



SH Summit 16p Supplement

Conference Programme,
Speakers, Exhibitors
SH Legacy Programme



amey



The Big Interview

Amey's Managing Director for Highways, James Haluch

ViewPoint: Martin Cahalan of the HTMA's Health Safety & Welfare working group
Safety innovation from Amey, ARCO, A-one+, Colas, THB and Mission Room
Driving for Better Business: Amey, WJ, sleep apnoea, low emission vehicles

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- SITE INDUCTIONS – sub contractors – quicker, more effective and safer
- OPERATIONAL PLANNING – understand problems and produce better solutions
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SAFER HIGHWAYS
Safer Road Workers, Safer Road Users



Dear Friends & Colleagues

Welcome to the third edition of SH Magazine, which also comes at a time when we welcome many of you to this year's annual SH Summit.

Almost 9 months since we launched this year's Legacy Programme, *The Road to Better Wellbeing*, this edition of the publication has enabled me to reflect on the great strides that Safer Highways, as a movement, has made in such a short space of time.

Over the course of this calendar year we have not only launched the programme but also effected an unprecedented commitment towards collaboration, with the common goal of making our industry a better and safer place to work.

For that I say a heartfelt thank you, to not only our advisory board, but also our wider council, who collectively represent 97.5% of the Highways England annual spend, and also a significant amount of local authority contracts.

Through our collective desire, I genuinely believe that we will effect a positive change within our sector. However, this can only be done through a sustained commitment to share best practice without condition or commercial advantage, a belief I hope we all share.

This year we, as an industry, have made great strides in the fields of health, safety and wellbeing and for which we should be extremely proud, but we must not rest upon our laurels – we can always do more.

To that end the Safer Highways Council is looking to engage further with the client, Highways England, and also significant trade bodies within our sector, such as the Highways Term Maintenance Association, with the aim of promoting a 'one industry, one voice' outlook.

We can only do this with your continued support.

As we embark upon this new era of shared best practice I thank many of you for your contributions to this latest publication, not least James Haluch, Managing Director of Amey Highways, who outlines his vision of safety and wellbeing being the driver for innovation over the coming years – something we can all empathise with.

With that in mind, the team at SH are also delighted to share with you a new event which will launch in

2019 – SH L!ve – an 'industry innovation in safety' event, which will take place in June of next year.

Already backed by all of the supply chain, SH L!ve will serve as an industry showcase of best practice and the use of technology to better enable our workforce to carry out their daily tasks in a safer, more effective and ultimately more efficient manner. As with all SH events entry will be free, aligning with our overwhelming belief that you cannot put a price upon sharing best practice.

The event will feature our renowned high-level speaker sessions, but will also incorporate an innovation trail led by our tier 1 contractors and a 'live' dynamic display of some of the cutting-edge technological advances we are making throughout the industry.

I look forward to telling you more about this over the coming weeks.

Lastly, I would like to thank the contributors and supporters of the Safer Highways movement – without you, and your continued enthusiasm for what we do, we would not exist.

Our legacy programme is a testament to your willingness to come together and collaborate for the greater good of the industry as a whole.

I sincerely hope you enjoy reading the latest edition of SH Magazine and look forward to hearing your views going forward.

Kindest regards,



Kevin Robinson

Editor

Safer Highways Magazine

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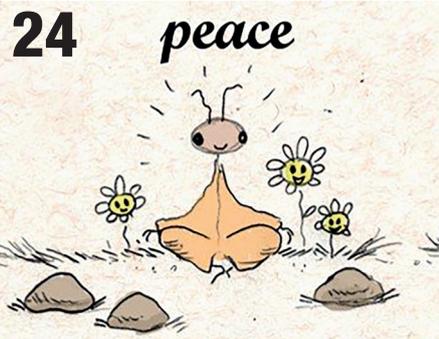
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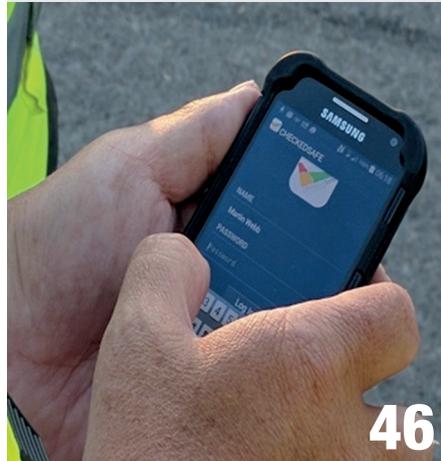
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THE BIG INTERVIEW: Amey's Vision 2030 puts safety and diversity at the heart of technological advances



**Managing Director
James Haluch explains
how it can transform
the way the industry
operates**

Keeping the UK's strategic and local road network safe, congestion free and efficiently managed is fundamental to the nation's social and economic well-being. At Amey, we're acutely aware of the vital role the network performs and the importance of working collaboratively with our supply chain, competitors and clients to achieve this.

By protecting this asset, investing in new initiatives and developing skills we can drive the industry forward, while at the same time creating an employment environment that is attractive to all members of the communities we serve.

To achieve this, Vision 2030 puts automation and digital technology at the heart of a radical new plan to create a safer, more effective and inclusive highways sector. The principle is very simple. By focusing on our people, systems, processes and communications we can transform the way the industry operates.

The highways sector has so far failed to move on from its traditional,

largely manual ways of working. We have seen productivity flatline for over 20 years, struggled to deliver better customer service and communications and still impact the health, safety and wellbeing of our people through our working practices. Collectively, we need an industry-wide call to arms to combine our individual efforts, tackle the challenges we face and deliver a highways sector that embraces the fourth industrial revolution.

**NEW TECHNOLOGY IS RIFE
AND RIGHT IN FRONT OF US.
THE ART OF THE POSSIBLE
IS NO LONGER THE FUTURE
BUT THE HERE AND NOW.**

This is now central to our approach and philosophy at Amey, and I am starting that journey with Vision 2030.

We work in a people centric business and I am passionate about the safety of my team. Every day it's my role to look after the 2,500 direct employees in our Highways business and make sure everyone goes home

safe and well at the end of every day. It cannot be right that we still ask our workforce to operate alongside a live carriageway, in all weathers, while cars and fully-loaded HGVs thunder past.

THE USE OF TECHNOLOGY IS GIVING US THE OPPORTUNITY TO DRIVE A CULTURE SHIFT ACROSS THE SECTOR THAT UNDERPINS BOTH GREATER EFFICIENCY AND A NEW APPROACH ON HEALTH, SAFETY AND WELL-BEING.

For me, there are clear opportunities to remove our people from harm. We must harness the rapid advancement of technology and move quickly to use automation and digital solutions to deliver services differently. However, we must also build a supportive safety culture which enables our employees and our supply chain partners to protect themselves and others.

We have recently introduced a simple work code across Amey, called the Zero Code, which will help us to achieve our goal of zero lost time injury incident rate by 2021. The Zero Code brings to life the safety behaviours and attitudes that we expect and empowers our teams to stop work if they think it's not safe.

EVEN AT THE MOST TACTICAL LEVEL, ROUTINE MAINTENANCE ACTIVITIES CAN BE TRANSFORMED. ALL WITHOUT LEAVING THE SAFETY OF THE OFFICE.

An engaged and empowered workforce is crucial in order to achieve Amey's aim to create better places to live, work and travel, and Vision 2030 is underpinned by a series of key principles to achieve this:

- accelerate the introduction of full automation across the asset maintenance process;
- remove the workforce from the live road network;
- deliver step changes in productivity;
- reduce the real cost for construction and maintenance;
- deliver customer focused outcomes;
- create a working environment that attracts and retains greater diversity into the sector.

All quite simple stuff, but to achieve results at a bigger scale will mean breaking free from the siloes of »

DRONES AND LASERS WERE USED DURING RECENT WORKS ON THE FORTH CROSSINGS TO INSPECT THE STRUCTURE USING VIRTUAL REALITY - REMOVING THE NEED FOR THE WORKFORCE TO STEP ONTO THE CARRIAGEWAY OR ABSEIL FROM THE STRUCTURE ITSELF



technology to change the 'resistance' culture of the sector and the ways we operate. New technology is rife and right in front of us. The art of the possible is no longer the future but the here and now, and it gives us a massive opportunity to do things differently.

IT CANNOT BE RIGHT THAT WE STILL ASK OUR WORKFORCE TO OPERATE ALONGSIDE A LIVE CARRIAGEWAY, IN ALL WEATHERS, WHILE CARS AND FULLY-LOADED HGVs THUNDER PAST.

Already there are organisational examples where my team are embracing technology every day. During recent works on the Forth crossings, we pioneered the use of drones and lasers, overlaid on asset databases, to inspect the structure using virtual reality - removing the need for the workforce to step onto the carriageway or abseil from the structure itself.

As technology evolves, having publicly available data, including

satellite imagery, is allowing us to monitor in near real time, carriageway defects enabling a more efficient and effective inspection regime; and even at the most tactical level, routine maintenance activities can be transformed. All without leaving the safety of the office.

The use of remote controlled grass cutting is not only taking workers away from the dangers of working on a live carriageway but also provides opportunities to learn new skills and develop our talent internally. It also offers an opportunity to bring different types of digitally skilled workers into the team, enables us to recruit a broader range of employees where physical strength is not a requirement, and opens up our industry to a more diverse future.

On an operational logistical level, the introduction of PPE vending machines on our Area 7 maintenance and response contract, as Safer Highways featured some weeks ago, has eliminated the need for a lengthy ordering and approval process for acquiring essential items. For more on this initiative, see page 16.



Amey's collaboration with ARCO has seen the introduction of PPE vending machines on their Area 7 maintenance and response contract. See page 18-19 for more details.

These are only a few examples which show change is here and part of our everyday lives. We are all striving to make the way we work safer to protect our teams.

In the last 12 months, we have had four Impact Protection Vehicle (IPV) strikes – each one resulting in injury to a member of the workforce. And to me, this is simply not acceptable. It cannot be right we place an employee in a stationary vehicle in a live motorway lane. To achieve a step-change in approach, my team has been working with the Manufacturing Technology Centre (MTC) in Coventry, Highways England, our supply chain and other industry bodies to develop a remotely operated system for lane closure protection.

WE NEED AN INDUSTRY-WIDE CALL TO ARMS TO COMBINE OUR INDIVIDUAL EFFORTS, TACKLE THE CHALLENGES WE FACE AND DELIVER A HIGHWAYS SECTOR THAT EMBRACES THE FOURTH INDUSTRIAL REVOLUTION.

Across the industry we are all working on isolated initiatives and Vision 2030 aims to join all of this good work up.

The use of technology is giving us the opportunity to drive a culture shift across the sector. It is a culture shift that underpins not only greater efficiency, but also a new approach on health, safety and well-being.

There is an understanding that change is needed.

Vision 2030 focuses on what is required to achieve a paradigm shift in service delivery to engage and excite the next generation. ■



IN THE LAST 12 MONTHS AMEY HAS SEEN FOUR IPV STRIKES – EACH ONE RESULTING IN UNACCEPTABLE INJURY TO A MEMBER OF THE WORKFORCE.



Target Zero:
keeping people safe



Keeping people safe

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

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

For us, there's only one number we find acceptable when it comes to harm and injuries at work – Zero. Our HSEQ Transformation programme is delivering for us Better Systems, Better Support and Better Skills which provides a framework so our people know how we do things, the reasons why we do them and understand that we are all accountable for everything we do. In 2017 this approach delivered for us a 39% reduction in lost time injuries, a 20% reduction in all injuries and a 39% increase in leadership engagement.

Here at Amey, we all take an active approach to health, safety and wellbeing. By making sure that we all play a part in looking after each other, we will achieve our goal of zero harm.

www.amey.co.uk



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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 Martin Cahalan, Head of Health, Safety, Environment and Quality for Ringway Jacobs and a member of HTMA's Health Safety & Welfare working group.



The UK's 4000 road workers regularly experience missiles being thrown at them, verbal abuse and outright physical attacks. At the same time, they are also under threat from drivers ignoring speed limits through roadworks. The result can be collisions and/or workers jumping for their lives out of the way of vehicles that have broken through the barriers by accident, or design.

Roadworkers are out on the country's highways, operating in a dangerous and vulnerable environment on behalf of the public, to make the roads safe by, as examples, resurfacing carriageways, repairing potholes or upgrading traffic markings. An Oxford University study ranked the job as the 16th most hazardous occupation in the UK. Highway services people are dealing with danger on a daily basis and should feel safe from the public who they are working to protect.

KEY TO MANAGING THE PROBLEM OF ROAD WORKER ABUSE IS THAT INCIDENTS ARE REPORTED, NOT IGNORED

HTMA, which represents the road maintenance sector has, through its Health, Safety & Wellbeing Working Group, pushed for many years to raise awareness with the general population and the authorities, of the threats to the roads workforce and to tackle road works incursions and abuse.

Evidence that this collaboration is bearing fruit can be seen from the aftermath of an assault on the A10 in London on one of our member's projects. Both supervisors involved were, thankfully, not seriously injured but the Police were immediately called to the site. The individual

involved was charged with criminal damage, racially aggravated assault and racially aggravated harassment, alarm and distress. The case will be coming to court soon.

Key to managing what is perceived to be the growing problem of road worker abuse is that incidents are reported, not ignored and that there is strong evidence for the scale of the problem.

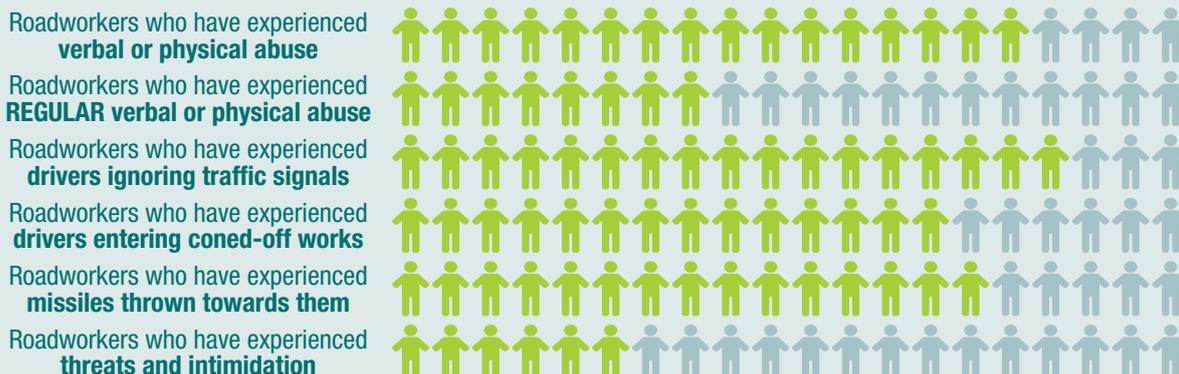
At the last count by HTMA in 2016, 347 incidents of road worker abuse were reported when just 10 of the 23 companies who belong to the Highways Term Maintenance Association were asked to supply figures. Of those 341 abuse incidents, 267 were verbal in the form of swearing, shouting, hand gestures and face to face threatening but with no physical violence. The others encompassed a shocking list of serious assaults including shooting with guns and air rifles, throwing of items such as screwdrivers, along with kicking and punching or beating male and female operatives – in one case with baseball bats.

In 2007 an RAC Foundation survey found that 80% of road workers had been physically or verbally abused by motorists and 40% of workers were abused on either a daily or weekly basis.

This year HTMA will be publishing fresh data following a survey of all its members which is currently underway.

At the same time, we have been building relations with the Police and are now working collaboratively together to resolve the problem of road worker abuse on a national basis. The Business Crime Reduction Hub in particular has given us excellent insight into how we can work more collaboratively with them to effect change in the future through prosecutions.

How big is the problem?





AN RAC FOUNDATION SURVEY FOUND THAT 80% OF ROAD WORKERS HAD BEEN PHYSICALLY OR VERBALLY ABUSED BY MOTORISTS AND 40% OF WORKERS WERE ABUSED ON EITHER A DAILY OR WEEKLY BASIS

We are also carrying out research into why drivers drive into roadworks. Are they confused by the current signing or are they just trying to take a short cut?

Our aim is to change legislation so that roadworks incursions and assault of our operatives are automatically treated in the same way as street violence. This is a long-term ambition but, overall, we are making progress – we have to – our operatives deserve to feel safe at work.

The campaign has been created to highlight the unsafe, reckless and anti-social behaviour of some road users which is putting workers lives at risk, as well as the abuse that the teams experience from passing motorists, often on a daily basis.

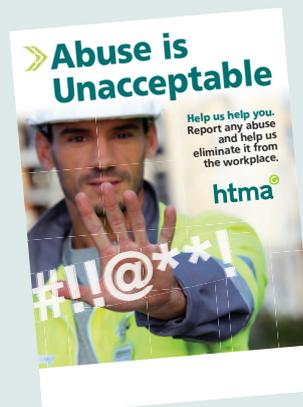
There are many instances every day of members of the public driving recklessly and not having any regards for our workforces which was recently highlighted through a survey rolled out by one of our member organisations:

- **Drivers ignoring red lights and temporary traffic signals at road works** – A vast majority (86%) of those surveyed have experienced road users ignoring red lights.
- **Drivers entering coned-off works** – Over 70% of respondents have experienced motorists entering the works safe-zone area in the past year.
- **Verbal abuse from motorists** – Three-quarters (76%) of employees have received verbal abuse from passing motorists in the past year.
- **Missiles thrown towards workforce** – Nearly one out of three road workers experienced missiles being thrown towards them in the past year by passing motorists. This included bottles of juice, coffee cups, eggs, foam bullets, food wrappers and banana skins – as well as reports of bottles of urine and even a dirty nappy being thrown.
- **Threats and intimidation** – several instances were reported of threatening behaviour being made to road workers manning road closure points

HTMA are calling on road users to be patient and respect the workforce who are carrying out essential road maintenance. ■

“WE ALL WANT TO SEE BETTER QUALITY ROADS, BUT THE REALITY IS, FOR THAT TO HAPPEN, WE NEED TO IMPROVE THE ROADS WE HAVE, WHICH MEANS ROADWORKS AND DISRUPTION. I AM SURE THE MAJORITY OF ROAD USERS UNDERSTAND THAT, AND THE NEED TO RESPECT THOSE WHO ARE WORKING ON IMPROVING THE ROADS NETWORK”.

