



SAFER HIGHWAYS MAGAZINE
ISSUE 7 2020 Q2

A Whole New World

Defining a new future for the Highways Sector



Inside this issue...

Reintegrating the Workforce

How do we bring our people back from furlough

Covid Presenteeism.

The new challenge our managers face

Making the right choice

How do we ensure we procure the correct PPE



Building quality
infrastructure which
connects communities
and enhances lives

**We
build
for a
better
society.**

Dear Friends and Colleagues,

Thank you once again for taking the time to engage and indeed read the latest edition of our publication, SH.

The last few months have been what I can, at best describe as challenging, although I am sure many of you can find more eloquent words for our experiences. The phrase, unprecedented, has been much over-used, but actually lets be honest that is the only way to describe our lives for the last four months. Little did we know when this seemed like a localised issue restricted to a small province in China it would have such devastating effects upon the western world - but it did. As it crept slowly into Italy and then established a stranglehold on firstly Spain and then latterly most of Western Europe we found ourselves staring into the abyss of something none of us could have ever legislated for.

It is testament to our sector and indeed the leadership shown by Jim O'Sullivan and Malcolm Dare at Highways England that, on the strategic network, we continued to work; albeit in a very different "new normal". We have also seen major challenges within the local road network with different authorities adopting many varied approaches - much of which I am sure has been driven by public opinion. What this has meant is that we, as a sector, have been driven to find new ways of effectively carrying out works in a safe and responsible manner and observing our duty of care to those who we employ - a task I know has been a tall order. For that, and I mean this genuinely, we as a sector salute you all. From giving cars back by directors to enable people to safely travel to a place of work, to finding innovative solutions to carrying out what would be otherwise mundane tasks, we, as a sector, have stepped up to the mark.

For our part Safer Highways have been effecting communication from Highways England through our supply chain, just a small part in keeping our industry working. But as we now sit on the cusp of an easing of, what has been probably the worst peace-time restrictions on our daily life, we must drive forward. Those suffering with with poor mental health need us to do exactly that. After all, the impact of isolation has been massive for anyone who has mental issues. In the next 12 months we will redouble our efforts to support our smaller supply chain partners who have individuals in need and indeed our wellbeing steering group have been

more active than ever during lockdown in supporting our members.

At the risk of sounding Churchill-esqe now is the time for the strong to take the lead in defining a bright new future and with that in mind I am pleased to announce a number of strategic partnerships with the British Safety Industry Federation, Mind, the British Occupational Health Society and the Royal Foundation "Heads Together". Together the sum of our parts will be greater than just the whole of our own sector, our aim is that these partnerships will broaden the reach and also knowledge base of Safer Highways going forward.

Safer Highways was, and I apologise if I am doing a dis-service to our members, the wild child who drove an agenda and didn't really play by the rules. In the last three years we have grown into this influencer who has the ability to have a real impact upon Health, Safety and Wellbeing - not just in our own sector, but also beyond. With that comes a responsibility but also a real sense of pride when I and the team reflect on where we have travelled from and to. With that comes a whole new dynamic in how we engage and as such we have taken the radical step of bringing this publication into the 21st century and shedding its "grey suit" approach to design and stylisation and indeed challenging the norms in terms of content.

Please feel free to share this publication without prejudice with your colleagues and get involved going forward. I sincerely hope you enjoy reading our publication.

Kindest regards,

Kevin Robinson
kevin@saferhighways.co.uk





ZERO HARM
MAKE SAFETY PERSONAL

Balfour Beatty is a leading international infrastructure group

We finance, develop, build and maintain the vital infrastructure that we all depend on.

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‘Social Value is a fundamental part of Morgan Sindall Infrastructure’s operational values. It is entrenched in our Total Commitments through Enhancing Communities, brought to life every day, on every project, by our people.



