

Find out who won at
Highways England's
inaugural Health, Safety and Wellbeing Awards



SAFER HIGHWAYS MAGAZINE
ISSUE 2 2018 Q2



The Road to Better Wellbeing

We launch the SH 2018/19 programme focusing on Mental Health

Contributors include: Tim Marsh, Clare Forshaw and Emma Hughes
Paul Aldridge of WJ on the safety implications of cutting apprenticeship funding
Safety Innovation: Colas Autonomous IPV, Amey anti-fatigue wearable tech
Driving for Better Business: HE supply chain update, Iron Mountain case study
Interview with HE HSW Chairman's Award winner Colin Knight, Clancy Group



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keeping people safe



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Dear Friends & Colleagues

Welcome to the second edition of SH Magazine – the only publication focused upon highlighting health, safety and wellbeing within the highways sector.

In this edition, we focus upon wellbeing and, specifically, mental health. The reason for this is two-fold; firstly, it is the central theme of this year's Safer Highways Legacy Programme, 'The Road to Better Wellbeing', but also because, as our contributor Clare Forshaw, Head of Centre for Health at the HSE, points out, wellbeing and health have for too long been the poor relation to Safety.

Safety has instant wins – implement a programme and see results. With wellbeing, however, the results are usually much more of a slow burn. That said, if we value our workforce and their wellbeing, it should have equal standing alongside their safety.

I am also delighted to congratulate the Clancy Group on their success at the recent Highways England Health, Safety and Wellbeing awards for their fleet risk management programme, as well as winning the highest accolade, the Chairman's Award.

We featured Clancy in the previous issue of SH Magazine as the most recent Business Champion in Highways England's Driving for Better Business Programme. With Highways England looking to ensure that all those in its supply chain manage work-related road safety to high standard, Clancy's success is something we all need to not only celebrate but also embrace.

Since we last spoke, surfacing contractor Toppesfield, a Safer Highways Academy advocate, has also been shortlisted in the Construction News Awards in the Category of Health and Safety (Projects), with their 'Mind Yourself' staff engagement and safety campaign helping to bring RIDDORS down to zero.

All of this shows to me that the Safer Highways movement has real momentum with many of the industry's key organisations and their leaders now supporting our ethos and programme.

Over the coming weeks we will be releasing further details of our Safer Highways Summit, to be held on 11th September at the Birmingham Conference and Events Centre, as well as more on our Advisory Council and the upcoming forum.

I hope you enjoy reading this edition of the magazine. Please feel free to feed back any subjects you, as an individual, feel worthy of focus in future issues.

Kindest Regards



Kevin Robinson
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highways england

Health, Safety & Wellbeing Awards

Saluting excellence in health, safety and wellbeing performance across the industry



The inaugural Highways England Health, Safety and Wellbeing Awards were held at the Grand Connaught Rooms in London on 7 March 2018

Designed to recognise, celebrate and share achievements and excellence in health and safety performance across the industry, awards were given to individuals, teams, projects and companies in the supply chain and across Highways England who have made a significant contribution to our first imperative “that no one should be harmed when travelling or working on the strategic road network”.

The awards, open to Highways England and its supply chain, attracted 115 entries across six categories. The nine winning entries announced ranged from initiatives to improve the mental health and wellbeing of staff to improving the safe loading of lorries.

Entries were judged by a panel of senior subject matter experts, and judges from the supply chain.

The awards ceremony was held at the Grand Connaught Rooms in London on Wednesday 7 March 2018. Finalists enjoyed an inspiring day applauding the winners and highly commended, networking and sharing best practice with their peers, as well as discovering that a live, but staged safety scene near the reception area was in fact a ‘safety moment’ in disguise, to encourage people not to ‘walk on by’.

Jim O’Sullivan, Chief Executive of Highways England said

“It’s well known that safety is our first imperative and I am delighted that these awards highlight that. The winners show how innovative ways of thinking will make things safer for those working on and using our strategic road network, and these awards also highlight that mental health and wellbeing of staff is as important as feeling safe in the workplace. I look forward to seeing more achievements in years to come.”



Health & Safety Innovation



Carnell Support Services and Kier Highways for SAFETYcam

SAFETYcam, an innovative dual camera system which can spot both road workers speeding through construction sites and road users who illegally drive through cones, has been hailed a potential life saver. In the first trials, in the West Midlands, a 50% month-on-month reduction was recorded in road workers driving 10mph above the signed limit through sites. And in Essex the number of roadworks incursions reduced by more than 80%.



Highways England's Incident Prevention Team - Vehicle Load Security working with the Health & Safety Laboratory (HSL)

An initiative to improve the awareness and understanding around safely securing loads on lorries or for customers transporting large goods. Highways England's Incident Prevention Team developed Police Load Security Training in partnership with the Health & Safety Laboratory (HSL) to help them better understand load security enforcement and how to help educate lorry drivers.

Road User Safety Achievement



Clancy Group for the Clancy Work-Related Road Safety Programme

Over 12 months, this driving programme saw a 20% reduction in insurance claims, a 20% improvement in driver performance score and a 3.6% reduction in fuel use per vehicle due to safer and more fuel-efficient driving practices. All drivers are proactively engaged in the Fleet Safety Management and Compliance Programme which is run by a dedicated team and supported by the Clancy Group Board of Directors.



Highways England Marketing team supported by George & Dragon (Advertising Agency) for the Vehicle Checks campaign

The Vehicle Checks campaign identified the second largest cause of serious accidents can be attributed to drivers not carrying out basic vehicle checks in advance of long or significant journeys. Customer insight demonstrated a 15% increase in consumer awareness to performing vehicle checks.

Project of the Year



Balfour Beatty Skanska Joint Venture for the M25 J30/A13 Corridor Relieving Congestion Scheme

A targeted approach by the joint venture to improve health, safety and wellbeing has resulted in a workplace where everyone can take responsibility for their own and their colleagues' health, safety and wellbeing. The team's efforts are also reflected in the schemes excellent all round safety statistics with a zero Accident Frequency Rate (AFR) when the project finished.



Graduate/Apprentice of the Year



Amelia Kirwan Highways England's Commercial Vehicle Incident Prevention Team

Amelia Kirwan joined Highways England in November 2016 as a Project Manager Apprentice. Amelia was recognised for her approach to work and her passion to learn and expand her knowledge. She is seen as a real asset for the team and recently was successful with her application for a temporary role in the team.



Jessica Dunn – AECOM Proactive approach to promoting good mental health

Jessica, who is a graduate engineer in AECOM's Strategic Highways team in Chesterfield, has undertaken various initiatives to tackle mental health stigmas and support at a local and national level for AECOM. These include working with colleagues to include wellbeing into weekly safety stand downs, liaising with local authorities and charities to provide line manager training and Lunch & Learn sessions in the local office, and campaigning for mental health first aiders to be provided in every office.

Health & Safety Wellbeing Initiative



Graham Construction Ltd - CONNECT

CONNECT, a programme to drive employee wellbeing, has significantly reduced staff turnover and increased employee engagement against all performance measures. This was achieved through initiatives such as in areas including personal diagnostics, personal coaching and mindfulness training. Graham will invest over £1m during 2018/19 to roll the programme out to all employees.

Health & Safety Performance



Mway Comms

Following the death of a subcontractor in July 2015, Mway Comms put in place an action plan to improve the culture and support within the company. For two years Mway Comms implemented a progressive health and safety (H&S) Improvement programme that involved a new H&S system, an in-house H&S advisor and a commitment from managers, supervisors and operatives to comply with policies and procedures. In 2017 Mway Comms had zero RIDDOR's, (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) making its Accident Frequency Rate (AFR) zero.

Chairman's Award



In addition (to the Health, Safety and Wellbeing Awards) there was an overall Chairman's Award. This is a discretionary award chosen from the winners of all the categories in the Health, Safety and Wellbeing Awards. The Chairman's Award was awarded to Clancy Group, for their Work-Related Road Safety Programme.

Highways England Chairman Colin Matthews said

"I am delighted that colleagues in Highways England and partner organisations are finding ways to reduce injuries on our roads. Congratulations to Clancy Group whose success in making the roads safer for their drivers can be widely replicated by others."



Annual Supplier Recognition Awards



A team carrying out Britain's largest concrete repair project is targeting local schools to drive up the number of girls choosing a construction career.

At the same time as refurbishing the M5 Oldbury viaduct, the team is working to improve both the capacity and capability of the construction industry and make life better for 320,000 residents and thousands of businesses in the local community.

Now the combined efforts of BAM Nuttal, Morgan Sindall and Volkerfitzpatrick joint venture have scooped a top accolade at Highways England's annual supplier recognition awards.

The nomination was among 122 entries in this year's awards which also recognised companies for achievements in various fields including: Building capacity and capability, communities, customer experience, delivering sustainable value and solutions, efficiencies and continuous improvement, inclusion, innovations and Supply chain management.

Jim O'Sullivan, Chief Executive of Highways England said:

"Highways England needs the expertise, innovation and passion of our supply chain to help us achieve our goal of delivering our operations and projects across the Strategic Road Network. Our challenges are extremely demanding and our awards recognise and celebrate their achievements and contribution to our imperatives of safety, customer service, and delivery."

The £100 million Oldbury Viaduct scheme is the largest by value in Britain. Judges said the team's work to attract girls to construction had paid dividends and increased the diversity of the workforce. The award

also recognised their efforts to employ local apprentices, source people from a diverse talent pool, and employ disabled and long term unemployed people.

The team has also worked with residents to transform a former derelict site into a community garden.

Highways England is taking part in the Year of Engineering campaign, which aims to inspire young people to consider engineering as a rewarding career. Highways England is looking for a continuing pipeline of young engineers to deliver the multi-billion investment plans for our motorways and major A-roads, improving lives and making a positive difference to the world.

These awards show what can be achieved across the roads industry and could help inspire young people to consider engineering as a rewarding career. ■

Building Capacity and Capability

Winner: Bam, Morgan Sindall and Volkerfitzpatrick joint venture for 'Supporting the future of the industry by building capacity and capability (M5 Oldbury)'

Highly commended: C A Blackwell (Contracts) Ltd for 'A14 Plant Operative Training programme'

Communities

Winner: John Sisk and Lagan Construction for 'A19 - A1058 Coast Road'

Highly commended: A14 Integrated Delivery Team (Costain, Skanska, Balfour Beatty, Atkins, CH2M Design) for 'Delivering World Class Community Engagement' and Costain for 'Delivering a lasting legacy'

Customer Experience

Winner: Carnell Support Services Ltd for 'A collaboration journey'

Highly commended: Costain and Galliford Try for 'M1 Junction 23a-25 Customer Experience'

Delivering Sustainable and Environmental Solutions

Winner: Tarmac, Costain and Jacobs joint venture for 'Engaging early to embed sustainability - A160 Scheme - Port of Immingham'

Highly commended: Balfour Beatty and Social Value Portal for 'Delivering Social Value on the M3'

Efficiencies and Continuous Improvement

Winner: Category Management Community (Tarmac Trading Ltd, Hanson UK, Aggregate Industries) for 'Delivering efficiencies through Category Management'

Highly commended: Balfour Beatty and Mott MacDonald Area 10 for 'Improvement is not a destination it's a journey' Aone+ Integrated Highway Services and Tarmac for 'A64 Ultigrip Pavement Solution'

Inclusion

Winner: Jacobs for 'Cultural Diversity'

Highly commended: Mott MacDonald for 'Equality Diversity Inclusion'

Innovations

Winner: Kier Highways and Area 9 Collaborative Delivery Community Partners for 'M6 NE Spur / Rushall Canal Rapid Set Concrete'

Highly commended: WSP for 'State of Bridge Infrastructure' and Mott MacDonald, Simulation Systems (now Costain), Emtex Services and Kier for 'Supporting Highways England to deliver effective innovation'

Supply Chain Management

Winner: A14 Integrated Delivery Team (Costain, Skanska, Balfour Beatty, Carillion, Atkins, CH2M Design) for 'Approaches to Supply Chain Management'

Highly commended: Interserve Construction, WSP, Toppesfield, WJ South and Roadtech for 'M11 Essex'

FULL DETAILS AT: www.gov.uk/government/news/concrete-win-for-team-boosting-diversity-in-construction

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ViewPoint

ViewPoint is a guest column to allow senior decision makers in the highways sector to air issues they feel need further discussion.

Views are the author's own and not necessarily those of Safer Highways



This issue's ViewPoint comes from Paul Aldridge, Sustainability Director at WJ Group, and Chairman of the Road Safety Markings Association.



Lack of funding for training may lead to an unskilled and therefore unsafe workforce.

WJ Sustainability Director and, Chairman of the Road Safety Markings Association, reacts to the Training Levy Setback his sector has suffered with regards to the Road Marking Apprenticeship Scheme.

In my many roles as WJ Group Sustainability Director, Chairman of the Road Safety Markings Association (RSMA), Chairman of NHSS 7 Advisory Committee, and my Group responsibilities to liaise with the Construction Industry Training Board (CITB), it may be understandable if I express some dismay at the present situation regarding apprenticeship and training funding.

The introduction of Apprenticeship Levy and Trailblazer standards has resulted in the loss of the Road Marking Apprenticeship Scheme as it does not meet the IFA criteria for funding. The replacement is a Specialist Applied Skills Programme with some funding through CITB. However, with recent CITB skills training reform, the funding for this programme has fallen as well, resulting in a double blow for our sector. We now have little opportunity to achieve an appropriate return on any of our Levy contributions.