George Lee, HTMA Chief Executive



htma

Free resources

The HTMA Health Safety & Welfare working group has developed a toolbox talk and poster to help improve reporting of incidents with an aim to reduce the number of incidents and to change the culture and eliminate road worker abuse occurring.

www.htma.info/industry-topics/road-worker-safety

Improving road worker health, safety and wellbeing

Article by Clearview Intelligence

No one should be harmed when travelling or working on the Strategic Road Network (SRN). This is one of Highways England's three core aims. However in May, Highways England revealed that four road workers and two motorists were injured in just one three-month period because of incidents around road works. The six injuries between July and September 2017 represent just the tip of the iceberg with a total of 3,500 incidents recorded in that short timeframe. These incidents range from abuse being shouted at road workers to collisions when drivers fail to divert around coned off areas.

Beyond the physical risk to road workers, there is also a risk to their mental wellbeing from the frequent abuse. With the risk of suicide among male labourers (who make up a high proportion of road workers) higher than the national average, it has been increasingly recognised that both physical and mental health need to be safeguarded.

How can we keep road workers safe?

Technical innovations will help. For example, a 'crash skid' that is in development by Amey. The concept comprises a device designed to both alert drivers to the road works and drastically reduce the impact should a collision occur. The 'crash skid' would be deployed and left unmanned, meaning the potential benefits to road worker safety are huge. We're looking forward to seeing this concept develop further.

Another way we can keep road workers safe is through prioritising installation considerations in the evaluation of technology. With consideration around how long it takes to install, where it is installed and how much maintenance is required, we can minimise both time spent by workers in the road and total install time, so reducing the risk to road workers and the frustration of road users.

One example of this is our wireless vehicle detection system. This is widely used as an alternative to traditional inductive loops to provide vehicle detection for signalised junctions. Rather than installing loops across the carriageway and back to the signal controller, a single sensor is installed in the centre of the carriageway, which transmits information wirelessly. A sensor can be installed in just 15 minutes, with the rest of the system installed and configured at the roadside.

In urban environments this makes the system much quicker and cheaper to install, so reducing congestion and costs. On the SRN a key benefit is road worker safety.



Rather than working right up to the edge of the closed carriageway those installing the system remain in the centre of it. They are also in the road for a much shorter amount of time. Reducing the carriageway closure may also reduce road user frustration and the likelihood of abuse.

The system provides the vehicle detection information required for ramp metering and MIDAS (Motorway Incident Detection and Automatic Signalling). As more and more motorways are upgraded to smart motorways there is a need for additional vehicle detection on the SRN to deliver the information required to drive the variable speed limits and open and shut lanes. When looking at a large initiative such as this, the time saved per lane adds up a significant reduction in road worker exposure to risk.

Changing behaviour will also help to keep road workers safe. Highways England are working to educate drivers and encourage compassion when faced with road works, asking drivers to think what it would be like if they had to contend with lorries and cars driving through their place of work. Our engineers know first-hand how frightening it can be working on the road and we support any initiative that can encourage people to stick to the speed limits and respect the cones.

How can we protect road workers mental health?

Again, changing driver behaviour will help support good mental health and we need to help people understand the effect they have on an individual when they shout abuse from their car window.

Employers also have a responsibility, and an increasing number of workplaces are rightly looking to foster a safe and supportive environment that helps people to take care of their mental health. This applies whether you work on the road or at a desk. Firstly, companies need to start promoting the concept of wellbeing, not just physical health. They then need to tackle the causes of poor mental health and support staff with mental health problems.

Fortunately, there are a wealth of resources to help companies on this journey. It's a journey Clearview are committed to making along with many others in the industry. Mental health features prominently in Highways England's current Health and Safety plan and is the focus for at least half of the programme for the upcoming Safer Highways Summit. We're looking forward to these sessions and hope to see you there to hear your views on improving wellbeing across the industry. ■



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Safer Highways Announce Innovation Partnership with Mission Room

Safer Highways are delighted to announce the agreement of a strategic innovation partnership with Mission Room Limited.

Under the agreement Mission Room will become an Innovation Gold Partner in the Safer Highways programme, with the two organisations collaborating on several initiatives to enhance workforce safety, with industry engagement key to making these work.

The partnership will ensure that technology development is steered towards the correct solutions tailored specifically to the needs of the sector.

Speaking about the announcement, Safer Highways Operations Director, Kevin Robinson, explained how the common aims of both sides made the relationship an easy one to bring together;

“Safer Highways, as a collective of the UK’s Highways Contractors, is

always aiming to push the boundaries to find new and innovative ways of keeping safe those who work on our roads or utilise them for business or pleasure.” he said.

“We have long believed that the way to engage with the workforce is to show them why they need to complete tasks in a certain way, and to empower them to do it in a safe, risk free manner.”

By enabling the employee to undergo certain aspects of learning without the need to enter a live site, Mission Room’s technology does exactly this.

OVER THE LAST FEW YEARS, SEVERAL MAJOR HIGHWAYS PROJECTS HAVE USED THE SYSTEM TO ENHANCE THEIR WORKFORCE INDUCTIONS

Robinson continued: “The system was something which had come to my attention a couple of years ago and I have been watching developments with a keen interest, more so over the last 12 months after one of their projects gained recognition at the 2017 Highways England Supplier Recognition Awards.”

“After what proved to be a very enlightening conversation with the Mission Room team, it seemed there was a definite synergy between »



State of the art 360° cameras, shooting in ultra high quality 8K resolution are used to create bespoke site-specific immersive learning scenarios

Raising the bar to provide all-round head protection for A-one+ workers

Highways engineering provider A-one+ has taken matters into their own hands by committing to finding better head protection for its engineers and operational staff after analysing records of slips, trips and falls on the network and in the motorway depots.

The results showed that traditional helmets left the sides and the back of the head vulnerable in case of impact, especially as it could easily fall off.

The company developed a hard hat review working group including members of the maintenance team, joint venture partners, supply chain and client Highways England. The group went back to basics; risk assessing all activities identifying the exact protection required for our road workers. The group visited suppliers JSP and Centurion to



discuss the risks and the differences between traditional construction and the highway industry. The group established that helmet EN12492 standard provides the required added protection to the front, sides and back, as well as a robust chin strap.

Rigorous testing has seen the EN12492 helmet impacted from all angles at 1,000 joules whereas the EN397 standard which is commonly used across construction and highway

industry is tested only on the crown up to 50 joules.

The final helmet is lightweight and can be fitted with the full a range of accessories such as visors and hearing protectors. It is fastened securely with a four harness strap which will prevent the helmet from falling off and ensuring the wearer is protected from impact from all angles and at all times.

The change in the helmet standard is an industry game-changer. Acting on slips and trips that resulted in head injuries A-one+ realised that although protective equipment is always the last resort, standard construction hats were not affording the level of protection needed in the highway maintenance sector. The biggest risks are the potential for harm working within close proximity to live traffic and on hard surfaces. ■

» both parties in what we are trying to achieve and that we should work together to reach our goals.”

The relationship will also see Mission Room showcasing their technology at this year’s Safer Highways Summit on the 11th September, and Safer Highways taking on board the platform as part of its emerging immersive learning platform via the SH Academy, as well as placing the technology at the core of its broader remit to utilise innovation to improve safety in the sector.

WE HAVE LONG BELIEVED THAT THE WAY TO ENGAGE WITH THE WORKFORCE IS TO SHOW THEM WHY THEY NEED TO COMPLETE TASKS IN A CERTAIN WAY, AND TO EMPOWER THEM TO DO IT IN A SAFE, RISK FREE MANNER

Mission Room Managing Director, Bryan Denby, stated that “Safer Highways objectives and ethos are perfectly aligned with ours and as an Innovation Gold Partner this will enable us to work more closely with the highways sector to increase safety”.

“This partnership means that Mission Room will join the Safer



Highways Council, enabling us to contribute actively to initiatives and be closely involved in the Safer Highways Summit and beyond.”

Mission Room are currently introducing a number of enhancements to their 360-degree site capture and display systems to speed up and simplify the process.

Over the last few years, several major highways projects have used the system to enhance their workforce inductions, with the organisation keen to broaden usage of the technology to ensure that medium and smaller projects can benefit in the future through its role as a key part of the Safer Highways Academy offering. ■



MISSION ROOM



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ons

to reduce your
g employees



How do we ensure
our workforce are
safe out of hours?



Written by:

Kevin Robinson
Safer Highways

Joe Docherty
*Head of Health and Safety,
Highways at Amey*

How do we, as an industry, ensure that our workforce are compliant with all of our PPE requirements and those of our clients, and that they have the equipment to carry out their duties in the safest manner possible?

Workforces are increasingly under pressure to operate in a 24/7 environment, providing a rapid response to critical situations in order that we keep the public safe. Much of our work, by the sheer nature of the fact we work on the Strategic Road Network, has to be carried out at night, during non-peak hours for the public and business road users.

However, this presents significant challenges, especially in terms of PPE provision, when access is needed during unsociable hours and the established facility is unavailable.

Human nature dictates we forget things.

The rush to get out of the house... to get to work with children demanding our attention before a night shift is something we are all familiar with and, as a result, human nature dictates we sometimes forget things.

AS SAFETY PROFESSIONALS, SOMETIMES SEEKING AN OUT OF THE BOX SOLUTION TO A COMMON ISSUE CAN BE INCREDIBLY EFFECTIVE

Safety glasses, ear defenders and gloves being those primary objects we are, more often than not, likely to leave on the kitchen table.

They are also the things we are

most likely to have left in the van the day before; never to be seen again as they disappear into the same black hole as the single sock that never reappears from the washing machine.

So how do we ensure our workforce continues to be safe and compliant?

In a perfect world we would make PPE provision available 24/7 to all employees, whether working day or night shifts.

Great, I hear you say, but who is going to pay for Gary to sit there night after night to man the stores on the off chance that Dave needs a new pair of gloves, or Jeff a new set of safety glasses. HR will never agree to that!

In truth, nobody. It makes no business sense whatsoever, and if any of us were to go to those who control the purse strings we would be laughed out of the door.

However, there is a solution.

Imagine a scenario where operatives could get basic PPE on tap and we could track what was being consumed to better understand the demands of the business using... wait for it... vending machines!

We all take our children to the swimming lessons on a Saturday morning; or in my case the foundation football school at the local leisure centre at an unearthly hour at the start of our weekend.

SAFETY GLASSES, EAR DEFENDERS AND GLOVES ARE THE THINGS MOST LIKELY TO GET LEFT ON THE KITCHEN TABLE BEFORE LEAVING FOR WORK

We are then in the aftermath of an hour in the sports hall dragged by our offspring to the vending machine dispensing the snacks.

The usual array of chocolate coated delights, lined up row after row in the giant glass fronted machine; a mecca for those young eyes; with the coin slot begging to be filled.

So why do our local sports centres have walls littered with an array of these machines?

Truth is it is an economy of scale; Rachel on the counter, and her training, costs money and, at unsociable hours such as 8am on a

Saturday morning, it doesn't make commercial sense due to the low footfall, however, the need to purchase still exists; albeit on a lesser extent.

Exactly the same as a night shift on any one of our contracts.

So how can we effectively make the KitKats of our working life (the gloves, ear defenders and glasses) available when our workforce need them?

The simple answer is to put them exactly where that Kit Kat is; in an automated vending process, so that they are available 24/7.

IMAGINE A SCENARIO WHERE OPERATIVES COULD GET BASIC PPE ON TAP AND WE COULD TRACK WHAT WAS BEING CONSUMED TO BETTER UNDERSTAND THE DEMANDS OF THE BUSINESS

This is exactly what Amey have done on the area 7 contract as Joe Docherty, Head of Health and Safety, Highways at Amey, explained:

"The health and safety of our employees is our number one priority. A key component in helping to achieve this is ensuring our employees can access the correct PPE when they need it. Working in collaboration with our suppliers we've successfully installed PPE vending machines allowing our employees access to certain PPE items including gloves, eyewear, hearing and respiratory protection, ensuring they don't have any supply issues when our central stores may not be staffed, and remain protected at all times."

HOW DO WE MAKE THE KITKATS OF OUR WORKING LIFE (GLOVES, EAR DEFENDERS AND GLASSES) AVAILABLE WHEN OUR WORKFORCE NEED THEM? SIMPLE - PUT THEM EXACTLY WHERE THE KITKAT IS

The vending machine is managed by ARCO and items are paid for once they have been dispensed, thus, lowering the inventory costs and the need to order routine PPE items. The automated dispensing also reduces the input needed from team leaders or supervisors to issue basic PPE, reducing the time spent on the ordering and approval process.

As a PPE partner to Safer Highways, and indeed somebody proactively attempting to share best practice with the industry, Malcolm Bennie, General Manager Vending at Arco, said:

"We were delighted to be involved right from conception with Amey, and have worked closely with them to identify the key issues to be resolved. By using ARCO's innovative range of Vending Solutions, we were able to provide a point of work solution, deployed in the appropriate location, allowing 24-hour access to approved products, and thus improving both safety and productivity. Automated dispensing means no intervention is required from Amey's supervisors, which was important, and has freed up valuable time to be used on other tasks."

ANY SOLUTION WHICH KEEPS OUR WORKFORCE SAFE SHOULD BE EMBRACED

But is this an effective solution?

According to Katy Stephens, Principal Operations Manager at Amey, Area 7 Highways, the answer is a resounding yes. She said

"This innovative vending solution has helped us work in a more efficient way when ordering PPE. The main benefit for us is the teams being able to access quick turnover consumable items like gloves and safety glasses, by using a swipe card attributed to their employee number. It means supervisors don't need to get involved in distributing items, and we have immediate access to stock data and a record of what the teams are using. Since the vending machines have been operational we've received really positive feedback from our teams who now feel empowered to access PPE when they need it."

Conclusion

Any solution which keeps our workforce safe should be embraced, especially a solution that enables them to access vital pieces of PPE out of hours. As safety professionals, sometimes seeking an out of the box solution to a common issue can be incredibly effective. ■



IPV Blade, a UK first in impact protection

Six new vehicles with a unique new 'Blade' crash cushion are now protecting road workers in Area 4 in the south east as contractor takes safety back in house.

A-one+ operatives carrying out repair and maintenance on the roads of Highways England's Area 4 in Kent, Sussex and Surrey are now protected by the unique new crash cushion, designed to absorb impacts including from heavier, larger vehicles with increased bumper heights.

The Blade is manufactured by Dutch company Verdegro and supplied to A-one+ by UK distributor, King Highway Products. It is the only crash cushion that has been tested to US MASH crash testing standards – the most demanding in the world.

The cushion when deployed extends out to 6m in length and is installed on a fleet of 6 traffic management vehicles operating throughout network Area 4.

Alongside the Blade, the vehicles also display a new 'RedX' arrow board at the rear, designed to match the latest traffic management signage being used on smart motorways to signal lane closures.

Both have recently been approved for use on the strategic road network by Highways England and Department for Transport.

A-one+ adopted the new best practice technology as part of its new ASC contract, taking direct control of traffic management rather than subcontracting the function.

Direct control means we know we're using the most up to date equipment, tested and maintained to the highest standard. While the safety of operatives is top priority, self-delivering on TM and operative protection is also more cost efficient.

Looking for a new impact cushion became a priority because cars and lorries have got bigger, and

tougher protection was needed for staff working in front of the impact protection vehicles repairing the roads, litter picking or clearing up after accidents.

When the cushion is deployed behind an IPV, if anything hits it the IPV's brakes lock and the cushion absorbs all the impact to stop the truck being pushed forward threatening operatives working, even under braking.

The Blade unit measures 6m long by 2.4m wide and is named after the way in which the patented invention works. According to Verdegro the unit's strength comes from a composite aluminium welded profile. The unit has 12 internal 'blades' and during an impact four blades cut through the aluminium composite H-beams, with another 8 cutting through welded tubes, absorbing the impact. The remaining weak aluminium parts bend away safely. ■



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Update: Colas Autonomous IPV

Following on from his presentation at last year's SH conference and the subsequent article which he wrote in SH magazine, we talk to Phill Beaumont, Operations Delivery & Compliance Manager at Colas on the progress his organisation is making with the AIPV project.



L-R: Adam Wood, Colas AIPV Engineer, Malcolm Palmer, TRL, Richard Marshal, Highways England Regional Director Yorkshire & North East

Over the course of 2018 we, alongside our partners at Kratos (Micro Systems Inc.) have continued to evolve the Colas AIPV from testing/development stage to full live trials on the SRN which we have targeted to start in January 2019.

Development began with an open day at the Goodwood motor racing circuit on the 20th February where invited guests from the Highways England board of Regional Directors, Highways England communication team, CCAV, members of the TM Cat Man Board, as well as representatives from TRL, were given the opportunity to sit in both the Leader and Follower vehicles around the circuit to see first-hand how the system works.

As well as giving the wider industry and the principal client an insight into the work we have carried out to date, the day also allowed Colas engineers the opportunity to gather test data from both vehicles in a series of scenarios designed to prove the effectiveness of the emergency stop (E-Stop) systems and connectivity of the two vehicles,

primarily because we needed to gather data on how the follower vehicle would behave under these conditions, and also the distance and time taken by the vehicle to stop, which had to match or better that of the vehicles currently being used in the US.