Caring for the Mental Health of Employees as they begin returning to work

Now that we are through the peak of the Covid19 Pandemic minds are turning to what the future looks like.

by Glen Ridway
Independent Consultant
Ridway Workplace Mental Health



We need to be able to work to keep our businesses afloat, and for many, this will mean a return to the workplace, be it an office or a construction site. For most (if not all) companies the biggest concern during this transition will be the health and wellbeing of their employees and families. Before asking people to go back to work they will need to consider the practical challenges of how to ensure a safe and healthy workplace. Construction companies who are used to managing physical risk are well prepared to meet this challenge.

However, the risk to health are psychological as well as physical. Many employees will have experienced often difficult domestic situations during the Lockdown, such as juggling childcare or home schooling, financial worries, loss of social networks, difficult or abusive relationships or, if they live on their own, loneliness. Some will have experienced illness, or bereavement and many will have concerns about vulnerable relatives. Even if staff have carried on working from home it is likely to have been in less than ideal circumstances.

It will be no surprise that The World Health Organization, the United Nations, and many other National Agencies have reported a sharp increase in poor mental wellbeing and mental illness during the Pandemic. A key message from the Lancet Commission on global mental health and sustainable development is that many people who previously coped well, are now less able to cope because of the multiple stressors generated by the pandemic. To deal with the stressors, more people may resort to different negative ways of coping, including use of alcohol, drugs, tobacco or spending more time on potentially addictive behaviours such as online gaming.

As people start to return to work some employees will have genuine concerns about travelling and social distancing on public transport (if it is available) and after an extended period away from the workplace many will need a period of readjustment as they get used to working in a shared environment again. Some will take more time than others and it is critical that organisations consider individual circumstances during this process.

THE WAY FORWARD

At an organisational level visible leadership and clear messaging will be fundamental. Employees will need to know what is likely to happen, how they will be kept safe and how their concerns will be managed. They need to know that there will be flexibility and consideration of their personal circumstances and that support will be available if needed.

Consider the widest possible range of support services, including alcohol, smoking, gambling and other addictions. Financial support and training to increase financial literacy may also be of benefit to

some people. Employees will seek support in different ways: Some will be happy to talk to their managers or colleagues, others will prefer the anonymity of an Employee Assistant Programme, whilst still others may do best using digital services such as Apps or self-directed learning. Consider how you can maximise the routes to support.

A re-orientation process for returning staff

will be vital to ensure everyone knows what any new rules, processes and procedures are and where to get any support they need. This is especially important for those who have been furloughed.

Managers need to be able have a sensitive and honest discussion with each individual and discuss any adjustments and/or ongoing support to facilitate an effective return to the workplace. Consider how you will provide managers with the training and

“

For most employees, their key interaction on returning to work will be with their managers.”



