours may impact people differently than before.

The primary challenge with seasonal shift is the natural inclination to get out and about may reduce when dark pre/post work. And if BBQ's or picnics were key to people thriving during the working week/end then this may need a rethink when its minus 2 outside.

As anyone who works in transport knows, 'winter-proofing' is vital to operational resilience and performance. Based on



our conversations and interactions with clients here are our observations on how to set ourselves and our teams up well to create a successful culture during this Autumn/Winter stretch.

- Like any journey – the individual driver needs to take responsibility: plan well and prepare how to best create a warm, safe and high-performing environment
- Think about how you could replace the fresh air, sunlight and change of scenery prompted by a commute or sunlight-based errands
- Refresh how you set boundaries and plan your time e.g. use a weather app to plan in meetings around sunnier days?
- Consider as a team how to not accidentally ‘cage’ each other in by giving overly loose timeframes – help each other to get out by giving specific times when to catch each other
- Beware the 3 Winter Watch-Outs: Overworking (so reset boundaries), Overthinking (so get crafty) & Overeating (so create structure)
- The best way to get out of your head is to do something with your hands – make/create to quieten the mind
- Limit the news, keep eyes on today (cross bridges as they come), accept where we are & only you can control your mood
- Looking after our own wellness is now a core skill of remote working – we are the office culture!

So, what could you do right now that would be good for yours and your team’s ability to adapt and thrive as we head into our first full winter of the decade? Wake up and smell the silicon, it’s time to embrace the fox mindset!



Fatigue is your wake-up call

Fatigue is an invisible risk that can endanger colleagues and the public if ignored.

Fatigue is a serious safety concern in operational roles in highways, on the railway, in manufacturing or any other sector with moving vehicles or machinery. But it is a risk factor wherever there are decisions to be made.

With one in five high-risk rail incidents involving fatigue, it is an underlying cause of many different types of incident in the rail industry. On roads, the Driving Better for Business programme from Highways England highlights driver fatigue in its Covid-19 transport toolkit.

Why is fatigue a risk factor? It distracts people and prevents clear thinking when it

matters. It reduces attention and the ability to concentrate on, or even be aware of, surroundings. Lapses in concentration, or situational inattention, can lead to accidents. Someone may even fall asleep on the job.

You may not immediately realise when fatigue is the reason for an issue or incident. Fatigue affects judgement in a similar way to alcohol, leading to lower standards of work, and could erode safety and performance gradually. Irritable behaviour can be linked to fatigue or even mental health issues. When it builds up to exhaustion over time, fatigue can impact mental wellbeing too.

Pre-emptive action is best. At CIRAS we share with our members the learning from data drawn from the concerns people raise with us. This can help their own thinking about how to tackle health and safety issues in their workplace, including fatigue. So what are some of the things we have learned from this intelligence?

- The most likely potential outcome from fatigue concerns, over the past two years, was personal injury – major and minor. Next most likely was road traffic accidents.
- Rostering is the most reported underlying cause of concerns involving fatigue, specifically long or double



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that they would have the company's full support.

They briefed line managers on the importance of appropriately authorising timesheets and taking steps when someone had worked excessively. The company checked that shift changes were being recorded correctly and communicated the harm of double shifts and how to report safety concerns. They emphasised that only by knowing about fatigue and other unsafe practices could they begin to address concerns.

Fatigue can stem from mechanical issues too, as in one concern from the bus sector. Broken air conditioning in the hot summer months was contributing to drivers' drowsiness and fatigue, which could lead to a road traffic accident. The company responded to the CIRAS report by launching a project with the external contractor to audit, service and repair air conditioning across their entire bus fleet.

Other times, people have contacted us about a lack of rest breaks or unsuitable welfare facilities making rest breaks less effective.

Fatigue can be a very personal issue, causing feelings of shame and embarrassment – or a fear of consequences if admitting to human error. Personal factors may be contributing too. All these are reasons why people may be less likely to report fatigue through internal channels. A confidential reporting system such as CIRAS will bring more voices to your attention, amplifying employees not comfortable with speaking up and giving you a clearer picture of what's really going on at the sharp end.

shifts, shift design, inadequate rest periods, insufficient staff rostered and long travel times.

What kind of fatigue concerns do we hear about, and how do companies respond?

One concern was about double shifts on a large infrastructure project. It mentioned that people were not raising concerns because they were contractors. The company analysed timesheet data to see if they had missed the exceedances mentioned. Then, they rebriefed the whole project team on their responsibilities for managing and recording working hours and taking action if fatigued, reminding them

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