This was a key test for the Colas AIPV as, whilst we use similar technology, UK TM vehicles are significantly larger than their US counterparts (we operate >20t whereas TM vehicles in the US are typically <10t)

The results were positive, with the UK spec vehicle stopping in shorter distance and time when compared to the US vehicles travelling at the same speed.

WE ARE ALSO LOOKING AT HOW WE CAN FURTHER ENHANCE THE AIPV, POST LIVE TRIALS, AND WIDEN THE USE OF THESE OR SIMILAR SYSTEMS TO OTHER VEHICLES AND ACTIVITIES

The team are now focused on the development of a GD04 safety risk assessment designed to explore the risks of using the Colas AIPV without the safety driver, as opposed to the current condition where the vehicle has a driver in the vehicle at all times.

This exercise will ultimately produce a report that will include the need to demonstrate we have addressed cyber security risks, trained the Colas TM crews on operation of the AIPV (eg. the roles of the drivers of the Leader vehicle, the driver of the Follower vehicle and operation of the control systems) and that we have the required level of insurance in place - all actions we're currently working on.

This will allow us and Highways England to present a robust, proven case for the use of the AIPV in a monitored roll-out, and allow live trailing on the network from January 2019 with the eventual aim being to remove our workforce from risk or harm.

Working with stakeholder experts from Highways England and the systems and control developers in the US, we are also looking at how we can further enhance the AIPV, post live trails, and widen the use of these or similar systems to other vehicles and activities. ■



L-R: Dr Iain Rillie Highways England, Adam Wood, Dean Taylor Colas AIPV Engineers, Phill Beaumont Colas AIPV PM, Lee Rushbrooke Colas CEO, Rob Roy President Royal Truck & Equipment, Maynard J. Factor Director, Business Development Micro Systems Inc.



‘Safe Steps for Schools’ programme to be showcased at SH Summit

As part of the exhibition village at this year’s SH Summit, THB is showcasing an innovative twist on an existing product designed to make the walk to school more interesting and safer for children.

Following its introduction in partnership with Croydon Council, who opened the first crossing at Crescent Primary School in Feb 2017, both the authority and school have observed a marked improvement in the behaviours of both parents and pupils.

With over 15,000 road accidents involving pedestrians under the age of 16 recorded in 2016, it is imperative that schools are continually adapting and improving road safety outside of the gate as parents take every inch of space, whether road or pavement to park their vehicles, making visibility nearly impossible. Whilst government campaigns to build awareness and help improve the behaviour of

children when crossing the road are commonplace, their impact is varied.

Utilising existing technology, albeit whose design is slightly out of the ordinary, THB’s Safe Steps for Schools crossings use environmentally friendly, skid-resistant and cost-effective preformed markings to produce a striking, brightly coloured road crossing. This, combined with footprints guiding the children to and from the school, incentivises school children to use the appropriate road crossing in a fun and visual way.

Speaking following the installation Councillor Stuart King, cabinet member for Transport and Environment said:

“The Safe Steps for School footprints design will be a fantastic tool to promote and educate children on crossing the road safely. I’m delighted Croydon is the first place to trial this new programme and hope the eye-catching design encourages both parents and children to cross at a safe place, reducing the risk of road accidents” sentiments echoed by Headteacher of Crescent School, Croydon, Ms Fairhurst who continued,

“The children are absolutely wowed by it, they’re loving it (the crossing) and they’re staying within the crossing boundaries because they want to walk on it and follow the paw prints.” ■



For more information on Safe Steps for Schools please visit THB at thameshydroblasting.co.uk/about-us/safe-steps-for-schools Or visit the THB stand at the Safer Highways Summit

Our new event for 2019



As part of our industry drive to promote collaboration to achieve better health, safety and wellbeing within our sector, Safer Highways is proud to announce a brand new event for 2019



SHL!ve will take place in June 2019 and be the first collaborative showcase of innovation in the field of health, safety and wellbeing within our industry.

It will present a unique opportunity for delegates to not only hear about, but also see and experience what our peers are doing to innovate with the common goal of keeping those who work and travel upon our roads safe and well.

What makes SH L!ve unique

Expos, traditionally, have the primary aim of exhibitors selling to delegates. How can industry sell to industry? – Simply, we can't and don't want to.

What SH L!ve strives to do is showcase what our peers are doing in the fields of health, safety and wellbeing through our renowned industry-leading speakers as part of a ground-breaking conference, innovation trails showcasing best practice, and live demonstrations

from thought leaders of products and services which can effect a better, safer working environment.

Who Should attend?

- As a **CEO** of an organisation which operates within our sector can you really afford to miss the opportunity to learn from others, and to share your safety innovations with the rest of the industry, including the client.
- This event is a must attend for **Safety Directors** and **Heads of Health and Safety** from within the highways sector.
- As an **operations manager** this represents a unique opportunity to witness, learn about and understand ground-breaking innovation which could keep your people safe.

Not only that, but this represents an opportunity to give your team a 'heads up' on the latest innovations which we, as an industry, are driving.

What will you see?

- **Industry-leading speakers in the field of health, safety and wellbeing**
- **A unique innovation trail showcasing supply chain innovation**
- **Live, dynamic demonstrations of the latest innovations in the field of health, safety and wellbeing, specifically for the highways sector.**

Find out more at
www.shlive.co.uk

Safety by a mile



Martin Worthington

*SHEQ Director, Morgan Sindall
Construction and Infrastructure*

Working on Britain's busy road network has always been challenging and tends to come with added risks such as distracted drivers ploughing into roadworks, despite warning signs and barriers.

The construction industry faces a myriad of complex occupational health issues but is making steady progress. Fewer serious accidents and fatalities have been recorded in recent years and the 'refuse to tolerate' attitude required to push further improvements means the industry, as a whole, is constantly striving to manage projects and people with the highest regard for safety.

Morgan Sindall's starting point is grounded in the belief that managing risk needs to be part of a wider and integrated business strategy to manage occupational health, safety and wellbeing at work. Otherwise there's a risk of putting sticking plasters on the critical issues that we need to address.

We have a leadership team that is focused on occupational health, safety and employee wellbeing. Part of its role is to challenge our own thinking, stay attuned to what's happening in the industry and look at ways to innovate. It's about making sure safety is a primary consideration that runs through all our planning and delivery activities.

Staying safe is an ongoing process. Occupational health covers the risks arising from physical, chemical and other workplace hazards whilst wellbeing is centred around people's psychological, physical and social welfare. Our SHEQ team comprises professionals from across all our business units and is supported by specialist occupational health providers Medigold.

Two of the key areas we have identified for attention are mental health and fatigue, which are closely

linked, and which reflects thinking in the wider world of UK Plc. Employers and government organisations alike have increased their focus on mental health at work during the past decade. The 'Thriving at Work' report, commissioned by Prime Minister Theresa May and published in October 2017, emphasises the scale of mental health issues in the workplace.

In partnering with a range of mental health and wellbeing support providers, we have been able to strengthen our Occupational Health and Wellbeing arrangements and extend the provision available to our workforce, working towards our objective of building an inclusive approach to wellbeing throughout the company. We are working hard to break down any myths and barriers around mental health and wellbeing and are working with employees across the business to create a welcoming and supportive culture.

WE ARE WORKING HARD TO BREAK DOWN ANY MYTHS AND BARRIERS AROUND MENTAL HEALTH

In addition to helplines and occupational health services, we also provide a number of training courses including managers' awareness courses, coping with work pressures, mental health first aid, stress reduction, mindfulness sessions and how to have an effective wellbeing discussion. As we continue through 2018, we will be building on our existing collateral, producing a number of case studies, as well as rolling out engagement discussions, grab cards and we have established a business-wide wellbeing forum that is sponsored by our senior team.

We have over 400 people in the

business trained to watch out for the signs of mental and emotional distress in colleagues – and to offer assistance if they have concerns. We partner with a number of charities and organisations which can provide specialist support, including the Lighthouse Club. We also have information posted in site facilities – contact details for The Samaritans, for example. This year will be the third year that we have participated in Mind's Workplace Wellbeing Index, having achieved the bronze 'Achieving Change' standard last year which has given us a valuable insight on where we need to put our efforts into improving further.

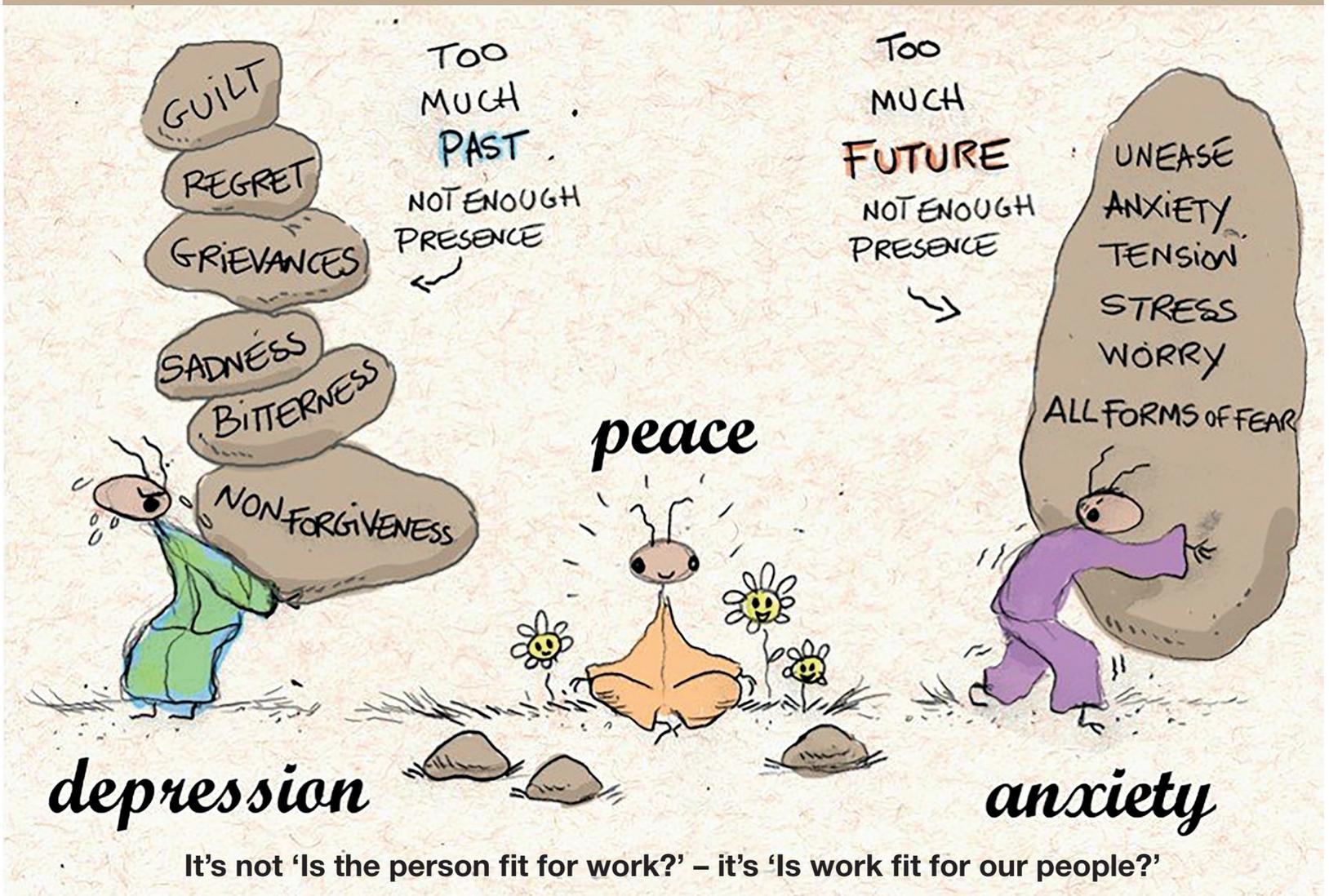
The company holds events to support the national Mental Health Awareness Week campaign – combining formal awareness training with informal group activities to recognise the campaign's daily themes of 'Connect, Be Active, Take Notice, Keep Learning and Give. Morgan Sindall Construction and Infrastructure also participates in innovative trials to ensure our employees are 100% Safe – including Readibands which measure employee fatigue.

As a business, we recognise that the construction industry does have characteristics that increase the risk of mental health problems at work. The sector employs a high percentage of men and one factor is that the industry has not traditionally had a culture where talking about emotional problems happens naturally or easily.

We are equally clear that the nature of construction will always be challenging. There is a great deal to be considered for the future – including increased use of technology and the need to change our working practices and the skill sets that people will need to meet the changes. There are many positive dividends to be had from, say, putting drones and remote equipment into high-risk locations instead of people, and increased use of such technology will only help us improve safety even further.

But even with improved technology and working practices such as off-site manufacturing – if you are operating in a busy construction environment you will always need to be in a good state of physical and mental health. As a business, we will continue to work hard to make sure that's the case by giving people the tools and techniques they need to ensure safety is a main stay of our success. ■

A simple strategy for mental health



Prof. Tim Marsh

Managing Director at Anker & Marsh

Tim is considered a global authority on the subjects of behavioural safety, health and wellbeing, 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 will be chairing the SH Summit.

It's time to stop accepting 'yes, I'm fine' as a response and think more proactively about workers' mental health, says Tim Marsh

Whilst a small percentage of mental health (MH) issues in the areas of psychosis, schizophrenia and other serious (often organic) illnesses do not fit the model in the cartoon above, the majority do – being to do with either depression or anxiety. There's a cyclical link of course as we can, for example, be anxious that something will go wrong again and quite reasonably rather depressed about that prospect.

In both cases, as the cartoon above suggests, the solution is fewer thoughts about the past or future and more 'in the present' thinking needed.

You'll recognise a reference to the increasingly popular concept of 'mindfulness', but this simplicity is

also why cognitive behaviour therapy (CBT) is so useful. Through a logical deconstruction of our emotions, CBT points us at thoughts like 'every minute spent wishing things that have already happened hadn't happened is a minute wasted' or 'every minute spent worrying that something will happen steals a minute from efforts to ensure that it doesn't'.

WE ALL SPEND TIME THINKING UNPRODUCTIVE THOUGHTS – IT'S JUST A QUESTION OF DEGREE

Applying such self-evident logic isn't always easy, and is sometimes impossible, but it's still a very good place to start.

Identifying and helping those who are finding things difficult to impossible

We all spend time thinking unproductive thoughts – it's just a question of degree. Spotting people on the cusp of a 'struggling to cope' tipping point is key

Ask 'are you alright?' and spend half a second considering the answer and you'll accept that 'yes fine' on the nod, but spend five seconds considering the answer and as often as not you'll realise the actual answer is 'not really'. This is especially important for men who tend to respond to requests after their health with 'I'm fine', 'it's nothing' (merely a flesh-wound to quote the famous Python scene) and eventually 'I'm so sorry to trouble you but I may need some help here' as they stand in front of a doctor carrying one of their arms under the remaining one.

In his recent best-selling book '12 Rules for Life' the writer Jordan Peterson suggests that over millions of years men in particular have learnt that the one thing they mustn't be perceived as in a group is a 'passenger'. We really need to discard these hunter/warrior instincts best we can).

Increasingly, as most readers will know, organisations are training teams of mental health first aiders to start conversations, to help to pro-actively build a supportive culture and to spot people who are at risk of tipping off the edge and to refer them to support. Bloody right too. Statistics show they are needed about 35 times more than the traditional health & safety variety with working people committing suicide at that ratio compared with accidental deaths in work.

APPLYING SUCH SELF-EVIDENT LOGIC ISN'T ALWAYS EASY, AND IS SOMETIMES IMPOSSIBLE, BUT IT'S A VERY GOOD PLACE TO START.

Some cynics suggest that the label 'MH issue' is just a con perpetrated by big pharma and the psychiatry industry (and there is a lot of truth in that) but we know all about the Heinrich principle and just look at the supposedly pointy end of the triangle! So, whatever labels we use, the base of the triangle must be just enormous. And that's everything from "you, but on a bad day" through to hanging on by your fingertips.

A Two-Pronged Strategy

MH first aid is the first strand to the simple two-pronged strategy. The second is to have a holistic, integrated approach to resilience building to try and keep people in the middle of the cartoon. With individuals this means positive thinking and resilience skills but also reflecting the approach:

The question is not 'is this person fit for work?' – it's 'is the work fit for our people?' ... But that's a separate article!

IT HAS TO BE A KEY ITEM ON THE RISK REGISTER FOR ALL ORGANISATIONS

At a recent presentation to a management team in London I used this cartoon-based slide to outline that two-pronged holistic mental health and wellbeing strategy. Whilst the cartoon may look simple, even glib, to the point of insulting to anyone with 'lived experience' it does very often seem to set the right tone.

In the audience on this day a senior manager put his hand up and explained that, though no one in attendance knew, he'd been off work for the last two weeks with anxiety and had been "really shaky" before the meeting knowing it was likely to be raised as a topic. However, he said that discussing mental health in this way – as an inevitable sustainability/resource risk issue requiring a basic strategy and on-going tactics as any other would – helped him feel empowered to speak up.

So he did speak up – and very open and moving it was too. At the end the CEO stood up, thanked him for his honesty and bravery and led a round of applause. This wasn't an isolated incident as conferences and working parties are increasingly addressing the issue proactively. For example, in May 2018 I chaired the highly successful and well attended Safer Highways event in Manchester. In attendance, Clare Forshaw Head of Health at the HSE reported herself 'elated' that MH was the theme for 2018.