Nevertheless, our operational pressures increase and WJ as a national contractor delivering major schemes for Highways England, Transport Scotland and local authorities, are expected, quite rightly, to satisfy mandatory training requirements to allow access to sites and complete works safely.

To meet the volume of training expected, WJ has established a training academy delivering approved and accredited training courses for LGV Drivers, Fire and Environmental Awareness, Safe Vehicle Operations, Emergency First Aid for Drivers, Safe Urban Driving, Safe and Fuel Efficient Driving, Fork Lift Operational Safety, Traffic Management etc. This extended training supports the core skills learnt under the previous apprenticeship scheme and has been established to ensure apprentices are fully competent to carry out tasks safely.

WJ seek funding clarity from CITB for vital training needs

WJ are seeking clarity from the CITB, in respect of various training elements that should attract funding, but many have not been included, so far. For example, we cannot understand why funding for first aid training has been withdrawn,

when our operatives are handling 200°C thermoplastic road marking materials on the highway every day. We continue to deliver first aid training, along with all other responsible employers, but without funding some companies may not feel able to continue. First aid training is a valuable life skill and there are countless examples of prompt actions by first aiders saving lives; why change that?

In the meantime, these issues and uncertainties are having major impact on the number of apprenticeships that the sector can fund.

THE PREVIOUS TWO-YEAR FORMAL ROAD MARKING APPRENTICESHIP OPERATED BY THE RSMA UNDERPINNED OUR OWN INITIATIVES TO ENSURE WE HAVE A SKILLED AND MOTIVATED WORKFORCE OPERATING IN A SAFE ENVIRONMENT, CARRYING OUT AN IMPORTANT PUBLIC SERVICE.

Government commendably voice their commitment to create more apprenticeships in a drive to give young people a real opportunity to get on in life. However, since introducing the new apprenticeship levy only £108mil of the £2bn raised has been claimed and, as one sector in highway maintenance, we feel overlooked and frustrated. Road marking companies who are required to pay levy, have very little if any opportunity to achieve a return. Clients have a responsibility to encourage apprenticeships under The Social Value Act and had we not lost our Road Marking Apprenticeship Scheme we would be able to contribute, but now sadly that opportunity has been lost.

For many businesses the new levy may be viewed as a tax, especially



for those that do not or indeed cannot take on many apprentices, but then again it could be a failure of the legislation to understand our industry. Hopefully, with collaboration and support, the concerns for apprenticeships and skills training, will be taken on board to ensure funding criteria is better aligned with industry needs and at least be part of a government improvement objective.

Funding aside, and not to complicate the main subject with views on the state of our local road infrastructure, I will focus on the unprecedented investment in the strategic road network and our efforts, within the road marking sector, to attract and develop the skills desperately needed.

Over the years, stereotypes surrounding the construction industry have grown with the idea that it is solely a place for men performing hard laborious manual jobs, with little scope for highly skilled specialists. Therefore, the road markings sector may seem an unlikely place for students to look for apprenticeships in their search for new and exciting careers.

However, WJ have been proactively working to change that thinking by providing awareness of varying career development opportunities for young men and women within our sector. We initiated a programme to develop close relationships with schools, sixth form colleges and universities in communities across the UK. The aim has been to foster an awareness and understanding of the different careers and exciting opportunities that WJ, the road marking sector and the highways industry can offer young people.

Elevating the practical with IHE professional qualifications

In addition, our collaboration with the Institute of Highway Engineers (IHE) also creates a further career development path for all WJ's young talent to gain professional qualifications under a scheme designed to elevate the practical.

Further to this, with autonomous vehicles becoming an ever-closer reality, the highways and road markings industry can now provide opportunities which are fundamental to the development of ground breaking technology and systems to enable the great leap forward to driverless transport. Achieving this, will require the highways industry



to establish close collaboration with vehicle manufacturers, technologists, industry associations and highways authorities as well as many other stakeholders. Coupled with existing ambitions to enhance road safety, improve the environment and increase efficiency, the highways sector now offers many exciting opportunities in the development of unique and innovative solutions.

In fact, with the UK having one of the safest road networks in the world, despite being one of the busiest, we have an exceptional chance to export new products, services and expertise around the globe, if we seize the initiative.

Looking optimistically to the future, this gives our industry a unique selling point when trying to attract young people, and here at WJ and the wider industry we have recognised the vital role young talent can play within our organisations; bringing new ideas and skills. This thinking compliments our ability and desire to offer fulfilling and successful careers within a fast paced and changing industry.

The previous two-year formal road marking apprenticeship operated by the RSMA underpinned our own initiatives to ensure we have a skilled and motivated workforce operating in a safe environment, carrying out an

important public service.

Sadly, the excellent RSMA scheme did not fit the requirements of the new Trailblazer apprenticeship. Despite having set up a sector 'Trailblazer Group', producing nationally about 30 apprentices annually, it was not enough to sustain the three obligatory training providers. The RSMA were not alone amongst many specialist construction sectors to lose what were excellent schemes supporting the needs of our industry.

As Chairman of the RSMA, I know how tirelessly the association staff have worked in an endeavour to establish a 'Trailblazer' scheme and meet the government's regulatory requirements, but without success. We continue investing in our own recruitment and training initiatives, paying the 0.5% apprenticeship levy as well as our CITB training levy but with little chance of realising the full benefits we should accrue from our total investment.

So, not surprisingly, we do feel somewhat dismayed because as well as the issues with the apprenticeship levy for our sector, the vital training courses not yet on the CITB funding register, delivers a double burden on us and our industry, where we truly believe with the right support we could achieve so much more. ■

Is your team fit for work?



Michael Kehoe
Principal ITS Engineer
Amey Consulting

We've all heard the comments such as "he hasn't turned up" (in body but not in mind), "It will do"! (too tired to complete the task) and "Change of plan" (equipment or resources not available).

HOW MANY OF US ROUTINELY ASK OUR TEAMS IF THEY'RE FIT TO COMPLETE THEIR ACTIVITIES?

Fatigue can have significant effects on employees who maintain the real-time operation of UK infrastructure. Statistics suggest the industry can improve health and safety procedures and systems to ensure we stop causing harm to our teams.

Ask yourself the following...

How many of us routinely ask our teams if they're fit to complete their activities? Do we know enough about our employees to understand changes that could affect their wellbeing prior to starting their shift?

At the start of each day, do you consider the drive time to work and the potential drowsiness caused by driving a warm vehicle home after being on a cold site all day?

Do we monitor the wellbeing of employees during the day - their heartrate, posture, trips and falls on

site? Do we challenge our teams to be honest when it comes to understanding that both mental and physical health are important to us all?

The industry owes a duty of care to ensure our teams are monitored, supported and reviewed more closely so when conditions deteriorate, appropriate actions can be taken. Such monitoring enables managers to remove people from stressful or risky situations and can mean a lapse of concentration is dealt with immediately. The start of the process is to make sure teams and employees working alone are both physically and mentally prepared.

MONITORING ENABLES MANAGERS TO REMOVE PEOPLE FROM STRESSFUL OR RISKY SITUATIONS

Technology has an important role to play in answering these questions – providing data – to give business insight into both teams or individual situations. Amey have recently trialled wearable technology to monitor individual and environmental data on site and employees driving to/from work. Lone workers on the North-eastern Regional Technology Maintenance Account for Highways England were asked to take part in a short trial. By wearing a Fujitsu Vital Sensing Band - worn on the wrist, a vital connection was enabled between employee and manager.

The device provided managers with live data and information including alerts should there be an increased level of risk, enabling them to take

immediate action.

- **Avoiding Heat Stroke:** Heat stress is evaluated based on more than temperature and humidity. The environmental index and physical state of each wearer of the device are also taken into account and an alert is displayed if predetermined levels are reached.
- **Immediate indication of a trip or fall:** The movement of tumbling or falling can be determined by a combination of changes in atmospheric pressure and acceleration.
- **Prevent falling asleep at the wheel:** The Fujitsu drowsiness detector monitors the driver's biorhythms. This gauges levels of fatigue and pre-alerts the driver via an interface and alert vibrations when they are becoming drowsy.

Fast response

Monitoring the well-being of employees continuously means managers are immediately aware if an employee becomes drowsy or has a trip or fall while on site or any other remote location. If there is no response when contacting the employee, the Manager or Supervisor can take immediate steps to keep their employee safe.

We must all ensure our teams are safe at the start and end of shift and they go home fit and healthy after completing a day's work. So, ask yourself – have you asked your team if they are fit for work? A simple 5 minutes to check mental and physical health of our teams can make all the difference. We can all do it! ■



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Phill Beaumont Operations Delivery and Compliance Manager, Colas

Phill is recognised as a practitioner with a passion for road worker safety. With a focus on Safe, Right First Time delivery of all activities in compliance with process and procedures, and using data to identify areas for continual improvement, Phill is the Lean champion for Colas Highways Contracting sector. Phill achieved Fellow status of CIOB the CIHT and actively promotes construction as a career.

The Colas Autonomous Impact Protection Vehicle (A-IPV) demonstrates that the highways industry is capable of developing highly complex and innovative health and safety solutions...

At the 2017 Safer Highways event, Phill Beaumont FCIQB FCIHT, Operations Delivery and Compliance Manager at Colas, explained that Between 2013 and 2016 his own business alone had sustained eight serious collisions involving IPVs being struck by road user vehicles, while in the five year period to 2012, on Highways England's Strategic Road Network (SRN) alone, 149 collisions were recorded.

IPV drivers are commonly injured in these collisions, which is why Phill and his organisation have invested significant time and resources into investigating ways to better protect their people responsible for the job of driving those vehicles.

The result of this is the A-IPV project which removes that person altogether. Nobody, therefore, should be harmed if the vehicle is struck by a member of the public.

Colas has invested significantly in the development of the A-IPV in order to completely eliminate the risk of driver injury should an IPV be struck. The Colas approach is unique, innovate and driven by a desire to improve safety for all IPV drivers worldwide, and not just those who

work for Colas.

The A-IPV is designed to reduce exposure to injury for IPV drivers by enabling them to operate the vehicle remotely. It will change the way highways contractors operate, bringing greater efficiencies and improved safety for all road workers.

The A-IPV is a pioneering road safety initiative developed by Colas, Kratos (Microsystems Inc.) and Royal Truck & Equipment. The concept was initially developed for use in the US military and has been customised for use in the highways industry.

The project combines vehicle automation technology including real-time kinematic (RTK) GPS, advanced vehicle radar, optical and LIDAR sensors and military grade steering and speed control components. The system uses a leader-follower setup in which the follower replicates the movements of the leader through the use of 'e-crumbs'.

A fully autonomous system for traffic management and 'IPV works' is a future possibility although not expected to be available for some time due to the complexity of the operations undertaken, and as such this leader-follower technology

provides a hybrid system of human and machine control and will allow significant health and safety benefits to be realised quickly.

Colas and their partners developed two prototype A-IPVs during May 2017. The autonomous system was fitted to Volvo FE LEC 18,000kg trucks which became operational at the end of March 2017.

The A-IPV is provided with numerous automatic and manual safety features. The vehicle will brake to avoid a collision with objects sensed by the forward looking radar and, in the event that communication with the lead vehicle is lost or corrupted, the A-IPV will come to a controlled stop. The A-IPV can also be stopped manually from inside the cab of the A-IPV itself or remotely from the lead vehicle.

Engineers from Colas, RT&E and MSI have worked constantly together since then to develop, monitor and trial the system to ensure the highest possible performance. To date, over 200 hours of rigorous and successful testing and training has been completed prior to the vehicle being declared ready for use on live worksites in the US.

Over 100 hours of further testing was completed recently including 300 laps (approximately 900km) of the Goodwood race track in southern England where considerable progress was made. Tests were completed successfully, in line with the trial plan and final tests included travelling as a leader-follower pair (without a driver operating controls in the follower) around Goodwood without any issues and hitting a maximum speed for the track of 43mph

The approach being taken to introducing the A-IPV onto the UK road network is to use the evidence from US and UK off-road testing, US on-road use and validation of US data to ensure we understand how the risks of IPV operations change with automation.

We are assured that evidence from US off-road testing of the automation technology is applicable to the automation technology fitted to the UK vehicles, as the systems are identical and have been fitted by the same technology provider.

However, the US and UK vehicles are significantly different and so we must understand any differences between US and UK vehicle



The driverless Colas AIPV travelling as part of a leader-follower pair

performance before we use US off-road data to assess risks when using UK vehicles.

Data was collected during the Goodwood test to compare UK vehicle performance with US data, alongside a demonstration of the A-IPV technology to key stakeholders from Highways England and representatives from their supply chain.

This will allow Colas to develop a safety risk report (in line with requirements set out in GD04/12) to cover on-road operation of the Automated IPV. This will assess the risks to workers and the public from operating an IPV automatically, compared to the current operational practice of using a human driver.

Next steps

Assuming the safety risk report recommendations are approved by the Project Safety Control and Review Group, the intent is for Colas to operate the A-IPV on-road under controlled and monitored conditions, starting in Summer 2018.

Colas plan a controlled staged approach, initially operating the A-IPV with a safety driver in the vehicle until enough experience has been gained in using the A-IPV on-road to be sure that it can be operated automatically without risk to the public.