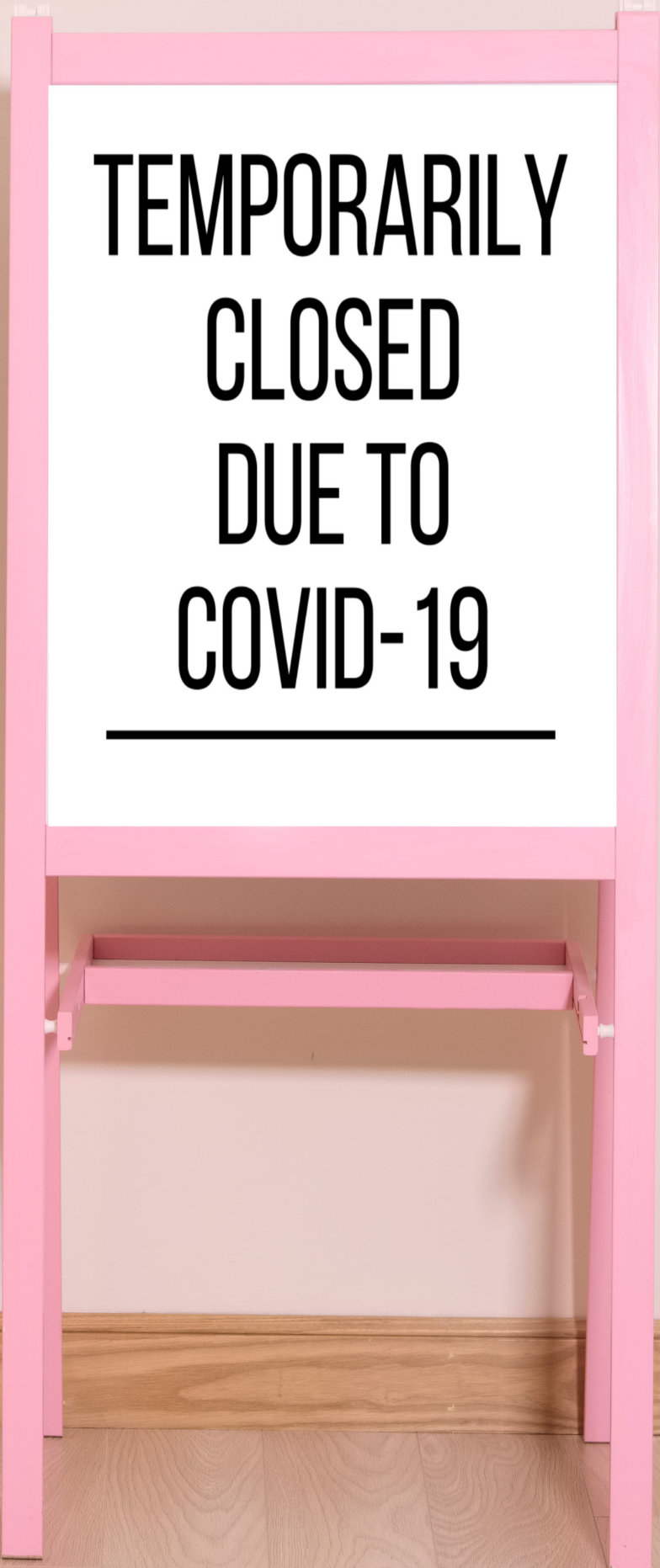
tools to manage these discussions.

Finally, the impact of the pandemic across the workforce will have been uneven; some employees will have been furloughed whilst others may have continued to work or even had increased workloads. These differences and the ongoing difficulties surrounding the pandemic mean there is a risk of negative feelings and tension as people come back together. It will be important that managers are sensitive to this and are able to nip any potential conflict in the bud.

“

The construction industry has made great strides in managing and supporting the mental health and wellbeing of employees in recent years”.

The current situation presents significant challenges but also offers the opportunity to take the lead in this area and demonstrate to those industries that will follow how it can be done.



TEMPORARILY
CLOSED
DUE TO
COVID-19

WE ARE ALL IN THE SAME STORM, BUT NOT ALL IN THE SAME BOAT!



How well we support our workers now will influence how well we all recover from lockdown...

Never has it been more critical to recognise an individual's personal circumstances and for managers to be equipped with the right tools to support their employees. This needs to happen whether they are adapting to working from home, returning to work in an office or on furlough.

At Workplace Wellbeing Academy we help clients to:

- ④ Understand how to best support your employees by conducting a workplace wellbeing audit
- ④ Develop your workplace mental health and wellbeing plans
- ④ Train

In collaboration with experts in their field, we also offer online webinars on topics such as:

- ④ Personal Resilience
- ④ Coping with change and adversity
- ④ Staying in control in difficult times
- ④ Achieving through Smart Working
- ④ Creating the makeshift office
- ④ Mental Health First Aid

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Tackling Presenteeism for better mental health



As organisations increasingly continue to prioritise mental health and employee wellbeing in general, presenteeism continues to be one of the biggest but often hidden employee wellbeing threats in the workplace.