It's Not Going to Go Away

More and more books are being published warning that social media is driving emotional isolation and that we are facing the 'end of days'. Over stated or not in the last few years we have reached a tipping point

with the next generation heading for work struggling more than any other ever has. More students now kill themselves than people are killed at work and more school children kill themselves than people killed at work. Even with a basic business focus it's a huge risk management issue heading straight for UK plc.

In short, MH has been a largely ignored elephant in the room for years but its time has clearly come. With mental health services in the UK barely fit for purpose (if that) and likely to be under even more financial pressure if Brexit goes badly, it's just a major sustainability issue for industry. It has to be a key item on the risk register for all organisations with all the governance issues that flow from that.

Prof Andrew Hopkins led the 'mindful safety' approach that stressed that while all organisations have things going wrong on a daily basis, weak organisations wait for the problem to find them whereas the best go out pro-actively to find the problem. In exactly the same way, a mindful approach to mental health needs to be driven not just by the SHE and Occupational Health departments but in line with an integrated and holistic strategy.

STATISTICS SHOW THAT MENTAL HEALTH FIRST AIDERS ARE NEEDED ABOUT 35 TIMES MORE THAN THE TRADITIONAL HEALTH & SAFETY VARIETY

It's not just about the small percentage who pick up the phone to Occ Health or EA. The bigger question is: what are we doing about the 15-25% who are struggling? And what are we doing, proactively, to keep our 75-85% of employees currently in the middle of the cartoon away from the edges?

My experience in London was, for me, an excellent example of the start of a sea change in the way we talk about and address the issue. It was so much better than the traditional 'head in the sand, hope for the best' approach. I found myself standing back and thinking 'hello...' and that perhaps a nice user-friendly cartoon is just a better place to start than pie charts, graphs and millions of years of 'I'm fine, thank you' ■

A version of this cartoon was originally published by British Safety Council

Wellbeing is more than just fruit on tables and exercise



Dr Judith Grant
Director Health and Wellbeing, Mace



“Wellbeing – more than just gyms and apples” seems to have become my catchphrase over the last few years spent working in corporate wellbeing! Often, organisations do not see the benefits of their wellbeing initiatives as they can be just that – one-off initiatives that get people talking about health and wellbeing for a day before getting back to business as usual. Wellbeing programmes can deliver real business results when they become business as usual. In defence of gyms, as an ex-personal trainer who started my career by shedding 6 stone and helping others to do the same, I am a real advocate for encouraging people to move more and get involved in activities they love. As for apples, my PhD thesis was focused on eating behaviours (including fruit and vegetable consumption), socioeconomic status and the workplace, and I can vouch for the impact of a structured approach to making healthy foods more accessible at work. But initiatives alone are unlikely to have the long-term impact and return on investment sought by organisations.

16 months ago, I joined Mace, the international construction and consultancy company, as Director of Health and Wellbeing. Soon after starting the role, I spent time with the company’s board of directors to begin to develop a wellbeing strategy. It allowed me to establish an understanding of what wellbeing meant to the leaders of the business. Wellbeing will mean something different to different people, organisations or even departments, and therefore it is important to create a framework for the delivery of health and wellbeing programmes that can

be tailored to the differing needs of individuals and teams across the organisation. There is nothing worse than being patronised about health, so the communication of messages is critical to strike the right balance between offering information and support, and respecting individual choices.

As part of Mace’s inaugural wellbeing week in November, we conducted our first annual health and wellbeing survey. Almost 4,000 employees (68% of the business) took part, answering questions on physical and psychological health, engagement, resilience and wellbeing, as well as commenting on their own perceived levels of productivity. Encouragingly, this showed positive parallels with high-levels of wellbeing. The anonymous survey produced strong business metrics, which the board incorporated into the Mace 2022 business plan’s focus on being a responsible business. We will be tracking these wellbeing metrics for the next five years and will be better able to support our different business units in tailoring plans to address areas relevant to them, as identified through the survey. We have five focus areas for wellbeing over the coming years at Mace:

- 1** Proactively manage health risks, ‘first do no harm’ – acknowledging we must first prevent harm to individuals through the course of work and support those experiencing ill-health (both physical and mental).
- 2** Create wellbeing opportunities – this may be through information, activities or services.

- 3** Use thought leadership to influence our industry and share best practice – as we roll out our Health and Wellbeing plans we must share with others and learn from them in return.

- 4** Healthy buildings – continue to consider health impacts in the design of buildings and understand the impact of completed structures on health.

- 5** Community wellbeing – we will work with our supply chain, peers and communities in which we work to manage health risks and create inclusive wellbeing opportunities.

Our strategic, measured approach will allow us to address each of these areas, share learnings and encourage other organisations to do the same.

As former Head of Occupational Health and Wellbeing at Royal Mail Group, I know about the complexities of delivering health and wellbeing campaigns in a large, complex organisation of 140,000 employees. At Royal Mail, we created a brand for wellbeing, ‘Feeling First Class’, to deliver our wellbeing programmes and focused on those areas with the most significant impact on the workforce. Since leaving Royal Mail their programmes continue to go from strength to strength and I am proud to have contributed to the long legacy of health, welfare and wellbeing there.

No matter what the size of the organisation, the principles for a successful health and wellbeing strategy should be broadly similar – manage health risks and create opportunities so that employees can enhance their wellbeing at work. ■

Safer Highways to conduct industry-wide wellbeing survey

As part of our drive towards raising awareness in health and wellbeing throughout the sector, Safer Highways is to conduct the first workforce survey into mental wellbeing.

Under our banner of 'The Road to Better Wellbeing' we will not only survey the current mental health state of our workforces, but also examine subjects such as the frequency of abuse and how job pressures impact upon those we employ.

As the industry drives forward with our goal to keep improving the working conditions of those we employ, the survey will act as a 'yardstick' to establish where we need to direct our energy.

Speaking yesterday at the launch of this key initiative, Safer Highways Operations Director Kevin Robinson explained the rationale behind the survey. He said:

"The Safer Highways advisory board is made up of representatives from all the major Tier 1 contractors, who collectively account for 97.5% of

the Highways England annual spend, with many also carrying out work within local authority contracts too."

He continued "So with their solid backing, this will be the most comprehensive wellbeing survey ever carried out and we hope the results will drive positive and lasting change in our sector."

"Our aim, through this survey, is to get a real indication of where we, as an industry, currently sit in the field of mental wellbeing and what we can do to improve."

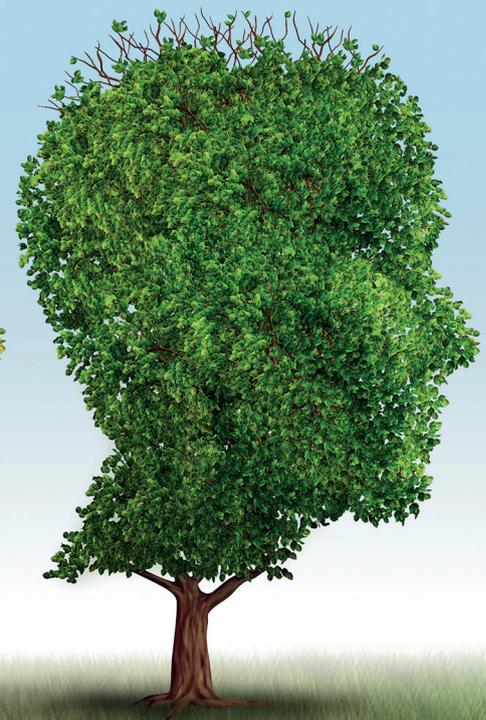
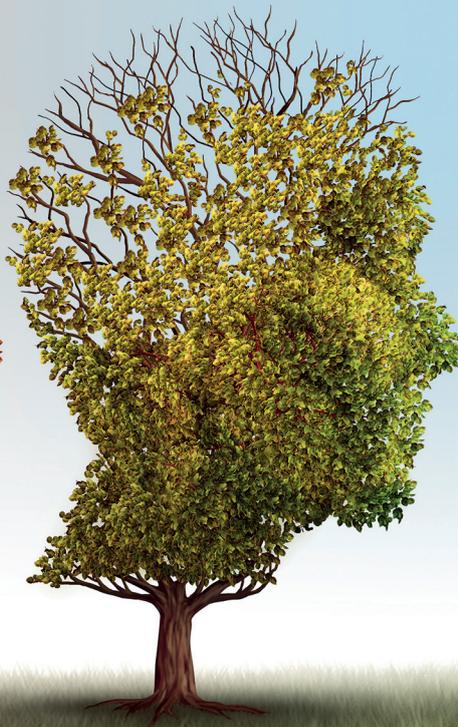
The survey is being written by world-renowned health, safety and wellbeing expert Prof Tim Marsh and will encompass, not just wellbeing, but also the major challenge in our industry of fatigue. Once the survey is released in October, it will be disseminated throughout



Professor Tim Marsh

the workforces of the entire Safer Highways advisory council.

It will also be an integral part of the future direction of the SH Legacy Programme - 'The Road to Better Wellbeing,' a three-year programme designed to enable contractors, large and small, to improve the wellbeing of their workforce through awareness, resources and best practice, all of which will be free to access through the Safer Highways Portal. ■



WSP is thriving in the world of Health and Wellbeing



As the theme for the 2018/19 'Safer Highways' programme is wellbeing and mental health, WSP highlights Thrive, the company's new health & wellbeing programme in the UK.

WSP's Thrive programme aligns with the company's Zero Harm vision to ensure that everyone goes home healthy at the end of each day. The programme is designed to support, encourage and empower people to create a culture where no one suffers physical or psychological harm and to make healthy lifestyle choices. The company has established a Health and Wellbeing Steering Group with responsibility for implementing the Thrive agenda, and is developing a network of Health and Wellbeing Champions and Mental Health First Aiders across its UK offices.

Thrive is designed to help WSP employees and their families understand and engage with their health and wellbeing. As the programme draws a link between physical and mental wellbeing, it identifies opportunities for people to become more active. Examples include WSP's cycle to work scheme, local gym memberships, walking clubs, as well as Strava and Fitbit groups for running and cycling, which help colleagues to challenge and motivate each other.

Wellbeing at the heart of our culture

Health and Wellbeing Manager, Chris Hanson-Moring, is aiming to de-stigmatise mental health in the office and encourage a healthy dialogue among staff.

"WSP is placing wellbeing at the heart of the company's culture. A central issue is the language we use in the workplace, as well as in society, because this can determine our understanding of mental health and therefore our response and behaviours. Mental health is a positive statement; in the same way that we talk positively about physical, social, nutritional and financial health, we should use positive language to discuss mental health.

We launched a Mental Health Toolkit earlier this year to complement our existing Employee Assistance Programme. This toolkit offers guidance on how to create a conversation about mental health, as well as how to listen and how to signpost colleagues to the appropriate support mechanisms. We are already seeing positive benefits as a result, with an increase in conversations, increased awareness as well as helping people to access support.

We will be continuing to shine a light on mental health with a series of webinars and workshops planned across the country in the coming months."

At the beginning of 2018, WSP trialled the nomination of Mental Health First Aiders within the business, targeting

hotspots where sickness absence data signalled potential issues. The trial has resulted in increased openness and more dialogues about mental health. Conversations have encompassed, for example, how to access support and, in some instances, how being at work can help to reduce the burden of non-work-related stresses. The success of the trial saw 92% of the interactions remain in work on full, reduced or modified duties during the period of support and recovery, with over 25% of those impacted having open conversations with their line manager to gain a greater understanding of their issues, either work or non-work related.



Cambridge cycle to work day wellbeing breakfast

"Absenteeism is reducing but presenteeism is on the increase"

Recent statistics state that while absenteeism is reducing, "presenteeism" is on the increase. There are more people in the workplace today who are ill at work or struggling with life demands that are having a significant impact on their productivity, creativity and also an impact on others around them. It is therefore important that organisations create an environment in the workplace where we look out for each other, identify early symptoms of anxiety and stress and signpost the way to supportive networks to gain the appropriate advice, treatment and future management. ■

SAFER HIGHWAYS (SH) SUMMIT



Summit programme
Speaker profiles
Exhibitors

SAFER HIGHWAYS (SH) SUMMIT

Birmingham Conference and Events Centre
 Tuesday 11th September 2018
 8.30am arrival, registration and coffee for 9.15 start. Summit Close 5pm

MORNING PROGRAMME

08:30	Summit Opens Arrival, registration and coffee
09:15 – 11:00 SESSION 1: KEYNOTES	
09:15 – 09:40	Welcome and opening remarks <i>Mark Byard, Health, Safety and Wellbeing Director, Highways England</i>
09:40 – 10:00	Leading on health and wellbeing – the whole picture <i>Steve Perkins, Executive Coach & Leadership Consultant working globally in EHS Formerly Chief Executive of BOHS – The Chartered Society for Worker Health Protection</i>
10:00 – 10:20	Project 2041 – ‘a will to change’ <i>Tim Jones, Highways England Project Director, Lower Thames Crossing</i>
10:20 – 10:45	Building effective safety cultures into major projects <i>Lawrence Waterman CFIOSH, President, British Safety Council Formerly Head of Health and Safety, 2012 London Olympic Delivery Authority</i>
10:45 – 11:00	Panel Q&A <i>Mark Byard, Tim Jones, Paul Farmer, Lawrence Waterman</i>
11:00 – 11:30	Morning Coffee
11:30 – 13:00 SESSION 2: EMPLOYEE WELLBEING IN THE HIGHWAYS SECTOR	
11:30 – 11:50	The Highways England commitment to improved WRRS through compliance <i>Jamie Hassall, Compliance Team Leader, Highways England</i>
11:50 – 12:10	A case study in safety improvement and cost reduction - Network Rail <i>Jim Montieth, Head of Road Fleet, Network Rail</i>
12:10 – 12:30	Fatigue – A wellbeing driver for safety issues <i>Pat Sheehan, Head of the HTMA working committee for fatigue management</i>
12:30 – 12:50	Compliance, cost saving and doing the right thing – morally and contractually <i>Paul Aldridge, Sustainability Director, WJ Group</i>
12:50 – 13:00	Panel Q&A <i>Jamie Hassall, David Burgess, Pat Sheehan, Paul Aldridge</i>
13:00 – 14:00	Lunch



Highways England Asset Support Group (ASG)

The Highways England ASG will meet after lunch during session 3, from 1:30 - 3:30pm, in the Innovation room on the first floor of the BCEC. ASG Delegates will then be welcome to return for afternoon coffee and the final Summit session.

Whether you work on the Strategic Road Network or local authority road networks, projects are no longer just about what you can deliver at the lowest cost. They are increasingly about how you 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 over 300 delegates will share best practice and keep health, safety and wellbeing firmly at the forefront of industry's consciousness.

The SH Summit is exclusively for senior safety professionals and key decision-makers within the highways construction and maintenance sector. Its purpose is to share 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.

AFTERNOON PROGRAMME

14:00 – 15:45		SESSION 3: WORK-RELATED ROAD SAFETY
14:00 – 14:20	Organised Wellbeing <i>Professor Tim Marsh</i> Tim will look at how all aspects of wellbeing, both organisational and personal, are inexorably interconnected.	Highways England ASG
14:20 – 14:40	A remarriage of health AND safety <i>Clare Forshaw, Head of Centre for Health, Health and Safety Executive</i> Clare will reframe health and safety as a core value and a very real leadership mission, arguing that a straightforward and inclusive approach to wellbeing should be a core part of all management and leadership training.	
14:40 – 15:00	Building a sustainable health and wellbeing programme <i>Dr Judith Grant, Director Health and Wellbeing, Mace</i> As a former group head of health and wellbeing at the Royal Mail, Judith developed and delivered a successful organisation-wide staff wellbeing programme. Judith will explain how organisations in both the public and private sector can benefit from a proactive wellbeing awareness initiative.	
15:00 – 15:20	Learning lessons from other sectors about employee health and wellbeing <i>Karl Simons, Health, Safety, Security and Wellbeing Director, Thames Water</i>	
15:20 – 15:30	Panel Q&A <i>Tim Marsh, Clare Forshaw, Judith Grant, Karl Simons</i>	
15:30 – 15:50	Afternoon Coffee	
15:50 – 17:00		SESSION 4: THE ROAD TO BETTER WELLBEING
15:50 – 16:40	The Comedy Contractor <i>John Ryan, award-winning comedian and writer</i> A light-hearted approach to wellbeing	
16:40 – 17:00	The Safer Highways Legacy Programme: 'The Road to Better Wellbeing' <i>Glen Ridgway, Divisional Director, Global Health & Safety Center of Excellence at Jacobs</i> <i>Stuart Pollard - Head of HSSW, Lower Thames Crossing</i> <i>With Professor Tim Marsh and Clare Forshaw</i> A joint presentation outlining the way forward for the Safer Highways Legacy Programme culminating in a call to action for the highways sector to take a more pro-active approach to the health and wellbeing of our workforce. Followed by Q&A.	
17:00	Summit Close	



SUMMIT CHAIR: Professor Tim Marsh
Globally renowned HSW expert and author, Managing Director of Anker & Marsh

SPEAKERS: SESSION 1

KEYNOTES



Mark Byard

*Health, Safety and Wellbeing Director,
Highways England*

Mark Byard recently joined Highways England after having spent nearly 20 years in the water industry. Most recently he was Health and Safety Director at United Utilities based in the North West, and prior to that worked at Severn Trent Water in health and safety and operational management roles. Mark draws on his background in operations as a continuous point of reference when developing new Health Safety and Wellbeing strategies. Mark is currently undertaking a review of Highways England's existing 5 year health and safety plan in line with the vision of getting customers, employees and our supply chain home safe and well.



Steve Perkins

*Executive Coach & Leadership
Consultant working globally in EHS
Steve Perkins Associates Limited*

Steve is an experienced Chartered Director and former Chief Executive of BOHS who now works globally as an independent Executive Coach and Leadership Consultant in the EHS field through his consultancy Steve Perkins Associates Limited.