The performance of the A-IPV will

be monitored against pre-defined success, risk and abort criteria given in the safety risk report. This data will be used to manage progress and determine whether operation of the A-IPV continues to the next stage.

Monitoring will be undertaken by an independent monitoring authority which has experience of on-road pilots and trials. This will provide us with assurance that evidence of success (or failure) is unbiased and robust.

Trials with the safety driver removed will begin as soon as monitoring evidence demonstrates that automated operation does not increase the risk to operatives and other road users. Removing the safety driver will allow realisation of the full benefit of the A-IPV concept and approach by eliminating risk of physical injury and mental wellbeing of the IPV driver as well as potentially increasing productivity for all service providers. ■



Safer Highways 2018/19

As we begin to plan the programme for this year's SH Summit, I find myself asking the following question on an almost daily basis.

"From the 2012 Olympics – heralded by the HSE as a phenomenal success in terms of its Health and Safety record – to pioneering projects within our own sector, how do we, as an industry, break down those walls with our own workforce in order to dispel the myth that Health and Safety is something as leaders we simply pay lip service to?"

This is one of our main objectives at Safer Highways, a collaborative programme, supported by industry leaders from across the whole highways sector, together with some of the UK's, indeed the world's,

leading safety and wellbeing experts.

Its purpose is to keep health, safety and wellbeing at the fore of the highways industry and to help drive awareness, strong leadership, effective communication and best practice at all levels in our sector.

Our approach has come from opening our minds and learning from others, including those outside our sector. I challenge you, our industry, to do just that. Not just in the field of wellbeing, which is the theme for this year's legacy programme, but also in everything else you do in the fields of health, safety and wellbeing to ensure we have a safer and more efficient workforce, who feel valued and respected, and which goes home safely to their family every night.

Safer Highways is not an exclusive movement dedicated to a few large contractors. Instead, our approach is inclusive, and we welcome opinions from all. Indeed, our Advisory Council is comprised of not just safety professionals and directors, but also engineers, graduates and representatives from many tier 2 and 3 contractors – as well as safety thought leaders from other sectors

Your voice matters

With that in mind, if you would like to understand further our aims and objectives, or indeed become a part of what we do, please feel free to email me personally on

kevin@saferhighways.co.uk

Together we are stronger and can really make a difference ■

Safer Highways Advisory Council

The Safer Highways Advisory Council already includes representatives from the following organisations:

A-one+, Amey, British Safety Council, Ciras, Clancy Group, Colas, Eddie Stobart, Freight Transport Association, Health and Safety Executive, Interserve, Jacobs, Highways England, HS2, Kier, Laing O'Rourke, Mace, Network Rail, Ringway, Thames Water, Toppesfield, University of Greenwich, USL, WJ Group, WSP

Dates Announced for Safer Highways

Following our successful safety conference at last year's Highways UK event, Safer Highways is excited to be able to reveal our future plans.

Our mission is to keep health, safety & wellbeing at the fore of the highways industry by leading the forum that drives strong leadership, effective communication, best practice & awareness at all levels.

As a crucial part of this we are being empowered by our sector to not only deliver a summit to share best practice across the sector, but also produce a long lasting legacy which, I am proud to say, all of our industry has not only bought into, but also agreed to help us in delivering.

After extensive consultation with many of the key health, safety and wellbeing decision makers within our sector, we are delighted to unveil our programme for 2018/19.

The output for this will be our

SH Legacy Programme – "The Road to Better Wellbeing", a commitment from not only tier 1 contractors but also those who otherwise would not have a voice, such as our tier 2 and 3 contractors, to actively invest in better wellbeing for our workforces.

We aim to deliver a free to access programme with the 'buy in' of all to raise awareness of wellbeing in our sector.

Our programme will consist of three key elements

- Consultation
- Decision making
- Actions

Each of these elements are listed below:

The **consultation** element will take place at the SH Advisory Council meeting at Old Trafford Cricket Ground on 15th May. The Council will meet to define not just what, but also how, we can effect positive change in

the field of wellbeing.

The **decision-making** element of this will then be presented as a final consultation at this year's SH Summit, to be held at the Birmingham Conference and Events Centre on 11th September.

Actions will follow this as we run a series of masterclass sessions (venues to be confirmed) to disseminate the information through the supply chain and ensure top down buy in.





Prof. Tim Marsh to chair SH events

Safer Highways are delighted to announce that Prof. Tim Marsh has agreed to be the chair of our programme and legacy outputs.

In his role, Tim will chair both the SH Advisory Council Forum on 15th May at Old Trafford, Manchester and also our SH Summit at the Birmingham Conference and Events Centre on 11th September.

In previous roles, Tim was one of the team leaders of the original UK research into behavioural safety (in construction) in the early 1990s, is one of only a few Chartered Psychologists who are also Chartered Fellows of IOSH and is considered a world authority on the subject of behavioural safety, safety leadership and organisational culture.

Tim was awarded a "President's Commendation" in 2008 by the International Institute of Risk and Safety Management and was selected to be their first ever 'Specialist Fellow' in 2010.

As MD of the consultancy RyderMarsh, he worked with more than 400 major organisations around the world, including the European Space Agency. Many of these clients have won both open and in-house awards for their subsequent success. He has presented to the European Conference Board and was an expert witness at the "Safety Culture" and "Management of Change" expert forums at the Cullen Inquiry (Ladbroke Grove).

He has also written dozens of learned articles for such as the 'Safety and Health Practitioner' and the 'Health and Safety at Work' magazines he has worked with media such as the BBC (radio work and selecting and fronting a box set of their disaster series) and written and produced many safety training videos including "Drive Smarter" and the extensive "Safety Leadership" series with Baker-media and "There's Always a Reason" and "Safety Watch". ■



Advisory Council Forum and Summit

ASVISORY COUNCIL FORUM 15th May 2018

We are delighted to announce that the first meeting of the invitation-only, Safer Highways Advisory Council will take place at the Old Trafford Cricket Ground, Manchester, on 15th May 2018.

The aim of the advisory council is that we draw together best practice in the field of mental health and wellbeing in order to produce the SH 2018 legacy programme - 'The Road to Better Mental Wellbeing'.

Chaired by globally-renowned safety and wellbeing professional, Prof Tim Marsh, and supported by leading safety and wellbeing practitioners from across our industry, the aim of the programme is to produce a final consultation version for discussion at the Safer Highways master classes, to be held at this year's Highways UK event on 7th and 8th November 2018.

The 40 person advisory council is to be made up of key safety practitioners and other like minded professionals from across industry. Comprised of Tier 1, 2 and 3 contractors in the Highways England supply chain as well as representation from the client themselves; the Council will also involve external organisations such as Utility companies, the Environment Agency, Network Rail and HS2/ Crossrail, and the Post Office; the latter three having all developed and delivered hugely successful Workforce Mental Health Awareness Programmes.

**PLEASE NOTE:
Membership of the Safer
Highways Advisory Council,
and attendance at the Forum,
is by Invitation Only**

SAFER HIGHWAYS SUMMIT 11th September 2018

Whether you work on the Strategic Road Network or local authority roads, projects are no longer just about what you can deliver at the lowest cost. They are increasingly about how you can deliver them in a safe manner.

With a focus on how leadership drives stronger safety and wellbeing cultures, this free-to-attend summit event for 200 delegates will share best practice and keep health, safety and wellbeing firmly at the forefront of industry's consciousness.

The SH Summit is about sharing successful initiatives, expert advice and good practice both from within our industry and further afield.

We'll examine what highways can learn from other sectors, as well as examining the latest safety innovations to protect road workers and road users. ■

Meet the Safer Highways Advisory Board

Safer Highways are delighted to announce the identities of our full advisory board. Made up of key thought leaders from across our sector, the role of our board members is to chair each of the working parties tasked with developing the Safer Highways Legacy Programme, "The Road to Better Wellbeing".



Professor Tim Marsh
Chairman
Safer Highways Board

The board will also preside over the 50 people who make up the advisory council - thought leaders from across our sector and beyond. The council's first meeting will be held on the 15th May 2018 at Old Trafford, Manchester, chaired by Prof. Tim Marsh, the internationally renowned Health, Safety and wellbeing expert.

In alphabetical order, our board members are...



Mark Cartwright
Head of Vans
Freight Transport Association



Joe Docherty
Head of SHEQ
Amey



Lucy Fell
H&S Strategy Director - Supply Chain
Highways England



Stu Pollard
Head of HSSW
Lower Thames Crossing



Glen Ridgeway
SHEQ Director
Jacobs



Richard Street
Head of SHEQ
A-one+

Read the full biogs at www.saferhighways.co.uk/about/advisory-board

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SPOTLIGHT: Mental Health

The theme for the 2018/19 Safer Highways programme is wellbeing, with a particular focus on mental health. In this issue of the magazine, we look at some of the key challenges facing employers.



Why individual alertness is a team effort



Prof. Tim Marsh

Globally renowned health, safety and wellbeing expert and author

A re-marriage of Health AND Safety Or 'the odd couple'



Clare Forshaw

Head of Centre for Health and Safety Executive

Men talk about their injuries, they don't talk about their health



Emma Hughes

Wellbeing Programme Lead A-one+

Spotting the signs of poor mental health



Kevin Robinson

Editor Safer Highways Magazine





Why individual alertness is a team effort

By Prof. Tim Marsh

“Be alert as your country needs lerts” we used to joke, and the old approach was to shout at people to make sure they were alert and paying attention at all times – or else! After all, all accidents and incidents could be avoided if people just focused, stopped faffing about and bloody well paid attention for heaven’s sake.

Recent developments in Human Factors work have taken a more constructive tone to alertness and my recent book ‘A Handbook of Organised Wellbeing’ suggests a holistic model that has already been adopted by several international companies.

It describes how being alert at any given moment is a factor of several inter-related and overlapping factors with several of the most important being largely, or even fully, in the hands of the employer in ways that many employers don’t fully appreciate. Importantly, because they don’t fully appreciate it, they often don’t do anything about it, either pro-actively or even reactively.

Company cultures run from ‘empowering’ through to ‘toxic’ and working in the latter is incredibly stressful and tiring. That’s a big topic of course but on a day-to-day basis the best companies ensure, for example, that staff have the right level of autonomy (enough but not too much for that individual) know where the tasks they are undertaking fit in to the bigger picture (because traction is energising) and have the

“ Be alert. Your country needs lerts! ”

chance to grow and develop safe in the knowledge that effort will equal fair reward.

More specifically, companies know that the key issue is what is known in textbooks as ‘the quality of leader:member exchange’ or, as frequently phrased by staff discussing the matter in the canteen, ‘just how much of a total b*&*& is my boss?’ In the UK our engagement and

productivity levels are 20% behind the G7 average (and falling) and this perfectly mirrors our (lack of) investment in soft skills training such as how to give feedback, motivational interviewing, other coaching techniques, assertion, listening skills and the like. There’s a win-win staring us right in the face there, is there not?

Home life isn’t something the organization can concern itself with directly, and nor should it.

However, that said, the best Employee Assistance programmes are open to family members too, and counselling will be needed far less often for families where a parent doesn’t come home exhausted, frustrated, upset or traumatized.

We can talk about virtuous and vicious circles or just remind ourselves that ‘crap runs downhill’. More pro-actively, as studies show

that people only really worry about money when they haven't enough, many organisations have taken to running 'money management' workshops. They report two consistent findings: more people turn up than they expected and more of those who turn up find them really useful than they expected.

In terms of personal health habits providing free fruit in reception and subsidized gym membership certainly can't hurt but studies by Vitality and others show that what really drives healthy behavior is not knowing that it's good for you (we all do) but being facilitated to be able to change habits. People use a gym and/or meditation class on site, and ride to work when there's somewhere to store their bike in a safe dry place. Give out free fit-bits and charity donations to the team that takes the most steps and they walk more. Even more important, studies show, is a metric that senior management take seriously the

number of employees that have taken up the initiative. It was ever thus.

The best sleep workshops, for example, use data and illustration to engender discovered learning moments. ('Really?... bloody hell!'). But they then, of course, talk people through practical ways how to achieve this good sleep. Then we need to get into the area of shift systems where analysis, physiology and business imperative collide. Again, a clear holistic, coordinated win-win strategy must be central.

Summary. The key lesson of Just Culture is that it's 10% the person and 90% the environment, and employers control huge amounts of that environment. Spotting where we've pushed physiology too far and false economies are occurring - or working out how we can make subtle changes that really help, requires objective analysis, smart data and dialogue.

Individual alertness is a complex, multi-faceted, inter-related team effort. ■



"We need to revisit the shift rota and run some alertness creation workshops... or we could just remake Zombie Apocalypse!"



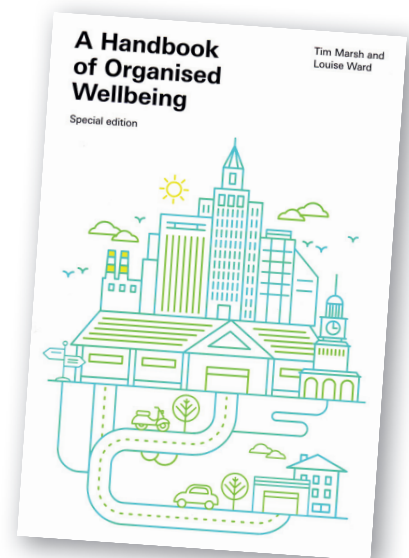
Prof. Tim Marsh

Global HSW expert, author and now Chair, Safer Highways Programme

Tim is considered a global authority on the subject of behavioural safety, safety leadership and organisational culture.