MURPHY

WORLD-CLASS INFRASTRUCTURE

Presenteeism can be defined as employees who are not fully functioning in the workplace because of an illness, injury or other condition. The employee may be physically at work, but may not be able to fully perform their duties and are more likely to make mistakes on the job. According to the Centre for Mental Health, two of the most common mental health conditions – namely depression and anxiety - are more likely to manifest themselves in presenteeism rather than absenteeism.

Combining this with the potential for employee burnout from presenteeism, and the fact that mental and physical issues arising from presenteeism is estimated to cost the UK economy 15.1 billion per year alone (compared to absenteeism at 8.4 billion per annum), it is critical that managers take active steps to identify

employees affected and encourage a healthy work-life balance.

Presenteeism manifests itself in a number of different ways, many of which are not overtly physical but rather cultural and behavioural signs. These signs usually include some or all of the following :

- Making more mistakes than usual
- Producing work of a lower standard
- Lower productivity
- Reduced attention to detail
- Arriving late/leaving early
- Missing lunch breaks/working longer hours
- Working while sick
- Looking tired/exhausted

Similarly, the drivers of presenteeism

are also often cultural and behavioural and include similar manager behaviour, a lack of a flexible/agile working culture, poor wellbeing support outside of formal sickness/absence management policies, job insecurity and concern for colleagues.

The current pandemic now also presents all organisations and their employees with a new type of presenteeism which needs to be recognised and taken seriously before it causes serious burnout – this being ‘e-presenteeism’.

E-Presenteeism

The Mental Health Foundation at the start of April 2020 stated that 79% of employees working remotely in the current pandemic felt that doing so had created a culture of E-Presenteeism. E-Presenteeism



The Drivers of Presenteeism

is described as employees feeling that they should be online and available as much as possible even if out of hours, or if they are unwell. E-Presenteeism is one downside of what many employees see as the generally healthier agile working culture talked about for so long within our sector but properly forced into action by Covid-19.

Some e-presenteeism behaviours may be fuelled by concerns about job security. Recent research by LinkedIn surveyed workers and found that 86% of them felt that they needed to show they were working harder than ever in order to keep their jobs in the current climate. This included both workers who were now working from home indefinitely but also those, like many in our sector, who had continued going physically to work.

For office workers working remotely, e-presenteeism was cited as specifically manifesting itself in them feeling the need to be on-line as much as possible and on average, racking up an extra 28 hours of unpaid overtime each month as a result.

Like any form of presenteeism, e-presenteeism is clearly not a sustainable position for the long term mental wellbeing of an employee. It is more difficult to spot presenteeism of any type when an employee is working remotely, but particularly e-presenteeism. One way to check is to conduct an anonymous 'pulse' survey, seeking feedback on employee wellbeing and how they are generally coping both personally and professionally.

Managers can also leverage general systems data about the amount of time employees are spending on-line and matching that with their workload and outputs. This may be a good indicator of whether an employee is feeling the need to spend more time on-line than is productive or healthy.



Either way in the current climate, we cannot have the same expectations as manager of our employees or indeed ourselves – there simply aren't enough hours in the day to work full time, look after children at home and stay completely on top of our work and wider-life responsibilities.

Tackling presenteeism, including e-presenteeism, in our sector is a challenge. Most significantly so, because doing so often clashes with the traditional cultures and behaviours that often our sector is known for, including the long hours and the often old-fashioned views on working patterns. There is no better time for permanent change than now and with no visible end to the current situation in sight for some time, we must do everything we can to secure the future of our sector by ensuring the best state of employee wellbeing and productivity that we can in these difficult times.

“

E-Presenteeism is described as employees feeling that they should be online and available as much as possible even if out of hours, or if they are unwell.”

by Dawn Moore
Group People Director
Murphy Group



Healthier Highways on the M25

*Leading the way in the prevention of road worker ill-health -
Stay Wise | Reduce Risk | Protect Health*

by Steve Perkins
Managing Director
Steve Perkins Associates
working with Connect Plus

Elaine Gazzini
Programme & Technical Director
Connect Plus

Covid-19 has thrown the issue of workplace health into the spotlight. Exposure controls such as social distancing and correct hand washing are hot topics across construction right now. However, control of workplace health risks has long been the Cinderella to accident prevention.