He is also a non-executive director and charity trustee and a Fellow of both the Institute of Directors and the Institute of Physics.



Tim Jones

*Highways England Project Director,
Lower Thames Crossing*

Tim is the Project Director for Highways England's Lower Thames Crossing - the next in a line of mega-infrastructure projects being completed in London and the South-East. A Fellow of the Chartered Institution of Civil Engineers and A Fellow of the Institute of Highways and Transportation, Tim has been in the construction industry for 44 years, 30 of which have been in the transportation sector.

Prior to Tim's appointment, he was Chief Executive of Connect Plus, the award-winning company that has responsibility for the £6bn DBFO Contract for the M25 Network. Prior to joining Balfour Beatty Management in 2008, he was the Managing Director of Schofield Lothian.

He has led major projects and programmes for key clients and is well respected in the industry for being a dynamic leader, highly pragmatic and commercially focused.

Tim's experience on the M25 since 2009, has taken him to pioneering a different stance in addressing road user and road worker safety. This includes creating a new culture around road and vehicle design, maintenance and asset management, operations and customer engagement, technology and the increasing focus on physical and mental health.



Lawrence Waterman

*Chairman, British Safety Council &
former Head of H&S, 2012 London
Olympic Delivery Authority*

Lawrence headed the programme for the delivery of the safest and healthiest major construction project in Europe, the venues, infrastructure and athletes' village for the London 2012 Olympic Games, for which he was appointed the OBE in the Queen's Diamond Jubilee Honours.

In a career dedicated to health, safety and environmental management, Lawrence has led the development of occupational health and safety programmes for a number of major organisations, dealing with some of the most challenging environments.

Since London 2012, he has been Director of Health and Safety for the Battersea Power Station Development, advisor to the Tideway project team and a member of Tarmac's Senior Leadership Team.

He remains the senior adviser to the London Legacy Development Corporation, which continues to develop the Queen Elizabeth Olympic Park and also in east London he is starting work on the major Royal Albert Dock Development.

Lawrence is also the current chairman of the British Safety Council.

SPEAKERS: SESSION 2

WORK-RELATED ROAD SAFETY



Jamie Hassall

Compliance Team Leader, Highways England

Jamie is responsible for improving driver compliance on Highways England's strategic road network (SRN). He is leading on the trialling of new detection equipment for areas such as close following as well as making more use of existing technologies such as ANPR.

He has developed a warning letter centre in partnership with the police and DVLA to target non-compliance on smart motorways related to misuse of the hardshoulder on Dynamic Hardshoulder sections and Red X signals. This project won a Prince Michael International Road Safety award and to date about 130,000 letters have been sent.



Jim Montieth

Head of Road Fleet, Network Rail

Jim is Head of Road Fleet at Network Rail and responsible for ensuring continued compliance, accident reduction, driver safety and cost management for all activities involving Network Rail's 18,000 drivers and their fleet of 8,000 cars, vans and trucks.

Jim was previously Managing Director of Fleet Accident Repair Group and Automotive Director of Ai Claims Solutions plc before being head hunted by RAC to run their Accident Services division alongside the Legal Advisory unit. Jim was instrumental in growing both businesses and delivering significant cost savings to one of the UK's largest vehicle fleets.



Pat Sheehan

Head of the HTMA working committee for fatigue management

Pat has over 35 years of experience working in the construction and Highways industries. He joined Colas in 1994 before moving to the Health & Safety team in 2001 and he is a Chartered member of IOSH.

Pat represents Colas on a number of industry bodies such as the Highways Term Maintenance Association (HTMA), the Refined Emulsion Association (REA), the Mineral Products Association (MPA) and he is also the MPA UK representative on the European Asphalt Paving Association (EAPA). Pat is a past chair of the HTMA Safety forum and the current Task and Finish group lead on the Road worker abuse group and the Fatigue working group.



Paul Aldridge

Head of the HTMA working committee for fatigue management

Responsible for all aspects of Group Sustainability and Compliance, Paul first entered the industry in 1982 as an operative for a Road Marking and Traffic Management company where he quickly advanced to supervisor, leaving in 1988 to cycle around the world before studying for his degree. Paul joined Linkline Maintenance in 1994, progressing to Operations Director before being appointed Managing Director, following the acquisition of the business by WJ.

He is the current Chairman of the RSMA, Chair of the National Highways Sector Scheme 7 Advisory Committee, a Fellow of the Institute of Highway Engineers, an IEMA Practitioner member, GACSO member, HTMA Advocate, member of the LoCITY Waste and Construction Working Group and is a CLOCS Champion. He has sat on a National Occupational Standards Committee, established WJ as a member of the 5% Club and has introduced FORS into the WJ Business.

SPEAKERS: SESSION 3

EMPLOYEE WELLBEING IN THE HIGHWAYS SECTOR



Professor Tim Marsh

Globally renowned HSW expert and author, Managing Director of Anker & Marsh

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".



Dr Judith Grant

Director Health and Wellbeing, Mace

Dr Judith Grant is Director of Health and Wellbeing at Mace Group and is responsible for strategic wellbeing, occupational hygiene and occupational health delivery across the global construction, consultancy and facilities management business.

As the former Group Head of Occupational Health and Wellbeing at Royal Mail Group Judith achieved success in developing and delivering wellbeing strategy and programmes in addition to overseeing occupational health and wellbeing contracts.

With a background that includes working in community health for a local authority, in corporate health promoting wellbeing programmes to businesses and personal training both for a gym and privately, Judith has a varied background in health and wellbeing promotion.

Having just been awarded her Doctorate in Occupational Health Psychology and Management at the University of Nottingham, Judith has an interest in academic research on workplace wellbeing.

Judith is Trustee of the Men's Health Forum and the Mace Foundation and Chair of 'Women in Health and Safety'.



Clare Forshaw

Partner at Park Health & Safety Partnership, Formerly Head of Centre for Health, HSE

Clare is an Occupational Health & Hygiene Partner with Park Health & Safety Partnership. She previously worked at HSE; most recently as Head of the Centre for Health and has over 20 years' experience in workplace health management.

Clare is an Associate Member of the Faculty of Occupational Hygiene with post graduate qualifications in both Occupational Hygiene and Health Ergonomics. Her role involves assisting organisations in achieving their goals in health risk management. She has pioneered the Complete Worker Health Solutions model to allow accessible and targeted solutions and also conceived and helped develop the innovative Health Management Maturity Model.

She has undergone HSE's Specialist Inspector Training and has strong familiarity and experience with the GB regulatory scheme for occupational health risks and a deep topic understanding of exposures, control and impact of health risks at work, particularly in construction.

She is actively involved in various industry working groups and cross government committees to influence and evolve understanding and approaches to improving health through the workplace.



Karl Simons

Health, Safety, Security & Wellbeing Director, Thames Water

Karl is Head of Health, Safety, Security and Wellbeing at Thames Water and is responsible for the strategic direction of discipline within the business. He has 25 years of experience in industry, having worked across all continents and numerous safety critical industries including oil, gas, minerals, rail, construction and water.

He holds a Masters degree in Safety, Health and the Environment, is a Chartered Occupational Safety & Health Practitioner and member of the Institute of Directors and has always been a keen student of behavioural psychology. Karl is a regular lecturer at the University of Cambridge and holds a position as Main Board Director for the global organisation Water Sanitation for the Urban Poor.

Over the last 5 years at Thames Water Karl has supported the company to develop a clear vision and strategy for each of the disciplines he oversees that has led to the implementation of waves of initiatives and world class performance outcomes.

SPEAKERS: SESSION 4

THE ROAD TO BETTER WELLBEING



Glen Ridgway

Divisional Director, Global Health & Safety Center of Excellence, Jacobs

Glen is a NEBOSH qualified Chartered Civil Engineer with 24 years of operational experience in flood risk management and 8 years as a Safety Professional. He is a staunch advocate of behavioural safety and believes that an understanding of human behaviour, combined with a strong, consistent culture focused on supportive teams and positive reinforcement is the way forward in health and safety.

In his current role within Jacobs, Glen is focused on delivering a comprehensive 'mental health matters' strategy. The strategy focuses on 3 core areas: training and awareness, building 'resilience' and support systems. The strategy is designed to promote positive mental health across the organisation and to support staff, friends and family who are struggling with poor mental health or mental illness, helping them to become healthy, happy and productive staff.



Stu Pollard

Head of HSSW, Lower Thames Crossing

Stu is the Head of Health, Safety, Security and Wellbeing for the Lower Thames Crossing project, working with Highways England. He is currently setting the projects' Strategic approach, vision and goals.

In his previous role, Stu was Acting Director for Health, Safety and Wellbeing and Head of Health, Safety and Wellbeing at Tideway where he developed the strategy and was a key part of developing initiatives that are winning awards in industry today. Prior to Tideway, Stu has held a number of senior positions and worked on a number of major projects including Kings Cross Underground Station, CTRL Phase 2, Power Lines Underground.



John Ryan

Award-winning comedian and writer

John is an award-winning comedian who also works in men's health. By combining comedy with practical advice, John is living proof that laughter really is the best medicine.

His shows on the comedy circuit are highly-acclaimed - even the Daily Telegraph called him a 'genius' - but it is his work in men's mental health that is truly ground-breaking. His Home Front project with the Army toured many army bases and won him a second Royal Society of Public Health Arts and Health Award in 2015. The first came in 2010 for his work in prisons. He has even had a research paper published in the Journal of Social Psychiatry and Psychiatric Epidemiology on how comedy can boost mental wellbeing.

EXHIBITOR PROFILES



Amey Highways

Great engineering helps reduce congestion and improve journey times on our roads. And we understand both the need and demand for smart solutions that make this happen. Our end-to-end capability means that we can design assets like roads to meet the demands of today. And with their long-term maintenance in mind we make sure that they're fit for the future too. We do this across the UK, Australia and the Middle East.



A-one+

A-one+ is a highway engineering provider with the expertise and resources to maintain, design and construct motorways and trunk roads. In addition to the day job we are industry leaders for innovation. The company is a joint venture owned equally by Jacobs, Colas and Costain. To become the highway specialist it is today, A-one+ draws upon the knowledge from the parent companies, collaborates with supply chain and partners with clients, continually improving service standards and offering.



ARCO

Arco believes that everyone who goes to work has a basic human right to return home safe to their loved ones. Recognised as the UK's leading brand in safety, Arco provide over 170,00 PPE solutions, vending, hire and training and consultancy services whilst delivering sustainable procurement savings. To find out more please visit www.arco.co.uk



Clancy Group

The Clancy Group is a leading, family run construction organisation aiming to be the most trusted provider of essential services that keep the UK running. The group consists of three distinct business units; Clancy Docwra, Clancy Plant and Clancy Developments, providing expertise in the following areas; water, rail, energy, renewable energy, civil engineering, plant, transport and traffic management.



Clearview Intelligence

Clearview Intelligence provide road safety solutions that prioritise the wellbeing of drivers and roadworker installation teams. Solutions which are faster to install, less prone to failure, require minimal maintenance and offer a longer operational lifespan reduce roadworkers' exposure to traffic whilst offering long term safety benefits to drivers.



Colas

Colas UK, powered by the international Colas Group, offers an end-to-end solution for large-scale infrastructure projects and sustainable solutions for the UK's transport networks. With world-class research and development facilities, we offer clients access to innovative new products and processes with cutting edge solutions to invest, design, construct, maintain and operate.

EXHIBITOR PROFILES



CU Phosco

Established in 1923 CU Phosco Lighting are Award Winning UK Manufacturers of Luminaires, Floodlights, Columns & Masts. We are able to support your project from initial concept and lighting design through to manufacture, supply, installation and maintenance. Visit our team on stand C2 to discuss your Highways Lighting Requirements.



Driving for Better Business

Driving for Better Business is a Highways England campaign to raise awareness of the significant benefits that employers in both the private and public sectors can achieve from managing work-related driving more effectively. Highways England are also now using the campaign to ensure all contractors working on the SRN as part of their supply chain manage work-related road risk in line with current legislation and guidance from the Health and Safety Executive.



Frameworks Recruitment

With offices in both Manchester and the North East, Frameworks have considerable experience in working within the sector through former roles within established Tier 1 contractors, thus placing them in an ideal position to understand the specific challenges of working within our industry.



Freight Transport Assoc.

Van Excellence is a programme devised by the FTA to support van operators of all sizes and industry sectors. At the heart of Van Excellence is the Van Excellence code; a code of practice written by the FTA along with many of the UK's best van operators to describe what we think good looks like when we're operating vans. The code broadly breaks down into four main areas; Vehicles, Drivers, Safe working practices and Record keeping.



Jacobs

Jacobs is one of the world's largest and most diverse providers of technical, professional, and construction services.



Mission Room

Mission Room provides innovative and award-winning 360 degree, immersive technology to bring real sites into the office. Mission Room is being used on an increasing number of highways projects to improve induction, increase safety and reduce workforce risks. Mission Room is an Innovation Gold Partner with Safer Highways.

EXHIBITOR PROFILES

MORGAN SINDALL

Morgan Sindall

Morgan Sindall is a UK construction and infrastructure business with a network of local offices, working for private and public sector customers on projects and frameworks from £50,000 to over £1 billion. Activities include the design and delivery of complex construction and engineering projects providing specialist design, tunnelling, utilities, building, civil engineering and mechanical and electrical services across the commercial, defence, education, energy, healthcare, industrial, leisure, retail, transport and water markets.



Network Training

As an Institute of the Motor Industry (IMI) and JAUPPT Approved Training provider NTP has produced The AWARE Series of courses which is a framework of professional, adaptable and legislative training. Our courses can be delivered as 7-hour DCPC Modules, 2-hour company courses to meet Health and Safety legislation or online training as part of Continuous Personal Development. The AWARE Series is a tailored framework that can be delivered by our outstanding instructors or by individual company trainers as part of our consortium programme.



Rennicks

Rennicks has been at the forefront of traffic signs innovation – committed to improving road safety through our fully compliant range of active studs, full colour digitally printed signs, and tri-colour mVMS. Rennicks Virtual Journey Time System also provides a first of its kind solution to the issue of journey time.



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Van Excellence

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EXHIBITOR PROFILES



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THB

THB is proud to present Safe Steps for Schools; a visual road-safety programme which comprises road crossings and walkways to improve the safety of our children on our streets.

Our Safe Steps for Schools crossings use environmentally friendly, skid-resistant and cost-effective preformed markings to produce a striking, brightly coloured road crossing. This, combined with footprints guiding the children to and from the school, incentivises school children to use the appropriate road crossing in a fun and visual way.



TTC Driver Protect

TTC are experts in improving the safety and wellbeing of all UK road users. For businesses we provide services to reduce fleet operating costs by improving driver safety and compliance with the law. We offer fleet risk management services and driver training for companies with commercial vehicles, PCV's, fleet vehicles and grey-fleet drivers.



WJ Group

WJ Group is the UK's leading specialist road marking business dedicated to permanent and temporary road markings, road studs, high friction and safety surfacing, asphalt repair, Hydroblast line removal and surface retexturing. Delivering to high standards on a national basis whilst ensuring unrivalled local service from strategically located UK depots.



WSP

WSP is one of the world's leading engineering professional services consulting firms. Dedicated to local communities and propelled by international brain power, we're technical experts and strategic advisors. With 7,800 talented people in the UK and 42,000 globally, we engineer projects that will help societies grow for lifetimes to come.



COLAS

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INVEST • DESIGN • CONSTRUCT • MAINTAIN • OPERATE

The Road to Better Wellbeing

The Safer Highways Legacy Programme



In the previous issue of SH Magazine, we launched the Safer Highways Legacy Programme, *The Road to Better Wellbeing*. As a follow up to this, Steph Martin-Halls, Occupational Health and Wellbeing Manager on the Lower Thames Crossing Project, and author of the legacy programme's manifesto of intent, gives us an insight into the programme and its intentions.

There is growing awareness of the impact wellbeing can have on individuals, businesses, the economy and society.

In modern society, the ageing population, the rise in obesity and its associated diseases, and technological advances present some of the biggest threats to physical and mental health. Promoting the health and wellbeing of employees can yield measurable benefits for the business or organisation in terms of increased commitment and job satisfaction, staff retention, improved productivity and performance, and reduced staff absenteeism. These costs are associated with loss in productivity because of sickness absence, early retirement, and increased staff turnover, recruitment and training.

Research findings from the Britain's Healthiest Workplace survey shows that employees lose an average of

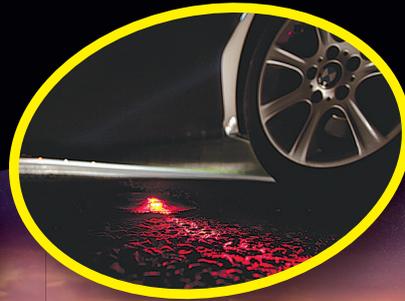
30.4 working days each year due to sickness and underperformance in the office as a result of ill-health, otherwise known as presenteeism.