He has worked with more than 400 major organisations around the world including the European Space Agency, the BBC, BP and Shell and written many books.

Tim has also now kindly agreed to chair the Safer Highways events in our 2018/19 programme (see page 19).



His latest book, *A Handbook of Organised Wellbeing* is written with Louise Ward and published by the British Safety Council.

www.britsafe.org/products/a-handbook-of-organised-wellbeing/

A re-marriage of Health **AND** Safety or 'the odd couple'



Clare Forshaw

Head of Centre for Health
Health and Safety Executive

Clare talks about the importance of Mental Health and Wellbeing as an equal to Safety, and a key priority amongst all professionals in our industry.

Clare is hugely respected in the field of wellbeing and we are delighted she has agreed to be a part of the Safer Highways Advisory Council bringing both her experience and expertise in this field to our programme.

In a career spanning back to 1999 Clare has held varied roles within the HSE and is now considered to be a pioneer, and indeed an expert, in the fields of both Health and Wellbeing.

When I read that the 'Safer Highways' theme for 2018 was going to be mental health and wellbeing I was elated!

I've worked for over 20 years on the poorer relation 'health' side of the health and safety marriage. I've spent many a meeting reminding folks of the need to tackle health as well as safety – mostly to be fobbed off with token risk assessments and training. But things are changing – the Government and its departments, academia, trade unions, trade associations and charities are providing more focus, recognition and support for workplaces to address health issues for workers.

I'VE SPENT MANY A MEETING REMINDING FOLKS OF THE NEED TO TACKLE HEALTH AS WELL AS SAFETY

When I read that the 'Safer Highways' theme for 2018 was going to be mental health and wellbeing I was elated! My reaction was based on many years of underlying frustrations and battles - but to hear that a traditional safety sector programme is not just recognising health as an issue but setting it as its key priority for 2018 represents a significant step forwards. It provides acknowledgment of the role a safety industry initiative can play in providing leadership, ownership and a concerted effort to tackle the big health issues for many of our workers – and it will be delivered under a safety banner which gives it the kudos and attention it needs.

Why is that so unique?

Most often health, mental health and wellbeing are the territory of HR and occupational health departments. Professionals within these departments play a key role in helping individuals and protecting the business as far as possible in relation to these health outcomes. However,

they very rarely think more broadly about root cause, trends and most importantly risk assessment and management of risk for PREVENTION.

That is the territory of health and safety professionals – which is why I was so pleased to see this being owned and prioritised as such. Health and safety professionals and campaigns such as these, will benefit most from working closely with our HR and OH colleagues to provide the best outcomes for all and a truly integrated and strategic approach.

It's not gonna be easy...

There is a perception that tackling health may take some time due to the latent nature of many of the workplace health issues. However, I don't think latency has any influence on the success robust proven risk management approaches can provide. What will take time is change – adapting our mind-sets to understanding health risks, recognising them and being proactive. Then learning and continuously striving for improvements.

What we can do is look at what has been successful in safety. It has taken us over 40 years since the advent of the Health and Safety at Work Regulations to get to where we are today with safety – a place where safety at work is an expectation and a top priority for any business worth its salt. We can learn from the advances we have made with safety culture and understanding to speed up our journey on health.

So I caution patience and a strong set of leading indicators to assure progress is being made against a strategic plan that makes clear the ambitions and objectives for the sector and provides specified milestones.

Living the mission

The 'Safer Highways' mission is ***"to promote strong leadership and effective communication across all levels of the sector, sharing best practice and innovation, and driving further improvement for the benefit of all our employees."***

This statement provides a strong foundation for success on mental health and wellbeing, which is leadership and communication. Leadership is fundamental to ensure ownership and recognition from the top as well as assuring resource, monitoring and facilitation for plans to make things happen. Communication is an obvious critical

element to enable sharing of ideas and engagement across the workforce to challenge and feedback on issues, barriers and progress.

So what can we expect?

As health and safety professionals we know about the stubborn safety statistics and how in the past 10 years or so we have struggled to make any further reductions in rates of harm to our workers despite sustained efforts.

There are many ideas and theories which propose how we might resolve this but I say try 'Health'... We have, as of yet, failed to apply a sustained and effective holistic approach to health management at work – why

not try tackling health issues created at work, and aiming to target relevant improvements in workers mental health and wellbeing, to see what impact that makes on accident and safety incident rates

WHY NOT TRY TACKLING HEALTH ISSUES TO SEE WHAT IMPACT THAT MAKES ON ACCIDENT AND SAFETY INCIDENT RATES

For me it is the next leap forward and can only help in terms of further improving our culture and setting a tone at work for more honest early reporting, less distractions or general negativity and a more sharing, caring environment. ■

Men talk about their injuries, they don't talk about their health



Emma Hughes

*Wellbeing Programme Lead
A-one+*

Emma has been leading the A-one+ wellbeing programme for over 5 years and recently achieved the Royal Society of Public Health Award for Workplace Wellbeing. She's passionate about road worker health and a firm advocate for promoting positive mental health and wellbeing, championing the fight against mental health stigma, having witnessed the effects that positive workplace wellbeing has on individuals, their lives and families.



Samuel L Jackson (actor) said on the launch of his "one for the boys" charity "Men talk about their injuries, they don't talk about their health".

As an industry do we reinforce that statement or do we work to challenge it?

Just over five years ago A-one+ probably reinforced that statement. We didn't talk health very much and, if we did, it was occupational health and less about wellbeing. That was when we started our journey on the road to wellbeing and launched our 'Better Health at Work' initiative.

We started by canvassing our staff to find out what they were interested in and mental health came out as one of the top categories along with men's health and heart health.

We raised awareness of heart health through week long campaigns, demonstrating a damaged heart and having conversations about habits that lead to heart damage and ways to improve heart health. Local ambulance service came in to train staff on critical life skills. This wasn't just for our first aiders; this was for anyone who wanted the tools to be

able to cope with a life emergency should one ever occur.

For cancer awareness we used different tools for different styles of cancer. For skin cancer we looked at it from our operative's perspective which is predominantly male, outdoor workers we also used the opportunity to promote hydration.

For more gender specific cancers breast, cervical, prostate and testicular cancers we invited our teams to specific awareness raising sessions to really get into detail and encourage openness.

THE AREA WE REALLY FOCUSED ON, AND HAVEN'T STOPPED, IS MENTAL HEALTH. THE MORE WE DO THE MORE WE REALISE THERE IS TO LEARN

We feel that it's important for us all to have better awareness and understanding so we can support our colleagues, friends and families and don't forget that men can get breast cancer too!

The area we really focused on, and haven't stopped, is mental health. The more we do the more we realise there is to learn. We welcomed the recent government report 'Thriving at Work' which gives employers 6 recommendations to adopt to lay basic foundations for an approach to workplace mental health. But, what more can we do?

If you break your leg there is a standard treatment, X-ray, cast (immobilisation) and pain killers. When you experience a mental health condition there is no standard treatment or recovery time and we recognise that. We offer support options to suit individual needs and at the same time we are looking for new ways to care and, most importantly, we make time for people to talk about their concerns.

OUR COLLEAGUES TALK ABOUT WELLBEING NOW LIKE THEY TALK ABOUT FOOTBALL

Awareness sessions to break the stigma of talking about mental health concerns have been carried out throughout our business using different approaches such as; role play, celebrity catwalks and pub quizzes. These are conversation starters, NOT presentations. People listen to a presentation but don't

We make that extra effort to go to our teams and arrange awareness sessions at times to suit them and make them engaging

always engage, especially at 7 o'clock on a morning, so we make these interactive at the very start and our people now expect this of us.

We promote steps you can take for positive mental health and wellbeing and building your own emotional resilience through courses as well as providing resources such as mindful colouring in the kitchens, and break out areas with quizzes to keep the mind active but relaxed.



A network of listening buddies have been trained to support and signpost people experiencing mental health conditions (Mental Health First Aiders) but we have also trained people in suicide intervention (ASIST) and in SafeTALK which is about keeping people safe who may be at risk to themselves or others, until help is available.

Line managers are trained and supported in mental health using various trainers such as Mind, The Samaritans and the NHS.

The local NHS Improving Access to Psychological Therapies services are routinely promoted alongside our own Employee Assistance Programme.

As we know one solution will

not suit everyone but the more of a supportive network we can build and offer the better for everyone.

For us, it's not just a case of do it once, consider it done – there are always opportunities to introduce improvements to what we do and to reinforce our support and promotion of the wellbeing issues that concern our staff.

We make that extra effort to go to our teams and arrange awareness sessions at times to suit them and make them engaging. We talk about difficult and embarrassing subjects in an open and honest way without forgetting our sense of humour.

WE TALK ABOUT DIFFICULT AND EMBARRASSING SUBJECTS IN AN OPEN AND HONEST WAY

As a result people are more aware of lifestyle choices, aware of early signs that things need to get checked and are more willing to take action and know where to come within the workplace for support. Our colleagues talk about wellbeing now like they talk about football, they are open conversations and our team are open to talking about any health concern.

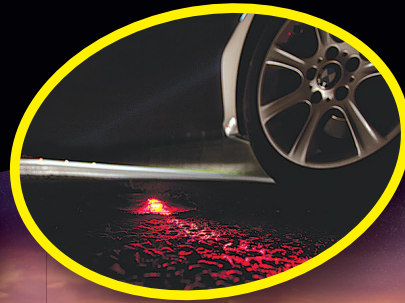
We could talk about how absence rates have dropped and quantify that with statistics but let's spin that around, how can we record how many people have stayed in work because they have sought help earlier than normal and not taken any time off work?

LET'S CONTINUE HAVING THOSE CONVERSATIONS AND LET'S GETS OUR INDUSTRY TALKING

A-one+ doesn't *do* wellbeing, it *is* wellbeing. It's an integral part of our culture so, personally, I would challenge Samuel: at A-one+ we have done a lot to start conversations around health and wellbeing, as one of our operational team commented "an embarrassing subject talked about in an open and friendly way", so let's continue having those conversations and let's gets our industry talking. ■

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“You OK,
mate?”



Kevin Robinson

Editor, Safer Highways Magazine

10 years sector experience and a passion for safety gives Kevin an unparalleled understanding of the challenges faced by organisations large and small in ensuring that their workforces go safely home to their families at the end of every shift.

As the driving force behind the Safer Highways movement, Kevin is responsible for developing new and innovative ways to help organisations share best practice on all safety and health issues and effectively communicate with their workforce.

Spotting the signs of poor mental health

Kevin Robinson looks at how employers can spot the signs that one of their team may be affected by poor mental health, the effect it can have on your workforce and also your business.

As somebody who suffered from poor mental health myself over a number of years, whilst at the same time not speaking up, it is now refreshing to see the subject being offered the level of coverage it deserves.

Believe it or not, in the UK alone, mental ill-health, including stress, depression and anxiety, is thought to be responsible for 91 million lost working days each year – more than for any other illness.

Analysts reckon that this sickness absence costs £8.4 billion each year, plus another £15.1 billion in reduced productivity. A further £2.4 billion is lost replacing staff who leave work because of mental ill-health.

So how do we, as employers, legislate for this and instil within our organisations a culture where we, and those we employ, understand what signs to look for in their colleagues, and also to feel sufficiently empowered to ask the question, “Are you okay?”

Across the UK, employers are failing to provide adequate support to employees or equip managers with the skills to help them – so says the Mental Health at Work report released in January 2017 – and the situation has barely improved since, with many citing a lack of knowledge around the subject as the key issue.

More than three quarters (77%) of employees have experienced

symptoms of poor mental health in their lives, and managers are underequipped and undersupported when needing to respond to mental health issues in the workplace.

Managers need and want to help – 76% believe that staff wellbeing is their responsibility – yet 80% say organisational barriers prevent them from delivering on this.

Despite all the good work that's being done to normalise conversations around mental health, stigma does still exist, which makes it hard for people to feel that they can talk openly about their mental wellbeing, particularly in the workplace. It's vital that more is done to encourage discussions about mental health, between colleagues and also between staff and their managers.

As Prof. Tim Marsh, together with Louise Ward – thought leaders in the fields of cultural safety and wellbeing, said in their recent book *A Handbook of Organised Wellbeing...*

"We all have mental health just as we all have physical health, but it can seem more difficult to spot the signs of mental ill health."

So what triggers poor mental health?

People often undergo significant life changes without developing a mental health issue. But significant changes in someone's work or personal life, including happy events, can prove stressful and challenging to adapt to.