When presenting to construction and highways audiences, we often begin with the question; “what is the balance of time spent between working on accident prevention and ill-health prevention as a percentage of the total time you spend on health and safety in your role?” This is caveated with a reminder to exclude time spent on promoting

personal wellbeing, in order to focus on ill-health, caused directly by the workplace and covered by the Health and Safety at Work Act 1974.

The most common response by far is around 90% safety and 10% health. Although this may have improved temporarily due to COVID-19, it illustrates the pressing need for the industry to do much more to tackle the significant burden of work-related ill-health.

The Health and Safety Executive estimates that annually 4,000 construction workers die from occupational lung diseases, and there are 5,500 new cases of occupational cancer in construction each year. At any one time there are nearly 80,000 construction workers with work-related ill-health, ranging from musculoskeletal disorders to lung disease, and noise-induced hearing loss to stress.

It’s been exciting to see the progress made on



pound contract with Highways England to manage and improve the M25 network. The M25 is one of the busiest motorways in Europe, covering 440 km of motorway, 5 tunnels, 748 bridges and over 150,000 assets. In normal usage it carries 15% of all UK road and motorway traffic, with the western side used by over 250,000 vehicles per day.

To successfully deliver this contract Connect Plus works as One Community, leading a group of six main supply chain partners - Jackson Civil Engineering, Osborne, Tarmac, Skanska and R&W Civil Engineering, alongside our strategic supply chain partner, Connect Plus Services (CPS). Our community is built on strong relationships and an innovative value-driven community culture. We come together to collectively develop and share like-minded values, behaviours and initiatives. This provides a strong foundation from which to build a strategic approach to worker health protection.

Connect Plus is committed to engaging the community in delivering health and wellbeing programmes that raise the bar for the highways industry. In light of this, in late 2018 we began a new collaboration with Steve Perkins Associates to work towards a culture transformation in health, based on the vision of Everyone Protected at Work.

Steve Perkins Associates has developed a model that identifies five critical success factors from hazard awareness to protection assurance. Underpinning these are five strategic enablers,

founded on the key competence of the scientific and engineering discipline of occupational hygiene.

During 2019 we focussed on raising awareness of workplace health risks with leaders across the Community and Highways England, through a series of interactive workshops.

Attendees included CEOs, MDs, business directors, framework managers, operations managers, project managers and health and safety managers. This two-way process enabled us to 'take the temperature' of the health culture as well as identify individuals with the drive and determination to improve it.

Adapting Prof. Patrick Hudson's Evolutionary Model of Safety Culture for health, it became clear that our starting point was somewhere between pathological and reactive. The openness and honesty of those discussions was the bedrock on which we could begin to build an effective change initiative. We drew together a multidisciplinary project team combining volunteers from across One Community, CPS and Highways England, supported by experts from Steve Perkins Associates.

The concept of Healthier Highways was developed based on the simple and direct message of Stay Wise | Reduce Risk | Protect Health. The team settled on dust and noise hazards as our initial focus due to their prevalence in highways work.

We launched Healthier Highways at the

mental health awareness and the support across the highways sector in recent times, but in the drive for better wellbeing, we must not forget our fundamental responsibility to protect our people's physical health from the wide range of chemical, physical and biological risks faced in highways construction and maintenance.

Connect Plus has a 30-year, 6.2bn



M25 10-year safety stand down events held earlier this year in January. Almost 350 staff from offices, depots and sites across the Community, attended one of the sessions. The feedback was very encouraging as many began to grasp the seriousness of health risks for the first time.

At the workshops we unpacked how Stay Wise means understanding exposure hazards and their risks to health. Reduce Risk entails accurate assessment of risk (including exposure measurement) and effective control of those risks. This will Protect Health provided controls are used correctly and consistently, which is where addressing human factors comes in.