UNDER THE SAFER HIGHWAYS UMBRELLA, THE HIGHWAYS SECTOR IS COLLABORATING TO ACHIEVE AN INDUSTRY WIDE SET OF IDEALS AROUND THE SUBJECT OF WORKFORCE WELLBEING

This is equivalent to one worker losing six working weeks of productive time annually. Productivity loss due to physical and mental health issues is costing the UK economy an estimated £77.5 billion a year. The direct cost of sickness absence in isolation to an employer is significant at around £600 per person, per year in total based on the current national average for sickness absence. »

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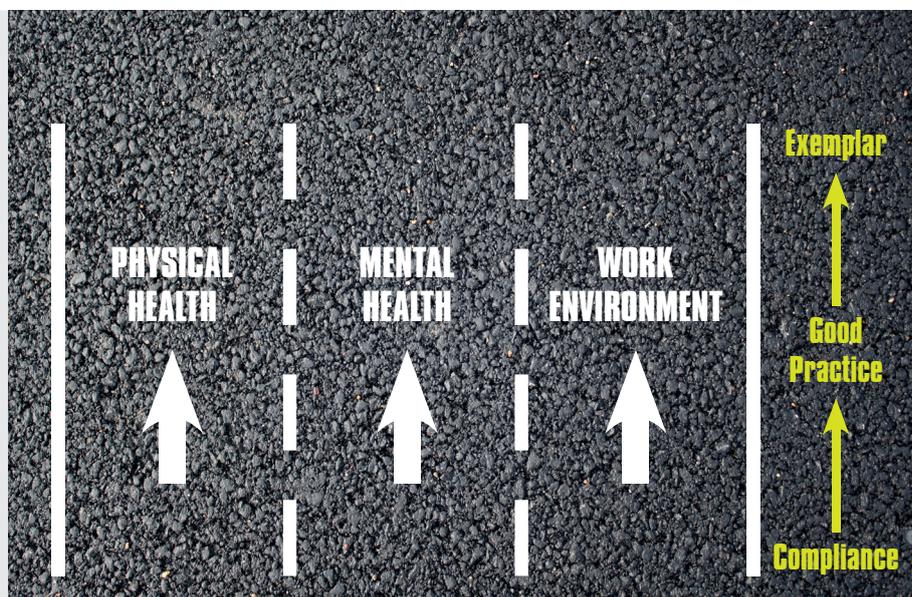
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Rennicks
Clearly Better

For long-term illness, this is as much as £6.4 billion a year across public and private sector organisations. For companies over 500 employees, that's a staggering £620,000 a year bill.

Managing employee mental and physical health is a key responsibility for line managers yet, according to a recent CIPD survey, most employers are not giving them the tools they need to manage absence and they often lack the confidence and experience to tackle ill health in the workplace effectively.



PROMOTING THE HEALTH AND WELLBEING OF EMPLOYEES CAN YIELD MEASURABLE BENEFITS FOR THE BUSINESS

The Road to Better Wellbeing is an approach and set of ideals for delivering occupational health and wellbeing within the highways sector. The model, from Safer Highways, is of guidance and provides a framework under four strategic headings to support the sector by developing a leading approach to the management of Occupational Health and Wellbeing. This guidance will support national strategies and guidance as well as a number of legal requirements regarding employment, including employers' duty of care as well as satisfying best practice guidance such as the basic core mental health standards in the Thriving to Work review by Stevenson and Farmer.

The aim is not to be prescriptive and determine which, if any, pre-existing awareness and training programmes organisations should or should not use. Instead our intention is to enable employers to adopt various methods of awareness and training within a specific framework to develop a cohesive and effective message around health and wellbeing. The approach can be tailored to particular contexts and circumstances.

Through the programme, it is our aspiration to significantly improve the level of physical and mental wellbeing, and the work environment in which our employees work, and develop a specific industry-wide standard for all.

The Road to Better Wellbeing is a three-year plan which provides a support network to help our supply chain ensure legal compliance, achieve best practice and demonstrate maturity in occupational health and

wellbeing management. It will be supported by free resources made accessible through an online portal for all the supply chain to use, arranged in a clearly defined pathway. At the same time, we also will be working with the Tier 1 contractors to amend their contractual terms to lower tiers, supporting them to make their own improvements.

To enable our supply chain to measure baseline line health as an organisation, identify the health needs of their employees, and measure the success of their interventions, Safer Highways will be working in collaboration with the industry and leading wellbeing experts to create a bespoke health and wellbeing survey that addresses some of the unique health challenges specific to the highways sector. This survey will be trialled on six designated pilot sites in early 2019.

MANAGING EMPLOYEE MENTAL AND PHYSICAL HEALTH IS A KEY RESPONSIBILITY FOR LINE MANAGERS, YET MANY LACK THE TOOLS

A simple health and wellbeing matrix will be shared by our Tier 1s with their supply chains to measure their progression and maturity in health and wellbeing management and create opportunities for benchmarking in the sector.

Initially, the plan focused on mental health, however health is influenced by many complex determinants including physical and mental health and the social and relationship aspects of the work environment. Therefore, the plan will now be inclusive of these other aspects of health as well. We will be continuously developing our vision of how the programme looks and

functions to keep it relevant for many years to come. It is anticipated that the learning from the first three years of the programme will be embedded and more specific subjects relating to health trends will be the focus of subsequent years.

The intention of the plan is to change mind-sets from the 'edge of the cliff' reactive management of occupational health and wellbeing, and instead focus directly on the prevention, protection and promotion of better health and wellbeing.

Our four strategic delivery headings are:

- 1 Commitment to the Road to Better Wellbeing Pledge
- 2 People centric approach to health and wellbeing
- 3 Planning and implementing a holistic health and wellbeing programme/strategy that includes the prevention, protection, promotion and preservation of better wellbeing
- 4 Measuring and evaluating performance, success and maturity

We will encourage those who have developed ideas and approaches under each heading to share their experiences and material on the portal to help the whole highways sector supply chain learn and develop together.

Under the Safer Highways umbrella, the highways sector is collaborating to achieve an industry wide set of ideals around the subject of workforce wellbeing where we place as much emphasis on the wellbeing of our workforces as we do their safety. ■



Driving for Better Business



Driving for Better Business is Highways England's approach to delivering improvements in Work-Related Road Safety, in the public and private sectors.

Our aim is to raise the levels of compliance for all those who drive or ride for work, by demonstrating the significant business benefits and cost reductions that come from managing your drivers and vehicles more effectively.

www.drivingforbetterbusiness.com



Leadership and commitment to fleet safety

Amey is the first Tier 1 contractor from the supply chain to become a Business Champion in Highways England's Driving for Better Business campaign since the announcement at Highways UK last year.

Following the announcement late last year that all contractors were going to be required to demonstrate they manage their work-related road risk responsibly and compliantly, Amey has led the charge from Tier 1 contractors to support Highways England's new initiative.

The announcement confirmed that all Tier 1 contractors have to become Business Champions by March 2019 and all other contractors must demonstrate they are at least compliant with current legislation and HSE guidance. This requirement has also now been written in to the contracts currently being tendered for in Area 10.

Amey believes proper attention to the health and safety of its employees, subcontractors, client staff and the community within which the Company operates is a key element of effective business management; injuries are not inevitable, harm is not acceptable and risks are ours to manage.

Management of Fleet Risk is particularly important as it affects all road users. We all utilise the roads on a regular basis, or rely upon those who do and we have a right to do so safely. Amey has a variety of initiatives which help reduce the risks our employees and those around us face when using the road. Fleet safety and compliance is supported by top level engagement.



"Amey is one of the largest and most diverse companies working for the public and regulated sectors in the UK, with the ultimate aim of creating better places for people to live, work and travel. To help us deliver this aim, the Amey Executive Team, fully support the work of our Group Fleet & Plant Team in their work in improving the safety, efficiency and professionalism of our employees and supply chain partners who are driving at work."

James Haluch
Managing Director, Highways, Amey

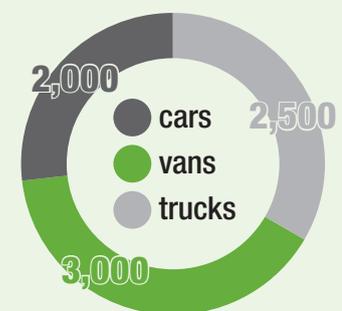


Amey Fleet Details

19,000 employees

11,000 drivers

7,500 vehicles



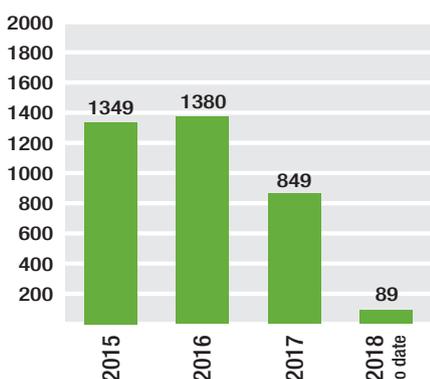
203 Grey Fleet Drivers

3,000 Driver CPC holders

50 Transport Manager CPC holders

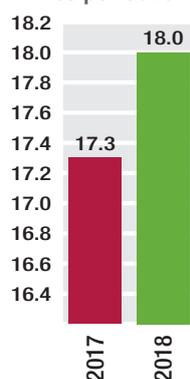
Incident Reduction

At fault incident claims

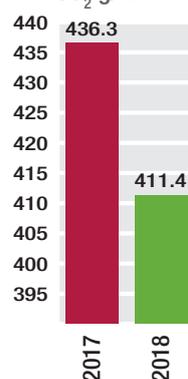


Environmental Impact

Miles per Gallon



CO₂ g/Km



HIGHWAYS ENGLAND 'DRIVING FOR BETTER BUSINESS' CAMPAIGN

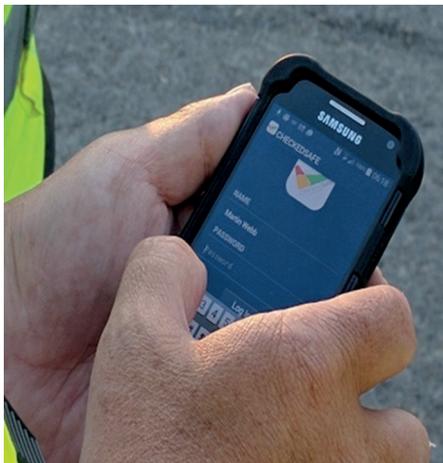
The following initiatives have contributed to increased compliance, safety improvements, fuel efficiencies and cost savings across Amey

Daily vehicle checks

Amey utilise CheckedSafe. This is an App which facilitates driver daily walk around checks from a digital device. It is simple to use and replaces the cumbersome paper-based method.

This allows the driver carrying out the inspection to speed up the process and submit the results in real time from the App with additional details including photos, time and date stamps, notes on corrective action. Once the check is finished, the report is viewable via an online portal.

All failed vehicle compliance checks will automatically generate a report which will be sent to a line manager or administrator for inspection and guidance.



Driver Safety Films

In October 2017 Amey released 3 new driver safety training films to be used at an operational level to raise awareness of Access and Egress, Manual Handling and Responsibility of a Professional Driver.

Driving Licence Checks

Following feedback from the business Amey instructed a new supplier to carry out secure licence checks for all drivers.

The new process has improved completion rate which gives us a much clearer overview of our driving population and exposure to risk.

We have also implemented online Driver Risk Assessments to assess the potential risk each driver may be exposed to and target bespoke training to mitigate this.

Driver Training

Amey Fleet and Plant have a bespoke 90-minute driver awareness training session including topics such as hazard prevention, rules of the road, fitness to drive. So far 2000 drivers have completed the training.

From 2018 the awareness roadshows will include use of a bespoke fatigue simulator which uses virtual reality to train drivers on the effects of driving tired.

Amey has also reviewed all Driver CPC training and partnered with the Freight Transport Association to provide bespoke accredited training.

Vehicle Safety Technology

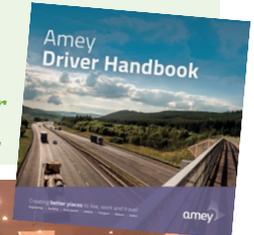
Amey continues to invest in the latest technology to support the safety of its fleet. This includes the use of:

- Masternaut Telematics
- 360 degree cameras
- CCTV
- Reversing alarms
- LED warnings
- Access and egress assistance

Policies

Amey continues to update its driving related policies regularly. This included the launch of a new Driver Handbook in October 2017 which was provided to all drivers along with a copy of the latest Highway Code to ensure compliance with latest road legislation as well as Amey policies.

In January 2018 Amey took the decision to amend its mobile policy to prohibit all use of mobile phones whilst driving, including hands-free conversations, recognising that this is one of the highest risk activities a driver might undertake.



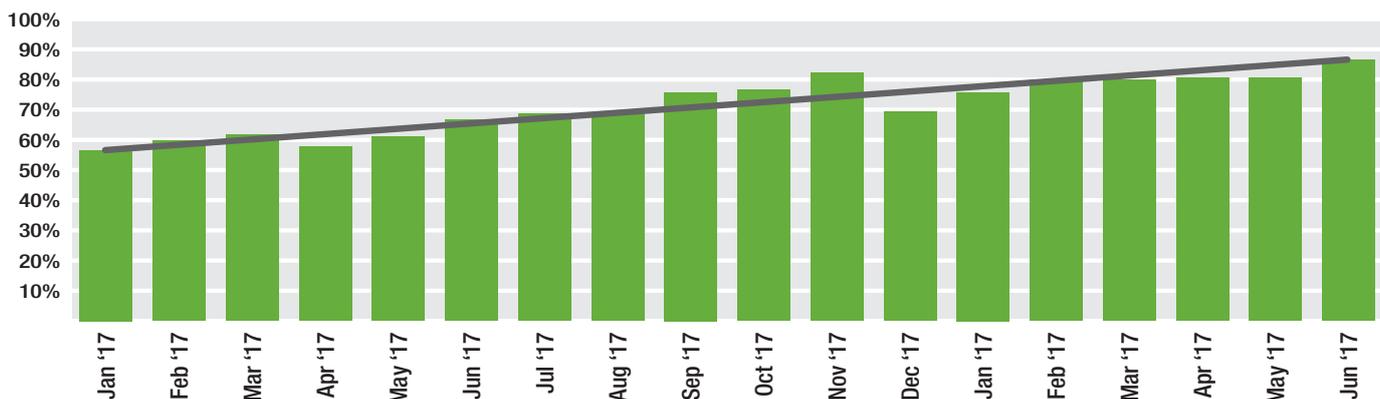
Fleet and Plant Conference

Amey Fleet and Plant host annual internal conferences for all operational Transport Managers and Fleet Administrators.

Each conference is attended by over 100 employees and provides an opportunity to hear from the Traffic Commissioner, Amey suppliers and agree fleet management processes going forward.

Fleet Utilisation

30% improvement over past 18 months for vehicles fitted with Masternaut telematics systems



Read the full Amey 'Business Champion' Case Study at www.drivingforbetterbusiness.com/case-studies



WJ Group champion better driving in the road marking sector



Paul Aldridge
Sustainability Director
WJ Group

WJ Group, the UK's leading specialist road marking company, is championing the Highways England *Driving for Better Business* initiative.

We believe that being a Business Champion for the Driving for Better Business campaign recognises that safer roads benefit everyone and we understand that we can all play a key role by sharing our best practice and learning from the best practice of others, to create a shared experience that improves road safety for all.

The safety of our staff and other road users is fundamental to our business. When you consider that more than a third of road accidents are said to involve someone who is driving for work, it's clear that we have a moral and legal duty to ensure good work-related road safety practice. As part of our approach, and as a member of the Highways England Community, we have embraced the safety imperative that 'no one should be harmed whilst travelling or working on the road network'. We see the value in schemes such as Driving for Better Business that promote a work-related road safety culture across industry and believe it's incumbent on us to take a lead and ensure that best practice prevails in our sector.

WJ Group has 456 staff and 191 road marking vehicles so understanding and managing our Work-Related Road Risk (WRRR) is vital to us, and should be to any sustainable business. WJ's core

activity is to make our highways safer and we cannot do that without a passion for safety, meaning that safety and road safety are synonymous – they do not stop at site boundaries but are embedded deep in the very fabric of our organisation.

Investment in driver training and engineering developments that design out risk in our fleet have been the key elements in our award winning safety improvements. One of the early lessons we learnt as a business was that having good, well-maintained vehicles and well-trained drivers was very important to us and our customers. No organisation wants to work with another that can't be relied upon to turn up on time and carry out their work reliably, so minimising vehicle failures and accidents is as vital as it is logical. Good driver training and vehicle maintenance is directly reflected in lower fleet repair costs and insurance premiums.

Driving incidents, breakdowns and crashes all have the likelihood to cause adverse publicity. Complaints from our highways customers to us, our clients, through social media or to the press are bad for us as a business, and encouraging good, safe driving behaviours reduces the risk to reputation.

This brings me to protecting other road users. One of the outcomes of the

Driving for Better Business initiative is that it encourages and enhances work-related road safety improvements across the network overall. We all have a duty to Vulnerable Road User (VRU) safety – this is very important for our business – which is why we are also Construction Logistics and Community Safety (CLOCS) Champions as well as being the first road marking company to be FORS accredited. Driving for Better Business, FORS and CLOCS compliment one another. We aim to keep compliance simple and view this as a collaborative approach, managing WRRR together improves road safety.

WJ also provide markings for safe cycleways and devotes a significant amount of time to training on VRU safety. We also realise that as a company that earns a living in highways, we too are VRUs when carrying out our operations. There is a considerable amount of misunderstanding around the rights and needs of VRUs including highway workers and this can lead to quite distressing levels of verbal and physical abuse. Following the tenets of Driving for Better Business aids this work and breaks down these misconceptions.

Environmentally, our fleet and fuel usage are our largest environmental

impacts and challenge. We are all aware of the impacts that vehicles have on air quality through emissions, however, we do benefit from our WJ Training Academy with continual development of our drivers allowing us to reduce both our fuel usage and emissions. Reducing our environmental impacts through Safe and Fuel Efficient Driving (SAFED) for instance, reduces our carbon footprint which is good for the planet, reduces our particulate and nitrous oxide emissions which is good for people and reduces our costs which is good for our people, the planet and our business.