Here are just some of the sorts of circumstances which might trigger mental ill health:

Personal life changes:

- Bereavement
- Divorce or relationship breakdown
- Having children
- Health scares or physical illness

Changes at work:

- Starting a new job
- Coping with an increased workload or a new job role
- Poor relationships with colleagues or managers
- Redundancy, or fear of redundancy
- So, what are the signs of poor mental health?
- Recognising a mental health issue is the first step in accessing the support needed to recover. Some signs of common mental health issues include:

Physical

- Frequent headaches or stomach upsets
- Suffering from frequent minor illnesses
- Difficulty sleeping or constant tiredness
- Being run down
- Lack of care over appearance
- Sudden weight loss or gain
- Emotional and behavioural
- Irritability, aggression or tearfulness
- Being withdrawn, not participating in conversations or social activities
- Increased arguments or conflict with others
- Erratic or socially unacceptable behaviour
- Loss of sense of humour
- Indecision and procrastination
- Inability to concentrate
- Increased consumption of sedatives or stimulants such as caffeine, alcohol, cigarettes or even pills and medication, whether prescription or 'over the counter'
- Being louder or more exuberant than usual
- Loss of confidence
- Difficulty remembering things

WE ALL HAVE MENTAL HEALTH JUST AS WE ALL HAVE PHYSICAL HEALTH

Spotting the signs at work

Look out for these signs in the workplace that an employee may need support with their mental health:

- Increased errors, missing deadlines or forgetting tasks
- Taking on too much work and volunteering for every new project
- Working too many hours – first in, last out, emailing out of hours or while on holiday
- An employee who is normally punctual frequently arriving late
- Increased sickness absence
- Becoming fixated with fair treatment and quick to use grievance procedures
- If the employee drives a commercial vehicle with telematics, does the data highlight anything such as changes in trend, or perhaps an increase in the number of harsh braking events. Could this be caused by a reduction in concentration or increased distraction as their mind wanders to whatever is bothering them?

Okay, so I have noticed one of my employees is displaying signs of poor mental health, what can I do?

Most of the time those suffering from poor mental health don't even know that they are and, even if they do, they will more than likely be in denial.

But the fact is that those suffering will, more often than not, be withdrawn, and sometimes just a chance to offload is invaluable. All in all, it comes back to that very simple question... "Are you ok?"

This can often open the floodgates. Equally, however, those asking the questions must feel confident to do so, and understand how to deal with what may come back at them.

There are many programmes from various leading authorities, all designed to reinforce this greater understanding and ability to intervene where necessary, all of which have their own individual merits.

This year, however, Driving for Better Business, alongside the Fleet Transport Association, are proud to support the Safer Highways legacy programme, designed to develop a complete resource, in the form of an awareness programme surrounding Mental Health, for use by all employers working within the highways sector.

Developing this will be an Advisory Council of 40 thought leaders and industry experts with a wealth of experience in developing and implementing effective programmes such as these.

THOSE ASKING THE QUESTIONS MUST FEEL CONFIDENT TO DO SO, AND UNDERSTAND HOW TO DEAL WITH WHAT MAY COME BACK AT THEM

To conclude

Mental Health really does matter within every organisation. British employers lead the world when it comes to safe working policies and practices but our position on health is much less advanced.

The business case for a proactive attitude towards health, and mental health in particular, is undeniable, so when making budgetary decisions now, more than ever, it is time to give mental health awareness programmes equal funding and priority. ■



Driving for Better Business



Simon Turner
RoadSafe Campaigns Director

Ian Moreton, Highways England's Health and Safety Director for Operations said "The process of mandating this through our supply chain has already begun, and will be included in the new contracts for those working on Area 10 in the North West."

WRRS in the Highways England Supply Chain

At last year's Safer Highways conference, Highways England announced new contractual requirements to raise standards in fleet risk management throughout the supply chain. We take a look at how these changes are starting to take effect.



As the force behind the Driving for Better Business campaign, Highways England is taking a lead in ensuring, not only that it manages its own work-related road safety (WRRS) appropriately, but that it also demands high standards of its own supply chain.

Last year, Chief Executive Jim O'Sullivan shared his wish that all Tier 1 contractors and service providers should become Driving for Better Business Champions.

Being a Business Champion is not just about managing road risk properly though, our Business Champions are employers (from both

the private and public sector) that have seen dramatic improvements in their business as a direct result of managing it well. The prerequisite for this is a track record of measuring fleet activity (crashes, costs, etc) so that opportunities for improvement can be identified, changes made, and results tracked.

It is a demonstration of good practice for which Highways England should be applauded, and many of these Tier 1 organisations are now well on the way to joining Skanska and Clancy Group in becoming new Business Champions.

At last year's Safer Highways conference, Highways England's Lucy Fell went into more detail. As part of her Keynote presentation, she outlined the new contractual responsibility being placed upon the supply chain with regards to their fleet risk compliance.

Lucy, who is now in the role of H&S Strategy Director - Supply Chain, said "We expect all those that work with us, and for us, to be ambassadors for safe driving, and we expect our supply chain to be consistently compliant"

This means that Highways England will be expecting all contractors further down the supply chain to be operating at least in line with HSE's current guidance on driving for work. Where these are subcontracted to a Tier 1 provider, the Tier 1 provider will be responsible for ensuring that all those subcontractors they bring onto a Highways England site are meeting the requirements.

Ian Moreton, Highways England's Health and Safety Director for Operations said "The process of mandating this through our supply chain has already begun, and will be included in the new contracts for those working on Area 10 in the North West."

The requirements are not onerous – it simply involves operating within current guidance and legislation regarding driving for work. Many Tier 1s will already be doing far more than is required and will be managing their WRRS to a very high level as far as policies and procedures go.

Where contractors may well have to step up their efforts though is in the consistent application of those policies and procedures. Particular





Health and Safety Executive (HSE) guidance and applies to all areas of the business, all types of driving undertaken, and is communicated effectively to all employees who may drive on business.

- A statement from the CEO or board director responsible for WRRS that speaks to the importance attached to work-related road safety by the business and its senior management.
- An effective system for measuring and monitoring fleet activity including the frequency and severity of any collisions, together with driver and vehicle compliance. This includes, for example, recording crashes and investigation results, any driver training or education supplied, policy acceptance, driver licence checking, vehicle checks and defect reporting, etc
- An effective system for promoting the same level of awareness regarding WRRS, and compliance with HSE guidance, through the contractor's own supply chain. A contractor's own suppliers should be required to complete 'the Driving for Better Business Commitment' at www.drivingforbetterbusiness.com a self-declaration that they manage work-related road safety to the minimum acceptable level. The contractor should take any measures they deem necessary to ensure they are satisfied this declaration is correct.
- Demonstrate to Highways England the reduction of collisions, incidents or instances of non-compliance year on year, or provide a reasonable explanation if this is not the case.
- Tier 1 contractors should work towards becoming a Business Champion in Highways England's Driving for Business Campaign. ■



attention will need to be paid to the following issues:

- Poor enforcement of mobile phone policy
- Inconsistent daily defect checking
- Non-compliant commercial vehicles and cars
- Overloading and poorly secured loads – something HSE are now focusing on
- Fatigue and drivers' hours
- Poor grey fleet management
- Drivers over the limit 'the morning after' especially with an early start

So what is needed?

The contractor should therefore have the following in place as a minimum:

- A risk assessment of their 'driving at work' activities which covers all drivers and vehicles, not just those operating 'on site' and not just regulated heavy commercial vehicles, but also light commercial vehicles and vans, company cars, grey fleet and any other vehicles that may be used on business.
- A 'driving for work' policy, or suite of policies, that complies with



The Driving for Better Business campaign forms the core element of the Highways England business outreach programme, delivered in partnership with RoadSafe and collaborating with a broad range of partners including road safety groups, casualty reduction partnerships, business networks, trade associations, stakeholders, media partners and other relevant commercial organisations

THE Driving for Better Business COMMITMENT

Confirm your suppliers manage WRRS in line with current legislation and guidance by getting them to sign up to the DfBB Commitment.

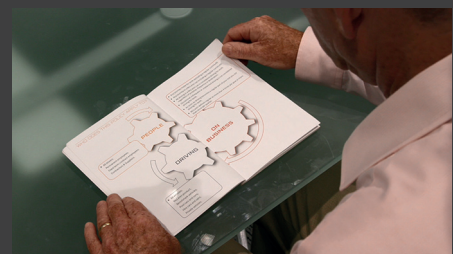
Just 4 easy steps with **FREE** resources to help them



STEP 1
Online risk assessment



STEP 2
Management commitment



STEP 3
'Driving at work' policy



STEP 4
Monitor fleet activity

www.drivingforbetterbusiness.com



BUSINESS CHAMPION CASE STUDY:

Iron Mountain Driving for Better Business

Iron Mountain is one of the Driving for Better Business campaign’s longest standing Business Champions and their fleet management team has recently updated its case study. Recognised as being one of the very best at managing work-related road risk, their results have been spectacular.

Iron Mountain is a global leader in storage and information management services. Over 17,000 employees in 1,026 locations worldwide serve 156,000 customers in 36 countries on five continents.

In the UK, the Iron Mountain fleet consists of approximately 80 HGVs, 370 LCVs and approximately 200 employees using their own cars (grey fleet). The company does not operate any company cars in the UK.

Safety is at the top of the agenda at Iron Mountain - and nowhere is this more important than in the field of transport. Senior executives supported the work-related road risk programme from the word ‘go’ - and it is now fully backed by a cutting edge suite of global standards and policies.

In 2008 Iron Mountain formulated a brand new business case to improve the management of work-related road risks to:

- Reduce the risk of harm to employees and others,

- Drive down the number of incidents,
- Reduce costs,
- Ensure all legal, health & safety legislation requirements were met,
- Hit the targets in our corporate social responsibility plan.

WHAT IT MEANS FOR DRIVERS

Iron Mountain invested considerable time and resources in its road risk programme. But this had to be underpinned by investment in - and a close working relationship with - our drivers, whose trust and co-operation is vital.

All Iron Mountain drivers receive in-house Driver CPC courses and each is risk profiled against key areas of road safety, driving licence history, vehicle incident history, telemetry scores, tachograph and road traffic violations. This comprises a combination of online and in-cab driving assessments undertaken by dedicated in-house driver trainers.

The Driver Behaviour Telematics system gives drivers real time alerts in the cab via a small red, amber, green display, so they can monitor their own driving. Incidents and violations are recorded and a driver report compiled via a web-based link, enabling the manager to debrief the driver.

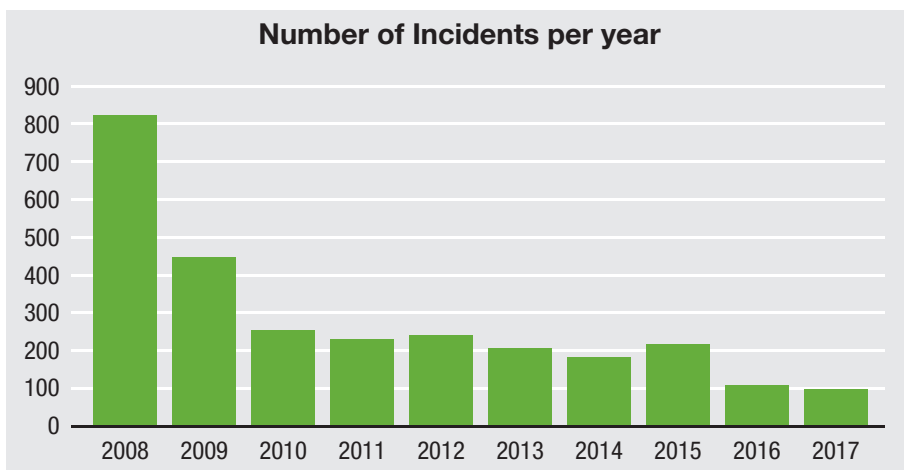
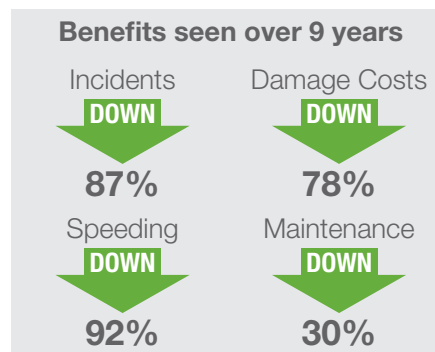
“Safety is at the top of the agenda within Iron Mountain with the area of transport being a key part. The teams across our geographies continually focus on Drivers and Vehicles utilising the many processes and procedures put in place by the Fleet Safety Team. As an organisation we focus on continuous improvement across all aspects of our operations with safety a key area, we also adopt a very structured auditing process to ensure compliance.”

John Ball

Vice President Operations Executive for Western Europe

WHAT HAS BEEN ACHIEVED SO FAR?

- Vehicle accidents have fallen by 87%.
- Own-damage and third party costs have tumbled by 78%.
- Insurance premiums have fallen significantly, thanks to incident reduction.
- Speeding events have gone down by 92 per cent.
- Notices of Intended Prosecution have plummeted by 79%.
- Maintenance costs have tumbled by over 30% since installing telemetry.
- Iron Mountain was the first company to be accredited to the FTA Van Excellence scheme in the UK and Ireland.



THE IRON MOUNTAIN 5-POINT STRATEGY

1: Driver Handbook Comprehension Check

The Iron Mountain Driver Handbook is a vital document which spells out policies and procedures. It is mandatory for all drivers to take an online comprehension test, requiring a 100% pass mark to ensure that our drivers not only read the handbook – but also to increase the likelihood that they will comply with it too. Equally important is the robust audit trail it produces.

2: Online Risk Assessment Programme

The online risk assessment programme covers the three fundamental areas of work-related road safety; the driver, the journeys they make and the vehicles they use. The assessment covers core driving competencies; the driver’s attitude, behaviour, knowledge and hazard recognition skills. This independent assessment clearly identified the risks faced, allowing Iron Mountain to prioritise where action was needed most - and what interventions were required.

3: In-house Driver Assessment and Training

In-house driver trainers were recruited and trained to carry our practical in-vehicle assessments. They also ensure that any interventions - based on the ‘ride along’, output from the online risk assessments and any post-incident analysis - are implemented quickly and effectively.