The benefits of addressing work-related road risk are enormous. Proper maintenance, monitoring driver behaviour, mitigating environmental impacts, training and development make our workplace better for the people that work for us, their families, our clients and the stakeholders that we serve. The cost reductions they bring make the business more efficient and sustainable. For WJ, Safety is a core value – it is a collaborative process and we cannot by our actions alone make a national impact but, by championing schemes such as Driving for Better Business, we can play a proportionally greater role in increasing highway safety and efficiency. ■



THE STANDARD-SETTING SCHEME BEHIND WJ'S ROAD SAFETY RECORD

The jewel in the crown of WJ's road safety policy is its celebrated Driver Training Academy, which provides the highest quality approved driver training for a range of vehicles. All training and tests are delivered at our DVSA approved Training Centre, by our own DVSA qualified driving instructors.

This is because WJ believes that safe, competent, empowered, multi-skilled staff are key to developing our business. WJ drivers are regularly assessed and receive extensive training in safe, environmentally- friendly driving.

The Academy provides Driver CPC courses relevant to our industry including Safe Urban Driving, First Aid, Fire Safety, Safe Vehicle Operations (including Banksman, Vehicle Checks, Safe Loading), CITB Health & Safety Awareness and Traffic Management (12D T1). This compliments our training requirements under NHSS 7 and ORAS (Operative Refresher Assessment Scheme). We strive continually to improve driver training with LoCITY and FORS e-learning courses, and having our own Academy provides a catalyst for this.

Driving for Better Business

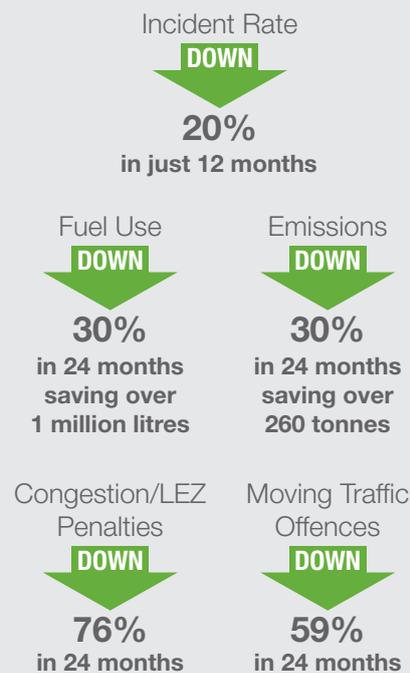
"I'm delighted that WJ have become a Business Champion in the campaign and agreed to share the good work they are doing to manage their work-related road risk. The resources and effort that go into building and maintaining WJ's broader safety culture are exceptional so it is great to see them apply the same high level of commitment to their work-related driving."

"The benefits this has brought WJ are clearly apparent too. I'd like to specifically draw attention to the fantastic reductions achieved in fuel use and emissions – a significant contribution in the fight to improve air quality over the road network."



Simon Turner
Campaign Manager

Business Benefits Achieved by WJ



Read the full WJ 'Business Champion' Case Study at www.drivingforbetterbusiness.com/case-studies



WRRRS 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. These are now taking effect in the new contracts for Area 10. Here's what you need to know and do.



In 2017, Highways England Chief Executive Jim O'Sullivan shared his wish that all Tier 1 contractors and service providers should become Driving for Better Business Champions. In addition, all contractors must at least meet the requirements laid down in current legislation and HSE guidance, whatever level they are at. The implications are clear – if you fail to manage this risk appropriately, your company could be excluded from working on the SRN.

Highways England are setting an example – they have reviewed all their driving for work activities, updated their policies, and are now working towards being a Business Champion themselves.

In the supply chain, Skanska has been a Business Champion for many years and The Clancy Group were awarded Champion status at the same time as last year's announcement however, since the announcement only Amey and WJ Group have since become Business Champions. Others have come forward and are currently building their case studies.

If you haven't yet started your Driving for Better Business journey, we outline here everything you need to know about becoming a Business Champion and managing your own suppliers. In addition we will be holding two 50 minute expert workshops in the Highways England theatre at this year's Highways UK event at the Birmingham NEC on Thursday 8th November.

The Business Champion Programme

Business Champions are those organisations, from both the private and public sector, that are prepared to step forward to champion good practice in the management of work-related road risk by sharing their stories – the challenges, the actions, and the significant business benefits – with other employers.

A Business Champion is not simply a company that supports Driving for Better Business. A Business Champion is an organisation that has done everything in the Driving for Better Business Commitment – a statement that they operate in line with current legislation and HSE guidance – but has usually gone much further.

By measuring and monitoring, they will have highlighted areas that can be improved. They might focus on any or all of the following:

- collision repair costs
- maintenance costs
- fleet insurance and excess costs
- third party claims
- business mileage claims
- fuel efficiency and emissions
- business reputation

Interventions and action plans will then have been put in place and progress monitored to ensure that the actions implemented are having the desired effect, with constant tweaking to maximise the results.

Our Business Champions are organisations that manage those who drive for work to an extremely high level and can prove that this approach has benefitted their business.

DfBB Business Champions stories and case studies should be held up as an inspiration for other ambitious employers to copy.

Champions do the following:

- Create case studies of good/best practice and examples of benefits achieved
- Share policies where appropriate as a resource for new visitors to the Driving for Better Business website
- Share Driving for Better Business with their networks – supply chains, corporate customers etc.
- Contribute to articles and features that we share with the Driving for Better Business community.



Example case study inclusions:

- Company overview and core business values
- Fleet dimensions by type i.e. cars, vans, trucks, specialist
- Total number of staff who may drive at work, including 'Grey Fleet' drivers
- Quote from a senior manager demonstrating top down leadership and commitment to fleet safety i.e. Owner/Director/CEO
- Quote from Fleet Manager or person directly tasked with managing fleet
- Summary of driving at work activities and how they are managed to ensure compliance and improvement
- Identify how sub-contractors/supply chain are managed in relation to driving on your organisation's behalf
- References to your driving at work policy (e.g. driver training/mobile phones)
- How you make use of third-party supplier products and services such as telematics, licence checking, vehicle checking apps, driver training, etc
- Performance measures – How you measure and monitor your fleet activity. What do you measure?
- Accident/Collision reduction info
- Financial and/or business benefits from actions taken
- Any lessons learned along the way
- Any future projects or developments
- Company and individual staff awards for fleet risk management

Examples of the Business Benefits that can be achieved



“ We've reduced repair costs by over 70% maintenance costs are down by 30% and fuel use is down too



“ Our driver training programme led to reduced collisions, a 60% drop in traffic offences and a 30% reduction in fuel use and emissions



“ In just 12 months we've reduced insurance claims, damage costs and fuel use plus our telematics drivers scores have improved.



“ Reducing collisions brought massive savings in engineering and repair costs as well as replacement vehicle hire



Thursday 8th November 2018

MASTERCLASS

Managing Work Related Road Risk in the HE Supply Chain

At this year's Highways UK event, Driving for Better Business will be running two 50 minute Masterclass sessions for contractors in the Highways England supply chain looking to meet the new contractual requirements for managing work-related road risk. The sessions will start at 12noon and 1pm on the 8th Nov.

The two Masterclass sessions will be run by our Champion Programme Manager John Lawrence who, for almost 20 years, ran one of the UK's largest fleets. Each will cover:

- How to become a Business Champion
- How to engage your Supply Chain

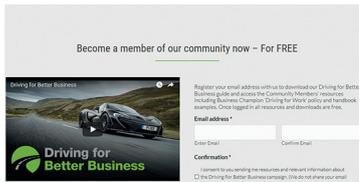
Register now to reserve your place

Reserve your place at www.drivingforbetterbusiness.com/huk

Ensuring your supply chain meet the required standard: The DfBB 7-step process

Tier 2 and 3 suppliers should be doing the following as a basic legal minimum

1



Register on the Driving for Better Business website

Registering on our website is free and allows access to all our free resources including example Driving at Work policies from some of our Business Champions. It also brings access to features, reports, videos and many other free resources that will help meet the following steps. All resources are free.

2



Management Commitment

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. The statement should also be shared with the workforce so they understand the importance to the business.

3



Risk Assess Driving at Work Activities

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.

4



Driving at Work Policy

A 'driving for work' policy, or suite of policies, that complies with 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.

5



Measure and Monitor Fleet Activity

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 recording crashes and investigation results, any driver training or education supplied, policy acceptance, driver licence checking, vehicle checks and defect reporting, etc.

6



Complete the Driving for Better Business Commitment

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 and meet the minimum standards required by Highways England.

7



Pursue Good Practice

Once basic compliance has been achieved, further steps need to be taken in order to realise the significant business benefits that can be achieved from good management. All companies have different circumstances and challenges but looking at fuel use, telematics, driver training and vehicle safety systems could all bring significant cost reductions.



thinking safety



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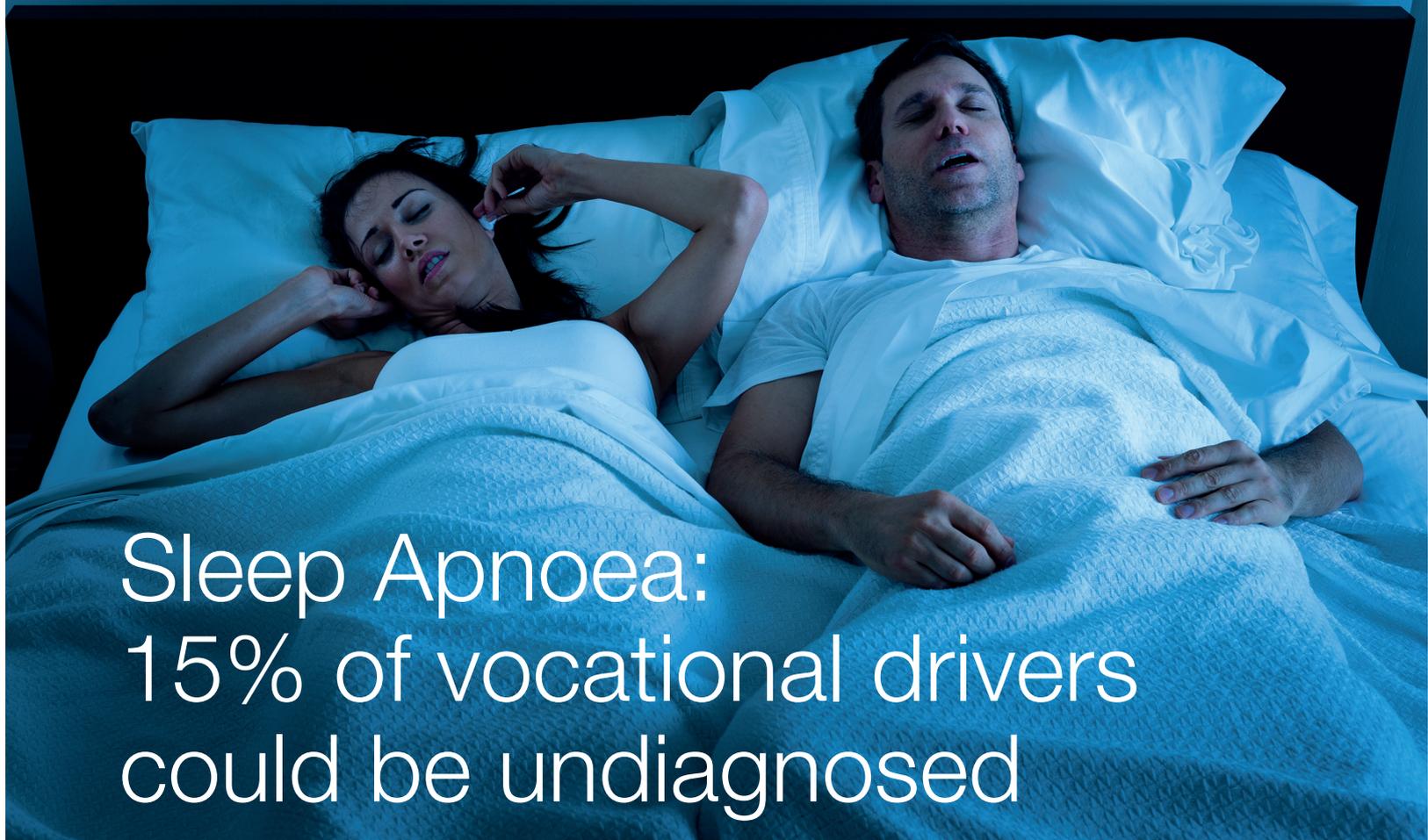
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Sleep Apnoea: 15% of vocational drivers could be undiagnosed



Professor John Stradling
*Emeritus Professor of Respiratory
Medicine at Oxford University*

Prof. Stradling talks to David Williams about the problem of sleep apnoea for those who drive for work, why employers need to take notice, and what can be done to help those who might suffer from the condition.

David is an award-winning transport and road-safety journalist, who writes for national publications including the Evening Standard, the Sunday Telegraph and Daily Telegraph.

The statistics around Obstructive Sleep Apnoea (OSA) – the condition where the walls of the throat relax and narrow during sleep, interrupting breathing and disturbing sleep, potentially triggering severe daytime sleepiness – make alarming reading.

The OSA Partnership Group, a group of organisations with an interest in this common condition, recently reported that it is a serious and growing problem in the UK, particularly against a backdrop of rising obesity, which is one of the risk factors provoking OSA.

Recent research shows that the global adult prevalence of OSA is around one billion people - roughly 20 per cent of the adult population have some degree of OSA.

Studies have shown that when a driver with untreated OSA and excessive sleepiness gets behind the wheel of a vehicle, they are between three and nine times more likely to have an accident and that the accident is likely to be of increased severity.

Alarmingly, sleepiness or tiredness is believed to be responsible for roughly 20 per cent of all motorway

accidents, and much of this will be due to OSA; and it's a particular problem for those who drive professionally, and who spend much of their lives on long-distance journeys.

In Britain, reports the OSA Partnership Group, at least five per cent of the adult population is thought to have undiagnosed sleep apnoea, of which about a quarter has the more severe form of the condition, Obstructive Sleep Apnoea Syndrome.

In the case of vocational drivers, the figure with undiagnosed OSA is believed to be far higher – possibly up to 15 per cent.

It's particularly worrying, then, that the Partnership has uncovered a worrying decline among fleet operators who feel that their company has a responsibility to ensure that their drivers have access to treatment.

The Partnership's research in 2016 showed that 90 per cent felt they had a responsibility, but this dropped to 85 per cent in 2017. It means that more than 15 per cent of businesses – around 85,000 of the total 5.7 million in the UK – feel that they do not have a responsibility to ensure that their

commercial drivers have access to diagnosis and treatment.

Fortunately, however, efforts are being made to reverse this, led by the Partnership.

One of the key barriers to dealing with OSA in the driving workforce is employees' fear that - even if they believe they are suffering from the condition - admitting it would amount to professional suicide, an understandable concern.

They fear that if they raise the issue with their manager, it could trigger a chain of events in which they lose their licence - and their livelihood - as they progress slowly through bureaucratic company procedures and, potentially, a lumberingly slow health service.

This is why the Partnership is campaigning on two fronts. On the first, it is fighting to raise awareness among employers, urging them to implement fully supportive OSA policies that would not only make their employees' lives easier, but safeguard their reputation and road risk in general.

On a second front it is campaigning for NICE - the National Institute for Clinical Excellence, which issues guidance to medical services - to develop guidelines for the management of OSA, especially when affecting commercial drivers. It had previously persuaded NICE to introduce new wording in a 'Clinical Knowledge Summary' for GPs treating OSA patients, which encourages GPs to ensure rapid treatment for professional drivers, as part of a hoped-for national four-week fast-track programme.

Following lobbying by the Partnership, NICE is now working on this and will publish new guidelines in 2020. With backing from NHS England, respiratory and sleep groups, including the British Thoracic Society and a number of sleep clinics, the Partnership is hopeful that what it calls its 'Four Week Wait' campaign will be implemented.

In the meantime, says Professor John Stradling, Emeritus Professor of Respiratory Medicine, it is vitally important that transport companies put their own, supportive, fast-track policies in place - and pay for private treatment of affected drivers, if necessary.

He says that with the right policies, there is no reason why every OSA sufferer should not be successfully treated, and be back in the driving seat within around four weeks.

"The first thing a company should do is raise awareness, saying that they are very sympathetic to this problem, because they know it affects drivers' lives," says Professor Stradling, who was one of the very first to work in this area, after initially becoming aware of a patient with this then little-known disease while working as a junior doctor at Hammersmith Hospital, in 1978. "And from a selfish point of view it also affects a company's business, an accident is incredibly expensive.

IT IS VITALLY IMPORTANT THAT TRANSPORT COMPANIES PUT THEIR OWN, SUPPORTIVE, FAST-TRACK POLICIES IN PLACE

"What they should do is have a very open door and supportive environment that allows drivers to come forward with symptoms if they are worried, but not under any circumstances be penalised for putting their head above the parapet. This is so important; we have been touring various companies and talking to managers and drivers, and they all basically say 'we would be scared witless to admit that we might have a problem that affects our driving'"

Professor Stradling admits that the process, when drivers do come forward, can be 'very random'. Uninformed companies can panic and tell the driver to inform the DVLA, leading to unnecessary loss of licence. Enlightened companies take a different approach, he says. If there is excessive sleepiness sufficient to impair driving, then clearly driving should cease, followed by rapid diagnosis and treatment. Where they judge there is no significant sleepiness, the employee can continue driving and be referred to their GP for an assessment of whether further investigation and treatment are necessary.

In the more severe cases - where perhaps the driver is aware that the sleepiness is adversely affecting their driving - an enlightened company will put the employee on sick leave, or non-driving duties, while they provide

assistance in seeking medical help.

"The driver will still need to see their GP and if it looks like this is all going to take too long it would be well worth the company dealing with it privately," says Professor Stradling. "Because the cost of dealing with it privately is vastly less than trying to find a locum driver to take the place of the guy off the road. It's an economic decision each company has to make."