4: On road Safety Culture

Any work-related road risk management strategy relies heavily on developing an on-road safety culture, with drivers encouraged to recognise valuable opportunities to improve their own driving. A multi-pronged communications strategy was developed to keep in touch with our drivers, including the handbook and ‘group huddles’ to discuss topical issues.

5: Driver Behaviour Telematics

The adoption of driver behaviour telemetry in 2011 - as part of the Zurich Fleet Intelligence programme - built on the outstanding results already achieved. It wasn’t just a case of fitting the technology and hoping for the best, however – Iron Mountain recognised the power of this tool but knew it would need to be closely managed to be effective in the long run.

TIPS FOR SUCCESS

The team at Iron Mountain has learned much about work-related road safety over the past 10 years at Iron Mountain and, in cooperation with DfBB, are keen to share their wealth of knowledge so that others can enjoy the benefits too.

So what are the secrets of that success?

Reporting – Iron Mountain report on everything, whether it’s a clipped mirror or something more serious.

Acting – Action is taken as soon as it is required and without delay.

Monitoring – Everything is measured and monitored so that new issues are highlighted quickly and the success of previous actions can be checked.

Determination and strategic planning have always underpinned the journey, but effective communication has been paramount.

Numerous key performance indicators related to reducing risk - such as telematics scores - need to be constantly evaluated, allowing personal objectives to be tied into bonus schemes to reduce risk.

Iron Mountain soon discovered that getting the basics right is relatively easy - and certainly not cost or resource prohibitive. And the good news is that once the fundamentals are right, the benefits will start to roll in.

Iron Mountain’s customers often ask about their road safety and sustainability record – something the company is now extremely proud to share. This approach is becoming more and more common as reputable companies look to ensure that the businesses in their supply chains are working to high standard of compliance and efficiency. Highways England has recently announced that they too are taking this approach, and that service providers in their supply chain are managing work-related road risk effectively.

"The work-related road risk management programme that Iron Mountain have in place has been rightly recognised throughout the industry as being best in class. The

Andy Price

Practice Leader – Europe, Motor Fleet, at Zurich Risk Engineering

ongoing improvements in the collision and claim rates are a testament to the excellent work that Rory and his team are doing on a daily basis – the results speak for themselves."

GAINING IMPROVEMENT THROUGH TELEMATICS

When installing telematics, it is vital to have the understanding and support of drivers. Iron Mountain's comprehensive roll-out plan ensured that everyone – including drivers and their line managers – knew why the company was investing in this technology and what the benefits would be to them, personally.

Underpinning the telemetry programme today are weekly calls with the telematics vendor (GreenRoad), ensuring that managers understand the data - and how to use it. Employees who meet the required driving-safety standards are rewarded and extra help is provided to drivers who fall short.

The system delivered a return on investment within just eight months and the great news is that good results can be replicated. The Driver Behaviour Telematics System was deployed right across the UK and Ireland fleets in 2011, reporting on various aspects of driving behaviour including acceleration, braking, cornering, lane handling and speeding. Over 100 different vehicle movements are now captured by the system.

It has now been installed across most of the European fleet and is in 12 countries. So successful has our work been, that the UK team assisted installation in Brazil in 2016. We are now looking to expand into five more Latin American operations.

We are proud to say that according to GreenRoad, Iron Mountain records

the best results on their system worldwide. Our plans are now continually reviewed, new opportunities constantly seized on, before being discussed and explored.

Under the prestigious GreenRoad awards scheme, Iron Mountain has recorded the highest number of Elite drivers (pro-rata), each year since it began. In 2017, this covered over 65% of our regular UK drivers and we are now on course to boost this even further in 2018.

Using the telematics data, Iron Mountain introduced a 'Speed-by-Speed Zone' daily report for all UK and Ireland vehicles, reporting any violation of more than four miles per hour above any posted limit. (For example 35mph in a 30, 45 in a 40 etc.). Working with the drivers, the number of violations was reduced by over 80% within just six months.

It means their vehicles now average less than one violation very two weeks. This represents a remarkable achievement on the part of the drivers, especially as they cover around 200,000 miles per week between them.

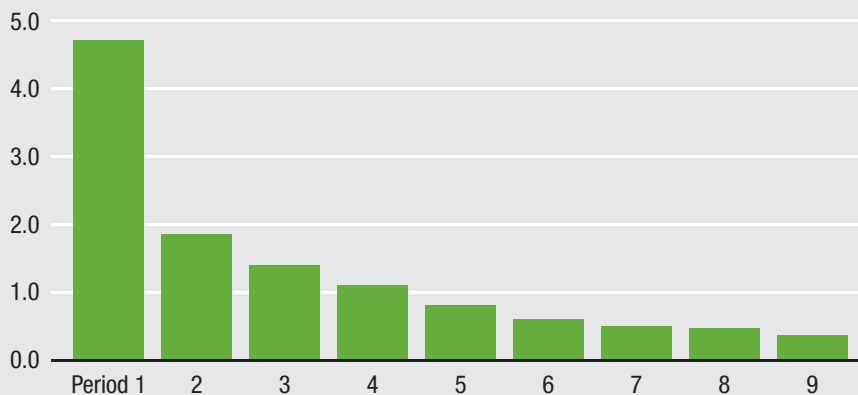
Crucially, the on-time delivery service KPI of 99.97% has not been affected by the initiative so drivers now realise they don't have to speed to get the job done, and now feel more relaxed. It also makes them safer. ■



Iron Mountain identified low speed driving and manoeuvring as an area for improvement and gave every driver a 90-minute session in the yard using bollards and pallets as obstacles to be avoided.



**Average speeding events per vehicle per week
Six month slots since initiative commenced**



"We have never failed to be impressed by the commitment, forward-thinking and attention to detail within Iron Mountain's logistics function. The excellence of their operation, along with a willingness to work with partners such as Zurich and to share their expertise should be an inspiration to other van operators"

Mark Cartwright, Head of Vans, Freight Transport Association



Real-time, intelligent in-cab driver coaching that improves driver safety and advanced management tools for safety and operations.



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Visit our website: www.greenroad.com



Poor mental health a driving factor in accidents



Kevin Robinson

Editor, Safer Highways Magazine

10 years sector experience and a passion for safety gives Kevin an unparalleled understanding of the challenges faced by organisations large and small in ensuring that their workforces go safely home to their families at the end of every shift.

As the driving force behind the Safer Highways movement, Kevin is responsible for developing new and innovative ways to help organisations share best practice on all safety and health issues and effectively communicate with their workforce.



In a feature written for the Driving for Better Business campaign, Kevin Robinson examines the impact which poor management of mental health can have on our drivers, and the costs to our fleets.

In society, mental health is becoming something we are all becoming more and more aware of. High profile campaigns such as Head's Together, whose patrons are the Duke and Duchess of Cornwall and Prince Harry, have now brought the subject to the fore of our consciousness.

In construction alone, suicide and mental health related deaths far outnumber those which occurred as a result of a workplace accident and, when founding his 'one for the boys' charity, Hollywood actor and mental health campaigner Samuel L. Jackson said, "Men talk about their injuries, they don't talk about their health."

What is mental health and what effect could it have on those who drive within my business?

To many, poor mental health is a phrase associated with straight jackets, padded walls and laying down on the shrink's couch. However, in truth, the real picture of mental health couldn't be farther from the truth.

Many of us at some point will suffer from some form of mental health issue, with official figures ranging from 1 in 4 at the more serious end of the scale, resulting in the need for intervention, to 75% at the lesser end with mild depression and mild anxiety.

Recently Prince Harry along with former international cricketer Andrew Flintoff and rap star Professor Green have spoken of the impact which anxiety had upon their lives and their ability to perform at the highest level

When looking at how this can affect our driving, let's use the following example: Many of us drive to and from work each day, with the majority of those journeys being in the region of half an hour.

Taking that into account, think back to your journey into work this morning. You were probably stuck in traffic for part of it. Chances are you may have had to brake hard, thanks to some other idiot motorist, or swerve to avoid a cyclist but, on the whole, it

was pretty normal and, when asked, you would say it was a smooth but unremarkable drive in barring the odd incident, and your concentration levels were good.

Now think about that journey again, only this time, factor in the news that your partner had told you last night they were having an affair, or your 15 year old daughter told you she was pregnant. Do you really think you would be concentrating on the road quite so much? Would you still be able to avoid that cyclist who came out of nowhere or the driver in front who stood on the brakes at the last minute? No, of course you wouldn't and who could blame you?

In all honesty, with that type of distraction, most of us would be anxious at the very least and probably unable to carry out simple tasks to the best of our ability.

Fast forward a couple of weeks from the news, and the likelihood is that we would become depressed, withdrawn and probably struggle for sleep. All of these, believe it or not, are signs of poor mental health and all of them can make us a liability on the roads.

HALF OF VAN DRIVERS SAY INCREASED TIME PRESSURES AND WORKLOAD ARE AFFECTING THEIR STATE OF MIND

Supporting this is research carried out in 2017 by Mercedes-Benz, which found that of 2000 van drivers surveyed 1 in 5 described their current state of mental health as poor.

So why has it taken so long for wellbeing to be properly recognised alongside safety?

The answer to this one is simple. Safety brings instant rewards while wellbeing is a slow burn. It's much more difficult to spot problems and sometimes it can take a long time to see the benefit of interventions.

For example; if you have a problem with rear end shunts in your van fleet from drivers speeding too often, you could fit telematics to your vehicles, and make your drivers accountable for their driving style. Positive changes with both reductions in speeding and subsequent crashes should start to happen fairly quickly.

This approach is the very simple problem/solution model, but wellbeing programmes are different but no less important. Improving the mental state of a driver means

they are less likely to be stressed and are more likely to maintain their concentration and make better decisions on the road.

Can work be a contributory factor?

Undoubtedly. In fact, looking at the Mercedes-Benz Survey again, of those who described their state of mental wellbeing as poor, three-quarters of those respondents also said that work was a contributing factor.

So what has changed?

Well, half of van drivers polled say increased time pressures (52%) and increased workload (50%) are affecting their state of mind, a theory which is supported by Steve Bridge, Managing Director for Mercedes-Benz UK Vans.

He said, "With a continued surge in online shopping, an increased reliance on same-day deliveries and spiralling traffic volumes across the UK, the real-world pressures on van drivers are changing."

"Our research findings act as a clear call to van drivers to talk about their mental health concerns and work pressures with their employers and for employers to actively listen to the real concerns of their workforce."

Lonely Life of 'White Van Man'

The life of a van driver has always been a solitary one; but can this play a part in a state of poor mental health? Mental Health Foundation spokesperson James Harris feels so,

He said, "compared to the national average, these figures indicate that van drivers are experiencing an increased rate of poor mental health."

"In part," he continued, "this may be explained by the pressures of the job,

and the fact that van drivers can often be isolated."

"This is important because we know that men are less likely to reach out for help, and are four times more likely to end their life by suicide. We need to create a culture in which anyone experiencing problems can ask for help in the knowledge that they will be supported."

DISTRACTED DRIVERS MAKE MISTAKES

In conclusion

As an employer you may never see the benefit of good mental wellbeing within your organisation or be able to directly attribute accidents to poor wellbeing, however, taken as part of a bigger picture the benefits surely outweigh the cost. The battle will always be with those controlling the purse strings – the cost vs benefit of raising the awareness of organisational mental wellbeing.

Driving in itself is one of the most stressful activities we undertake as part of our working day and probably one which requires one of the highest levels of concentration given the number of variable factors which can confront us on a daily basis.

Taking that into account, and given the risks of a lack of concentration, would you be happy with somebody performing brain surgery on your daughter if you were aware they were not 100% focussed on the job in hand.

The same applies to those within your organisation who drive as part of their daily life.

Distracted drivers make mistakes and those with poor mental health are scientifically proven to be as distracted as somebody who has consumed excessive alcohol. ■

Are van drivers more susceptible than others to poor mental health



HOW DO YOUR DRIVERS REALLY BEHAVE?



One in three drivers report feeling stressed behind the wheel leaving them prone to making irrational decisions and suffering road rage. Employers therefore need to be thinking about their drivers' welfare and wellbeing whilst they are driving for work.

Behavioural factors that can affect employees whilst driving could be aggression, attitude to risk, driving excitement, ineffective coping strategy, fatigue, stress, work schedules, or any one of many others.

If drivers and their employers are aware of the factors that may pose a risk, the chance of an incident whilst driving is dramatically reduced. Awareness and education is key.

The first step to tackling driver behavioural issues is to identify the important risks.

Risk profiling your business drivers (both company vehicle and grey fleet drivers) will help to identify what risks are posed by each driver. A range of driver assessment tools are available on the market. Some create a high-level risk profile of the driver focusing on various principles of safe driving such as rules of the road, hazard perception and awareness, reaction test, safe distance following, and can even incorporate the customers own safe driving policy.

Other on-line driver risk assessments go into more depth and include a psychometric assessment, analysing a number of critical behavioural factors including aggression, work related risk, driving excitement, ineffective coping strategies and susceptibility to fatigue.

Many companies now install telematics systems in their vehicles, producing data on driver driving styles and highlighting episodes that

can also build up a risk-profile for the driver. Telematics can record journey times, mileage and driving styles so businesses can identify issues and tailor training to reduce risks. Once trained, companies can use telematics to 'supervise' and support the driver where necessary.

Once risk has been identified though, a programme of behavioural change and risk reduction needs to be introduced.

Behavioural change interventions can address the issues identified and help to reduce risks, but what form do these interventions take?

Incorporating the topic of driving for work into health and wellbeing days is a good way of raising awareness of the effects that certain behavioural factors and life-style choices can have on driving, and the increased risk posed to the employee and the business.

Workshops looking at factors affecting personal performance can be good for educating drivers on topics such as the effects of drugs and alcohol on driving (even prescribed and over the counter drugs). Health issues can affect driving performance too – fatigue and sleep apnoea being two of the most common issues. The effects of stress, regardless of the root cause, can leave drivers prone to making irrational decisions and suffering road rage.

General driver safety awareness workshops can serve as a useful refresher of the rules of the road – with drivers quite often commenting that they find it scary how much they had forgotten. Workshops can be tailored to specific issues highlighted by the risk assessment and telematics data such as speed management.

For drivers identified as posing

a higher risk to themselves and the business, or those suffering from anxiety, on-road driver coaching can prove highly effective and tailored to individual issues and needs.

With the ever-advancing pace of technology, driver education is becoming more immersive. Companies can now access on-line e-learning modules, virtual reality and even driving simulators to educate their employees who drive for work.

Companies can gain tangible business benefits from implementing a behavioural change programme for their drivers including:

- Better informed drivers
- Lower incident rate
- Reduced insurance premiums
- Less stressed drivers/employees
- Less wear and tear and improved fuel consumption
- Company reputation

The key to all of this however, is having a continuous cycle of compliance. Good management of work-related road risk is not a one-off box ticking exercise – it involves constant monitoring, assessment, intervention and checking again. ■



Andy Wheeler
Director
TTC DriverProtect

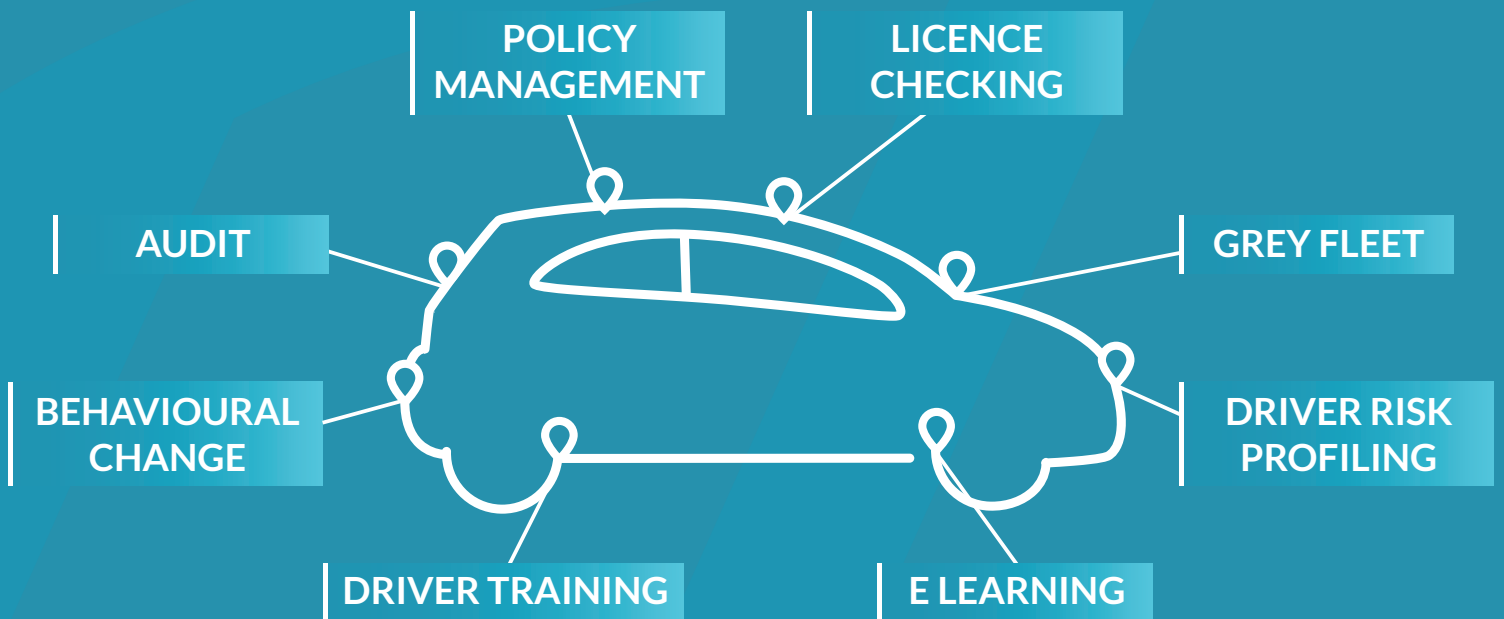


The TTC Group currently train over 400,000 drivers and riders through its National Driver Offender Retraining Schemes with numerous police forces around the UK and its Cycle Experience division.

www.ttc-driverprotect.com



Effectively managing work-related road safety can be a real challenge.
TTC DriverProtect **will help you.**



Protecting your **People**. Protecting your **Business**.
For more information visit: www.ttc-driverprotect.com

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Suicide Prevention

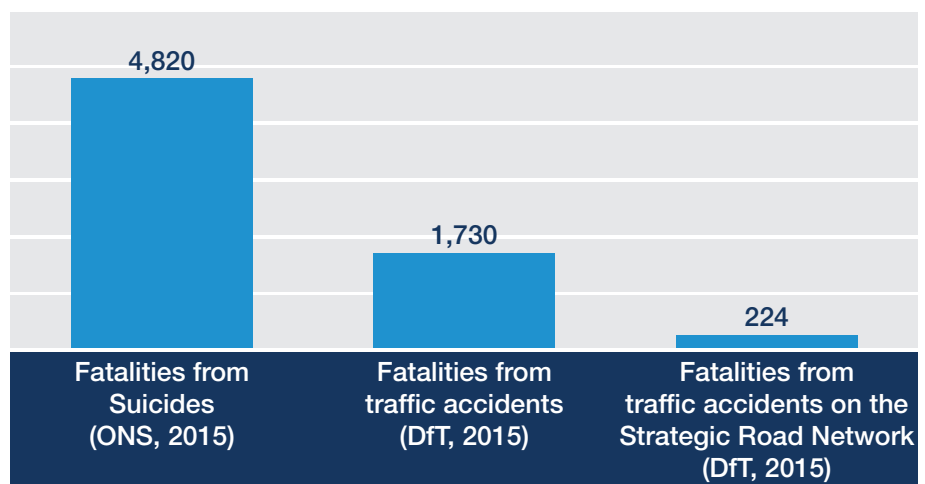
Working together to reduce suicides on England's Roads

Data from the Office for National Statistics (ONS) indicated that nearly 5,000 people in England died from suicide in 2015, with around three-quarters of them being men. This figure far outstrips the numbers of those killed in road traffic accidents each year. Each suicide is a tragedy in its own right. It involves a person in crisis who leaves family, friends, colleagues and communities behind. The rail industry has invested a huge amount of energy in this area and made a positive impact. We believe that, working together, we can do the same on roads.

SUICIDE IS NOT INEVITABLE, IT CAN BE PREVENTED

In the same year, Highways England recorded 822 suicides and attempted suicides on our network. This figure only includes incidents we were aware of, and could confidently classify as being suicide related. In reality, we believe this number to be even higher.

The impact of suicide incidents on the strategic road network is not limited to those in suicidal crisis.



Road user safety and wellbeing can also be affected hugely. Witnessing someone attempt to take their life can be traumatic for road workers, emergency responders and other drivers in proximity to the incident. Whilst we know there are pockets of good practice tackling this, we want to drive a more consistent approach.

In November 2017, Highways England published its first Suicide Prevention Strategy. We recognise that suicide is not inevitable, and that it can be prevented.

Our approach to prevention is, therefore, to adopt the following three key principles:

Suicide Prevention

Supporting people so that they do not reach a point where they wish to take their own lives

Crisis Intervention

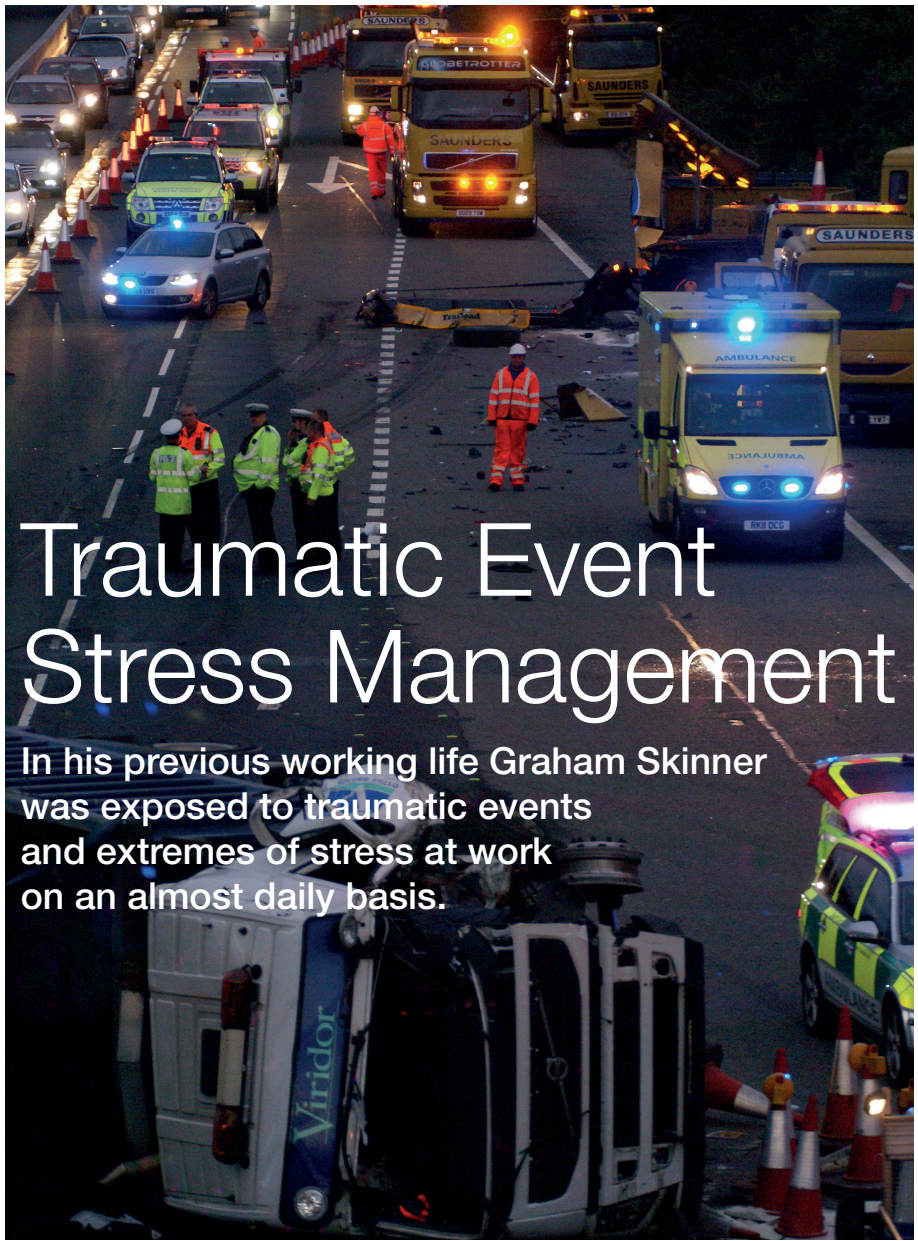
Reducing access to means of suicide and encouraging help seeking

Postvention

Providing better information and support to those affected by suicide »



If you would like more information regarding suicide prevention, or to access Highways England's suicide prevention guidance, please contact us at suicide.prevention@highwaysengland.co.uk



Traumatic Event Stress Management

In his previous working life Graham Skinner was exposed to traumatic events and extremes of stress at work on an almost daily basis.

This work will be guided by our newly formed suicide prevention expert panel including representatives from charities, the transport sector and government. It will undertake a 'check and challenge' role on the activities related to our strategy.

Richard Leonard, Highways England's Head of Road Safety said: "Suicide prevention is everybody's responsibility and we want to play an active role in addressing the issues, both at a strategic roads level, and across our communities. That is why we have published our Suicide Prevention Strategy."

The roads sector will be key in the delivery of our strategy. By sharing knowledge and best practice, and adopting a joined up approach we can make a real difference.

Together, we must focus on:

- collecting and sharing suicide related data on the network,
- training staff to respond to someone who may be in crisis (whether a customer or colleague),
- thinking about the design of our assets, and how people access our network,

If we do all of this, we have an opportunity to achieve our vision, working towards a future where nobody takes their own life on the strategic road network. ■

I was also responsible for managing teams of staff who were similarly employed, and became acutely aware of the need to understand and manage their reactions for the wellbeing of the individuals and also for our organisation as a whole.

This article deals with an area of Stress Risk Management that is all too frequently forgotten outside of the emergency services and the military. Highways England's Suicide Prevention article raises the point that incidents can be traumatic for road workers as well as emergency responders and other drivers in the vicinity.

Suicide or attempted suicide are both examples of a traumatic event but we need to ask:

- What are Traumatic Events?
- What are the potential impacts of exposure to them for our staff and colleagues?
- What can we do to help and support them?