Adds Professor Stradling: "If the manager does not know what sleep apnoea is all about, he may say 'You'd better stop driving and inform the DVLA'. But this is a disastrous approach, because the driver will then talk to his mates and they'll say 'I have the same symptoms and if that's what happened to you, I'm not coming forward'. It is in a company's best interests to be sympathetic."

Unfortunately, admits Professor Stradling, even employees working for firms which have given a written guarantee that they will help, rather than penalise, can sometimes be too scared to come forward. "It is a hard nut to crack and I am not blaming lorry drivers at all, the vast majority of whom are highly responsible and professional. Even if they do all the right things they can be crucified by bad bureaucracy."

On the positive side, treatment is relatively straightforward and effective. Drivers reporting to their GP with symptoms will, generally, be referred to a sleep clinic, which will conduct tests which will include observing them while they sleep, to ascertain the severity of their condition. Most major cities have their own sleep centres who do their best to help commercial drivers.

If deemed to be at risk, it is likely that a driver will be recommended to try Continuous Positive Airway Pressure therapy. This involves wearing a mask that covers the nose, or nose and mouth, while sleeping. Connected by a tube to an electric pump, it gently pressurises the upper airway to hold it open. "At the moment it is the simplest, least unpleasant treatment," says Professor Stradling. "The snoring goes away, the obstruction goes away, sleep returns to normal and the excessive sleepiness disappears."

Often, sufferers can be deterred by the prospect of using the device, says

Professor Stradling, who admits to snoring but says he does not suffer, personally, from OSA: "It sounds bizarre, and it is a little bizarre, but the fact that 11,000 people under the care of the Oxford sleep unit alone are using this, shows that it is entirely useable and it is a small price to pay for the resolution of their symptoms. The treatment is provided free by the NHS and costs around £220 for the pump and £75 for the mask. The mask lasts about a year and the machine lasts about seven years, so it really is peanuts in terms of costs to the NHS."

For now however, says Prof Stradling, all efforts must be focused on ensuring that drivers can access this treatment speedily, without fear of penalty – and before they have an accident.

"This starts with getting the message out to transport managers and fleets: it's in your best interests in every possible way, to get help to drivers to sort this out as quickly, and as efficiently, as possible."

How do you know if you are suffering from OSA?

The key indicator of sleep apnoea is what Professor Stradling calls a 'longish' history of heavy snoring. But there is a catch.

"You yourself may not be aware of it and I think this is one of the reasons the condition does not get diagnosed as often as it should," says Professor Stradling. "It's because the patient goes to sleep, thinks they sleep perfectly well, wakes up in the morning and are still very sleepy and cannot understand why.

"This is because they are not aware of what is actually going on; it's usually their partner who is more aware. Their partner will probably have spotted that their snoring is no longer regular but is intermittent, and there are pauses followed by explosive snoring. This represents the apnoeas, the stopping breathing episodes, followed by the sudden re-starting of the breathing. There might be restlessness, so that every time you wake up you may move, and so sometimes people are aware that they are constantly tossing and turning all night. But if the partner does not tell them, they simply might not know."

During the day however, sufferers

will have excessive sleepiness, and even that might not be fully evident until they switch from being fully engaged and occupied in a task – during which they function well – to a situation with less stimulation such as a long boring motorway drive. Only then might they find they begin fighting off sleep.

Unfortunately, says Professor Stradling, there is no objective test capable of predicting whether a sufferer will have an accident. "That's pretty much true of almost every medical condition that might lead to accidents. All one is doing is working on probabilities and the DVLA have to come to a judgement where they say 'we think the risk is too high, we have to stop people driving'."

Professor Stradling says that currently, deciding who is at risk, and who isn't, can be 'pretty arbitrary', especially if the DVLA is phoned. "We recommend always writing to the DVLA".

ON THE POSITIVE SIDE, TREATMENT IS RELATIVELY STRAIGHTFORWARD AND EFFECTIVE. MOST MAJOR CITIES HAVE THEIR OWN SLEEP CENTRES WHO DO THEIR BEST TO HELP COMMERCIAL DRIVERS.

One problem is that not everybody with sleep apnoea is symptomatic. "This is why just monitoring people at night does not tell you whether they are going to have an accident or not," says Professor Stradling. "That's why in this country we have shied away from overnight monitoring but there are now companies in America, trucking companies, which insist that before you drive for them you have a sleep study. It's very unfair in my view because a lot of people have a degree of sleep apnoea which causes them no problems whatsoever, so to be forced to use a treatment they don't need is ridiculous.

"The problem we have battled with, with the DVLA in the UK, up until recently, is that they felt that sleep studies and the result you got from a sleep study was what they should be using to judge licensing issues. They now understand that this is not true, which is why the DVLA guidelines to doctors say that if a patient has sleepiness, sufficient

or likely to impair driving, then you should stop driving. I think they have finally understood that it depends on symptoms. Those symptoms are going to be self-reported largely; everybody knows when they are getting sleepy."

Can drivers tell if they are going to fall asleep at the wheel?

This is a controversial area as, according to Professor Stradling: "The idea that you can fall asleep at the wheel and not know that you are excessively sleepy is probably completely untrue."

Confusion arises because a sufferer – after an accident – may genuinely not remember the moments leading up to a crash, during which they would in fact have experienced feeling sleepy.

Professor Stradling cites Professor Jim Horne, Emeritus Professor of Psychophysiology at Loughborough University, who has shown that people are aware that they are sleepy before they actually fall asleep.

"It just does not happen out of the blue," says Professor Stradling. "Unfortunately, there have been a few legal cases where people have got off charges of falling asleep and having an accident and killing somebody because they argued that they did not know they were sleepy. And I'm afraid I don't believe that to be true. The idea that you can fall asleep at the wheel, and not know that you are sleepy, is probably completely untrue."

How many accidents are caused by OSA?

This is – despite the wealth of figures purporting to quantify the scale of the problem - a contentious area, says Professor Stradling.

"I just don't think we know. I, personally, as a clinician have been involved with many patients who've been involved in accidents due to sleep apnoea and I'm just one of hundreds of physicians who have dealt with sleep apnoea."

"There are many highlighted cases in the news, but what we do know is that probably one in five of all accidents relates to inattention, fatigue, sleepiness, or whatever you choose to call it."

Adds Professor Stradling: "But not



all of those of course are going to be sleep apnoea; some will just be people behaving badly, maybe someone had three kids all under five who kept them awake all night and so on.

"We also know that if you did fall asleep and had an accident, you probably would not admit it when the police turn up, because you know you would be at fault. Most people say 'Oh something ran across the road and I had to avoid it' or 'I don't know what happened at all, I must have banged my head' ... and that lets you off the hook, that's what happens unfortunately."

Professor Stradling says that the police do have various criteria for assuming that lack of attention or falling asleep caused an accident. These include an absence of skid marks (which imply that the driver did not take avoiding action), weather conditions that were not adverse, and the absence of any third party when a driver runs off the road or into a tree.

"If you hear of a lorry that jack-knifed in the middle of the night across the motorway, that was almost inevitably falling asleep, because

lorries do not jack-knife of their own accord. What happens is you nod off, then you suddenly wake up, realise you are veering off the road and you make a rapid correction whilst braking, and then the back of your truck swings around. So that kind of jack knifing is probably due to nodding off."

Are van and car drivers affected too?

Yes, says Professor Stradling, but van drivers tend to have more stops and make fewer longer journeys than truck drivers, who face travelling for hours on the same – often tedious – road. "Opportunities for van drivers to get bored and nod off are far less than for long distances on motorways."

What is being done to tackle this problem?

"We are trying very hard to get the government to fast track commercial drivers and people who rely on driving for their living, as part of our call for reassurance that you will get sorted out quickly," says Professor Stradling.

"It's one of the key things that the Partnership is trying to organise; if you as a lorry driver present to your GP, you should be guaranteed that you will be sorted out within four weeks. We have similar kinds of guidance for people presenting with possible cancer, with the two-week wait before you are seen. We want a four-week wait to treatment for OSA because treatment is quick and easy and can be organised. Several sleep units, including the Newcastle Sleep Unit, have shown that with very minor alterations in the way you manage your sleep service, you can have a four-week turnaround from presentation to back on the road."

Concludes Professor Stradling: "We are hopeful that in NICE's new guidelines there will be a statement that this should happen, because these NICE guidelines are almost mandatory. If the Four Week Wait idea gets into these new guidelines then it may be that, at long last, lorry drivers can trust that the Health Service will sort them out – and that they will not lose their job and livelihood." ■

How the latest technology can reduce your fuel spend



With a background in engineering that has seen him involved in vehicle crash testing, emissions optimisation, fuel economy, electrification and, most recently, clean air strategy and government policy, Andy Eastlake is convinced that improving transport safety and air quality must increasingly go hand in hand.

And he believes that much can be done to further this symbiosis – with important benefits for the environment as well as for business profitability.

As Managing Director of the Low Carbon Vehicle Partnership (LowCVP) Andy, 53, is immersed in the transport industry, and says one of the big hopes of fleet managers and business is that the race towards electrification – and increasingly widespread use of ADAS – will continue to drive costs down.

“As a society nobody wants to be profligate with energy in any form,” says Eastlake, whose job involves providing expert advice and support to the Department for the Transport.

“Reduced energy consumption is a key issue at the moment in the transport sector and that’s good for many reasons; it not only helps keep our air cleaner, it also helps reduce carbon emissions and, for businesses, it reduces energy costs which means lower fuel bills.”

Eastlake is realistic about future progress on these twin fronts, however: “Despite huge advances in electrification, we are going to be using the combustion engine for a very long time, and in the heavy-duty truck arena, for even longer, so we need to be thinking about how we can save energy – and costs – in new ways, now.”

According to Eastlake, the drive for ever better air quality and safer vehicles will continue to deliver important benefits for fleets and the transport sector for years to come – but only if it is managed correctly.

“The opportunities that will arise for businesses not just from a practical, safety point of view, but for economic efficiency too are very exciting,” says Eastlake. “This is because the very same ADAS benefits that give you safer driving, will increasingly deliver more fuel-efficient driving too.

“We see increasingly that these things go hand in hand, with technology that delivers better anticipation, smoother driving, relatively gentle acceleration and controlled braking all improving safety and fuel economy.”

Eastlake says there are ‘interesting correlations’ emerging in the way that the latest, advanced vehicles behave. “For example in an electric vehicle,

by braking gently you can recuperate a lot more of the energy. There are important ramifications for air quality, safety and firms’ bottom lines. But it’s all about knowing how to get the best out of your technology.”

Eastlake believes that while talk about the imminent arrival of the fully autonomous vehicle is over-hyped, major benefits are already flowing from driver-assistance technology being built into new vehicles.

To date, he says, much of it has been aimed predominantly (and rightly) at improving road safety but there is the possibility this comes at the expense of that other major benefit that all fleet managers crave; fuel savings. This is something he wants to see change.

“As the technology develops, ADAS will increasingly pay dividends in both directions,” predicts Eastlake. “Take adaptive cruise control for instance. At the moment the result can sometimes be quite jerky, as the truck or car works to preserve the distance from the next vehicle along the motorway or congested street, rather than smoothing parameters that would give benefits in fuel economy and be a bit more predictive.

“My belief is that it is difficult for developers to work on both of these important objectives at the same time



Andy Eastlake, Managing Director, Low Carbon Vehicle Partnership

Andy Eastlake was appointed LowCVP’s Managing Director in April 2012, after serving both on the board and for many years as Chair of the Members Council. Andy has a strong background in vehicle engineering, specialising in powertrain developments, fuel efficiency and emissions. As MD he has been closely involved in the design and implementation of the latest testing and accreditation

schemes for a variety of vehicles, including buses and HGVs and most recently leading the work on retrofit emissions technology accreditation. Andy and the LowCVP have a key role supporting DfT, DEFRA and OLEV in stimulating the uptake of low carbon and low emission technologies and fuels across all vehicle sectors, to deliver the long term transport strategy. Andy is a Fellow of the Institution of Mechanical Engineers.

in 'young' technology. There is a natural tension between these two competing strands but increasingly the algorithm that governs that safe distance, for instance, will also take account of energy use so that these aspects are no longer developed in isolation. They will work better together.

"As driving assistance matures, as technologies such as cruise control and city driving technology improve, we shall undoubtedly see increasing benefits to both safety and fuel use."

The benefit for society at large, says Eastlake, is that as engineers become more confident with the safety aspects of ADAS, low carbon objectives will come increasingly to the fore.

One important symbiosis to have emerged – that proves the exception to the 'safety first' rule – is advances in truck platooning, says Eastlake.

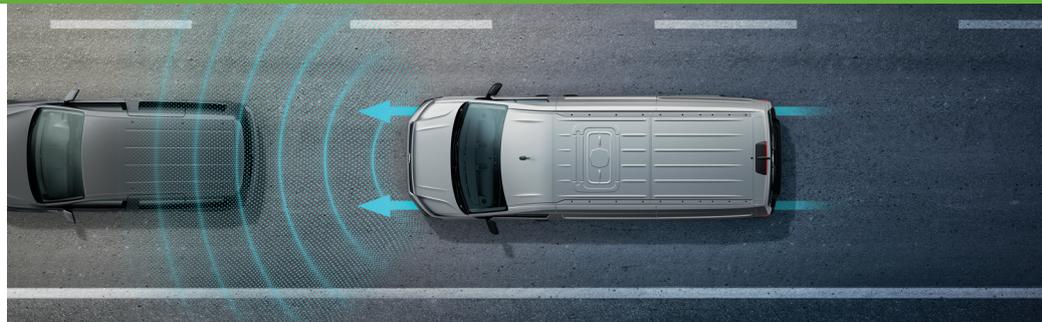
"These developments were predominantly designed for fuel economy and road space benefits, with the overall truck train getting a significant fuel economy above running separate trucks," says Eastlake. "But clearly this exciting technology can improve safety too. It's another example of how we need to join those two aspects up more closely, then think about how it can extend to car and van design too."

Currently, says Eastlake, designers developing algorithms for fuel economy – and those designing algorithms for safety – are often 'not even in the same room', adding: "I think now the aim should be to bring these strands together more, although it won't happen overnight."

This is one area, says Eastlake, where LowCVP plays a key role. "We are becoming the carbon conscience of these developments. So we are saying that when we are developing these technologies, let's make sure the carbon issue is embedded in there as part of the data set against which things are measured."

Eastlake urges caution however as engineers strive to improve current technology. "Take autonomous vehicles as an example. They may be very convenient but if we end up replacing double decker buses with 80 autonomous vehicles driving around, we would have failed on a carbon basis. And the same thing is true in other streams of transport.

"It's about making sure we don't



As driving assistance and collision avoidance technologies, such as those now available on Volkswagen's commercial vehicle range, mature and improve, fleet managers will undoubtedly see increasing benefits to both safety and fuel use.

plough a furrow that does not take a holistic approach to efficient mobility."

A second major challenge, says Eastlake, as the latest transport technology becomes more complex, is for users to understand how to get the best out of it. "It requires a different mind-set," says Eastlake. "Even with something like an electric vehicle it means driving slightly differently, adopting a different way of braking.

"Unfortunately best practice principles for fuel economy have been around for a long time and in many cases have not been updated for the latest generation of vehicles with all their driver aids. This needs re-thinking so that business can derive the maximum benefits. This is an area that organisations such as the Energy Savings Trust could help progress.

"The other big emerging problem is that with so many fleet managers trying different telematics systems now the sheer amount of data this generates is simply overwhelming.

"Data itself is not knowledge until you do something with it and analyse it. And the capability of vehicles to deliver data is way beyond the capacity of the fleet manager to process it; it's just too much. There's a real skill in gathering data and deriving really good knowledge and information in an accessible form.

"I do not have a solution otherwise I would be a millionaire but we should be asking whether we look at it at a single fleet level - or whether in fact there is a greater role for say a government-funded organisation like the Transport Systems Catapult to rise above commercial interests, and step in further. They could look at all this data that is sitting there in individual businesses and actually do something very useful with it at a macroscopic level. The benefits for fleets could be enormous."

Another passion of Eastlake's is

speed control technology, having seen it demonstrated in Gothenburg recently. "Surprisingly, drivers say they love it," he says. "In a 20mph zone through an urban centre they can concentrate on hazards in the environment around them rather than worrying about controlling their speed and constantly looking at the speedometer.

"I would like to see more of it on cars, vans and trucks as it unburdens the driver to concentrate on things the driver should be concentrating on; it's a safety issue – and of course one that also delivers fuel economy benefits so it's win-win for everybody."

Eastlake believes that only 'more enlightened' fleet managers will introduce more technology of this type into the van sector however.

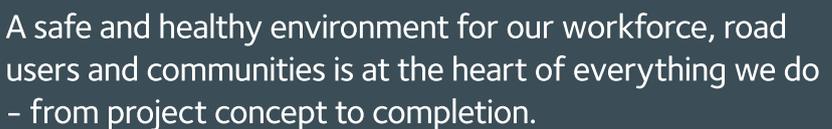
"They need to realise that yes, it's a safety benefit and it avoids speeding tickets, but it also saves fuel and money. To date, I don't think that the benefits of focused speed control have been articulated very well, partly because there's been insufficient evidence to demonstrate the advantages. This is another area where we need more research, so that we have the evidence base to say why it needs to be implemented more widely."

Another area deserving more attention, says Eastlake, is the 'major focus' on big truck safety in vision and collision avoidance, which has yet to filter down effectively to the van market. "It's an area we really need to think about."

Eastlake is nothing, however, if not practical. "If there's one thing I've learned during my career, including my 26 years engineering at Millbrook, it's that as an engineer you never stop learning, you are never fully trained and never bored. I enjoy that aspect.

"We just need to keep on listening, looking – and learning and the rest will follow." ■

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