There are numerous articles available giving definitions of what constitutes a Traumatic Event but

put simply it can be any event that is outside of an individual's usual experience and causes physical, emotional or psychological harm. The event itself may not be work related but an obvious one that we may encounter is a fatal or serious injury road traffic incident. It could also be death or serious injury to a colleague at work, or it could be a particular type of victim, multiple victims or type of injuries which make an incident traumatic for an individual who may cope fine with other, apparently similar incidents. Staff may be involved in the incident as part of the team called to help clear up once the emergency services have finished with the scene, or may just be road users who witness the scene, or who witness the scene post-incident.

Indeed, staff who are exposed to the effects of the actual incident will not be restricted to these roles and may include managers, investigators, call handlers, enquiry staff processing subsequent claims etc.

Humans have a fantastic ability to cope on a surface level with stress



and even traumatic events but it becomes an issue we need to address when our reactions are outside the normal range. Normal for the individual concerned that is - there is no normal reaction to being exposed to a traumatic event. These events by their very nature are often violent, distressing and (fortunately) highly unusual outside of the military and emergency services.

Because we are human each individual responds to stress or traumatic events in different ways. We all have different coping strategies but two significant points to bear in mind are that we all have different levels of pre existing stress and all have different personal circumstances. Consider the case of a member of staff who witnesses a suicide on the strategic road network, distressing and upsetting undoubtedly, and may require support from colleagues or the organisation. However consider now if that staff member had recently lost a close friend or family member to suicide or was dealing with a recent bereavement. The potential impact on them is likely to be far greater and so require a far greater level of intervention from the organisation. We are not machines – we are individuals, with individual experiences and stressors. At the end of a working day, a computer is switched off and rebooted in the morning, we humans have no such ability to simply switch off from

our stressors and to start afresh the following day.

So what can we do to minimise the risk and manage the potential effects of adverse reaction to stress or traumatic events? In addition to other examples of best practice outlined elsewhere in this publication - mental health first aiders, support networks etc. - you should also:

- Identify those roles within your organisation where staff are most likely to be exposed to traumatic events – it should, after all, be part of the risk assessment for their role
- Take time to really know your staff and their ‘normal’
- Identify, quickly, all staff who have been exposed to any traumatic event
- Recognise an individual’s abnormal reaction to stress, or normal reaction to abnormal stress or traumatic event
- Empower people to talk and to realise that they are not alone
- Empower yourself to actively listen

Unfortunately, it is inevitable that some of our colleagues will be exposed to traumatic events on the network, whether as road users or in the course of their work role. However, we can mitigate the long-term effects those events have on them by putting the right systems and environment in place beforehand, identifying the effects early, and responding to them quickly and effectively. ■



Graham Skinner

Director, The Transafe Network

Graham was a police officer for 30 years, 16 of those as a supervisor in Roads Policing. In that environment he attended innumerable traumatic incidents both on roads and in other situations. Since retiring he worked for an International Consulting Engineering Company in their highways safety and road worker safety teams. He is a director of global corporate road safety consultancy The Transafe Network and has particular interest in managing work related road safety and workforce safety.

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HOW WELL ARE YOU MANAGING THE RISKS YOU CREATE?



Dr Simon Clarke
*Head of Transport Sector
Health and Safety Executive*

Simon has been with HSE for over 20 years and for the last 18 months, has been in charge of transport.

Here he outlines where HSE priorities lie within the transport sector.

Effective management of a business' work-related road risk should be an integral part of health and safety management. Up to a third of incidents on the road may involve someone driving for work and such incidents not only have devastating effects on individuals and those close to them,

but they also have a significant effect on business. Even incidents not causing injury can cause significant disruption, delays and reputational damage to the businesses involved and the individuals affected. Following wide consultation by the Health and Safety Executive (HSE) both work-related road risk and load security are two of the three top priorities highlighted in the health and safety plans for the logistics and transport sector.

To implement this plan over the next 3-5 years, HSE will be working closely with businesses and all those involved in road safety and logistics to ensure these risks are being appropriately managed by those that are creating them.

Currently HSE is reviewing, in light of new technologies and approaches, what good practice in work related road risk management looks like with a view to possibly updating the 2014 joint HSE and Department for Transport guidance 'Driving at Work'.

However, the underpinning principles of ensuring safe driver, safe vehicle and safe journey are unlikely to change. Most businesses use vehicles as part of their undertaking, from the principal reason for their existence to incidental use. Hence, most must appropriately assess and manage these risks even if they do not consider it as part of their core function.

Similarly those responsible for loading vehicles must adequately

secure loads and consider vehicle unloading as part of their health and safety duties even if the risk will not fall on their business and employees directly.

As well as reinvigorating messaging on health and safety responsibilities with respect to managing road risks through engagement with trade associations and other industry related bodies, HSE is working closer with other regulators and government bodies. This work among other things will enable better identification of those that are not effectively managing their road risks, or the vehicle loading risks they are creating.

In line with the principles and procedures set out on HSE's website HSE will take enforcement action where appropriate to ensure duty holders deal immediately with serious risks, comply with the law and are held to account if they fail in their responsibilities.

As emphasised in the Health and Safety Strategy for Great Britain 'Helping Great Britain work well' #HGBWW, this is an issue which we all need to work together to tackle. HSE will play its part by encouraging and supporting action with and through others, and by providing a robust enforcement of the law where necessary.

If you wish to discuss any of the issues raised please contact simon.clarke@hse.gov.uk. ■

HSE Sector Plans: <http://www.hse.gov.uk/aboutus/strategiesandplans/sector-plans/logistics.htm>

HSE 'Driving at Work' Guidance: <http://www.hse.gov.uk/pubns/indg382.pdf>



THE BIG INTERVIEW:

Colin Knight

*Head of Fleet Safety Management & Compliance
The Clancy Group*

There are many pros – and just a few cons – to life, when you’re responsible for fleet safety in a nationally-recognised firm operating 120 HGVs, 1,578 vans, 283 company cars, and a grey fleet of around 100.

Especially when you’re helping to drive a technological revolution that has placed the gathering and the analysis of immense amounts of data at the very epicentre of operations.

Colin Knight, 46-year-old Head of Fleet Safety Management and Compliance at Clancy Group, has helped pioneer an initiative under which ‘at risk’ drivers are equipped with a connected, forward-facing camera, monitoring their every move behind the wheel. And that means he never quite knows when a problem might crop up next.



“It’s fascinating,” says Colin, who lives near Ormskirk, in the North West. “The cameras monitor everything the driver does from g-forces on the vehicle, to braking and acceleration, even detecting incidents like a collision and the vehicle’s location. When something does occur, the camera software automatically sends out a report within minutes. It can show the 60 seconds building up to an incident, giving a clear picture of what led to the event. It’s highly instructional - even if the reports sometimes reach me when I’m not in the office!

“We make extensive use of that information not just to go over the incident with the driver, but as

training material and intelligence for training others too. The big challenge is identifying precisely what data we have, how we are going to use it - and working out whether there are any additional data streams that we should be utilising.”

THE BIG CHALLENGE IS IDENTIFYING PRECISELY WHAT DATA WE HAVE AND HOW WE ARE GOING TO USE IT

And the highs that come with working for Clancy over the past 14 months since leaving his position as Fleet Safety Audit Manager at the Royal Society for the Prevention of Accidents? “I absolutely love my work,” says Colin, who spends much of his working week at Clancy Group’s Uxbridge offices.

“I live and breathe fleet and road safety and in my career I’ve worked for a number of organisations – often as a consultant – building my knowledge with firms such as Greggs and Argos, even including a period working in Cairo and the Middle East.

“Previously, I often worked as a consultant but I really wanted to work in-house for a blue chip company and that is what I have now done. One of the key moments since being with Clancy was getting backing from the board of directors. This is crucial because it’s all very well having a safety ethos but it needs to cascade from the top down,” says Colin.

“Getting fleet safety management on the agenda and for it to be treated exactly the same as mainstream health and safety, and for senior management to buy into that, allowing the fleet safety team to operate without any handcuffs has been vitally important.”

Colin, whose hobbies include running and cycling, says it isn’t always that way with fleet safety in the industry at large. “People can pay lip service to it so that it becomes the poor relation to health and safety. But

you are more likely to be involved in a road traffic accident than fall off a ladder or down a hole.

Fitting those cameras – part of a three-month driver development programme for higher risk drivers - has only been the tip of the iceberg for fleet safety at Clancy Group, where over the past 12 months, own-fault claims initially tumbled by 20 per cent (now steadying at 10 per cent), and fuel use has fallen by 7.9 per cent.

Identifying which drivers need the cameras – between 10 – 20 per cent are deemed to be at higher risk at any one time – takes hours of work. Drivers’ records must be closely analysed and patterns of behaviour discerned before action can be taken. Clancy’s plan for 2018 is to fit forward-facing cameras in all high-risk driver vehicles.

“One of our key preoccupations is using data to influence our targets and key performance indicators. We have an awful lot of fleet data coming through including licence checks, or driver style and behaviour, fuel usage, telematics reports, video footage from our forward facing cameras and so on,” says Colin. “What we’re trying to do is use all that data to identify key risk groups and improve safety.”

IT’S ALL VERY WELL HAVING A SAFETY ETHOS BUT IT NEEDS TO CASCADE FROM THE TOP DOWN

Colin says that Clancy, the construction and multi utility services firm, has seen three key benefits arise from the cameras. “The first is that we can control 3rd party costs in terms of insurance claims. For instance if someone decides they want to slam on the brakes in front of our branded vehicle we can film that.”

“Secondly, it modifies the driver’s behaviour after a period of time. I put one in my vehicle and was acutely aware that I had to drive to the best of my ability at all times because I would



In 2017 Colin and his team won the RoSPA Gold Fleet Safety Award and become a DfBB Business Champion. Already in 2018, the firm has won the Road User Safety category at the Highways England Health, Safety and Wellbeing Awards as well as the coveted Chairman's Award. "I am really proud about our record as it puts the entire fleet safety team on the map, as taking safety seriously," says Colin.

be filmed."

"Thirdly, we use the video footage or prompt investigation and training, because we can see the driver's behaviour at the time and immediately before impact. It means we can tailor intervention to the problem, rather than just taking the driver's word for it."

Adds Knight: "I have been pushing this hard and have been very pleased with it. I think that technology like this is going to be a standard requirement with most vehicles in the near future. The days when you buy a VW or Mercedes or whatever make it is and then have to go and get the cameras, or telemetry separately, will come to an end, initially for commercial vehicles then for private ones too."

Other challenges facing Colin – as for any fleet safety professional – is clamping down on any potential overloading issues, and fostering a healthy respect for the Highway Code.

"We know what our vehicles weigh – and the weight of what we put in them. We just have to make sure that people don't cut corners by overloading; it's an important issue," says Colin. So is obeying speed limits, he says.

To get the point across to its drivers, Clancy has again turned to the world of technology, replacing conventional on-paper toolbox talks with video toolboxes which, to date, have focused on speeding issues and 'space' – ensuring that drivers maintain a 'bubble' of safety around their vehicle, when they're driving.

So which drivers present the

biggest challenges? "Within our business the biggest age profile to look out for is 40-50 year-old van drivers and we have more van drivers than anything else," says Colin, whose long list of qualifications includes a diploma in advanced driving instruction from RoSPA, becoming a qualified fleet driver trainer and BSI Certified Lead Auditor for ISO 39001 Road Traffic Safety Management.

"Those individuals are in the highest risk category. The higher risk profile includes people identified for speeding and perhaps multiple collisions in the past. We do more checks on that now and we are looking at an online solution where we can pull all this data up very quickly, to make the most of it."

BIG CHALLENGES FOR 2018 INCLUDE CLAMPING DOWN ON DRIVER FATIGUE

Traditionalists will be pleased to note that Clancy's growing safety record is not all technology-based.

"Our key mission statement is to make life better for our families, that is the company ethos," says Colin, who is also a member of the Institute of Master Tutor Drivers and a Driving Standards Agency Approved Driving Instructor. "The aim is to get people to realise that if they drive safely and within speed limits in work time, they are making life better for themselves and their families as they are less likely to be in collision. Also, they can take those skills and drive the same way when they are with their families at the weekend."

Other big challenges for 2018 include clamping down on driver fatigue – again, through monitoring, in detail, driver records and telemetry – and ensuring that drivers adhere to the firm's robust system of vehicle checks.

"We are very keen to communicate to the workforce that the job starts the minute you pick up the keys to your

vehicle, and certainly before you drive out of the gates," says Colin.

"It's a big challenge to get van drivers to realise they are professional drivers. There is a mentality where some people see the van as a tool to get to site, then they start work. We're trying to change that culture."

Colin knows a thing or two about driver behaviour – he obtained a degree in that very subject from Middlesex University, nine years ago. And he is philosophical about human nature. "The biggest challenge we have is balancing safety with productivity. People will say 'this is all very well and good but I still need to do eight jobs in different locations today' so it comes down to good communication and getting middle management on board too."



Admits Colin: "It would be true to say that the reception we get from our drivers is a mixed bag. But it is particularly pleasing that the majority of drivers are fully engaged, now, with the additional support they have received from my team, and are embracing the changes we are implementing right across the business."

"Everyone knows that following the rules is the right thing to do but obviously, whether that always takes place, hand on heart, who knows? All we can do is try to do our very best, to manufacture the situation where it does take place in the future." ■





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