Andy Dean, CEO of Connect Plus commented, "It's been a great coming together of all of the Framework and CPS, to really inject some life into this and to be able to get some data regarding the environment we're putting our people into".

More information about Healthier Highways is available on the Connect Plus/Connect Plus Services website where the launch brochure can be downloaded here: <https://www.connectplum25.co.uk/connectplus/healthier-highways/>

Alongside the campaign we have, as Andy referred to, begun to target specific highways tasks for measurement and control improvement. The first of these projects has involved dust and noise exposure measurements of paving works; specifically, the planing process. Working collaboratively with Tarmac and Skanska, exposure assessments have been conducted on asphalt paving works across a number of nights.

Although initial results confirm respirable crystalline silica exposures are well below limits, both inhalable and respirable dust levels show room for improvement to protect health. Unsurprisingly noise levels in the vicinity of the operation are well in excess of the action values meaning hearing protection

is mandatory.

In light of these findings, Tarmac and Skanska have led a working group with the supply chain and the plant manufacturer, supported by Steve Perkins Associates, to assess the options for improving controls.

This work is on-going with further testing planned, but early signs are that operational solutions to improve dust control are achievable.

As we move through 2020, COVID-19 undoubtedly continues to draw much focus and Healthier Highways has been able to further support the community with appropriate guidance and occupational hygiene expertise. We plan to expand our measurement and control programme to cover other major highways tasks. We recognise that this is a tactical approach, but we believe this is appropriate at this stage, given the level of health cultural maturity in the sector.

Alongside the campaign and our measurement programmes, this year we will be developing our approach more strategically, beginning with a community-wide Gap Analysis.

We recognise that we're at the start of a journey which is a marathon, not a sprint. But as one young engineer at the launch events commented about workplace health risks across the highways sector, "It is a big issue and we're still not doing anywhere near enough to fight it, but we are identifying the issues, so we can fight them in the future..."

If we can successfully couple the passion of the younger generation of highways workers with the experience of older generations, and the expertise of occupational hygiene, then health culture change is, we believe, definitely achievable.



It is a big issue and we're still not doing anywhere near enough to fight it, but we are identifying the issues, so we can fight them in the future..."



13,000 people die **every year** from work-related causes in Great Britain

99% are disease deaths



1% are accident deaths

We can help with your strategy for managing **this** pandemic!

Don't just rely on isolated health surveys and exposure assessments. Instead, embrace our strategic health leadership approach that delivers practical control improvements and real culture change to reduce the devastating impact of work-related ill-health.

Better for your employees, better for you.

Take your health culture to the next level. Get in touch to arrange your free partner led consultation and workshop.

Contact Steve Perkins
T: +44 (0)7875 393015

E: healthleadership@steveperkinsassociates.com



Expertise in risk-based health leadership and culture transformation

Collaborative thinking on Mental Wellbeing

*The Lighthouse
Construction
Industry Charity
joins forces
with Safer
Highways
to tackle Mental
Health.*

The Lighthouse Construction Industry Charity and Building Mental Health have joined forces with Safer Highways and announced today the first major benchmarking exercise to understand where our industry lies in its Road to Wellbeing.

As construction gets back to work and faces the challenges of trying to operate under the new pandemic protocols, many of the workforce remain anxious about the safety of their work environment. Now, more than ever it is vitally important to ensure that every company and building site has some level of mental wellbeing





support to help the workforce through this difficult period.

Following the Stevenson/Farmer Report in 2017, the industry has been alerted to the significant mental health issues of working in construction and there have been many initiatives implemented to address the key concerns. But how far has the industry travelled?

Until now, there has never been a collaborative benchmarking exercise across industry sectors that identifies what has been implemented and what else needs to be done to conform to the recommendations of the Stevenson/Farmer Report.

Last week the Building Mental Health (BMH) initiative received its 500th Charter signature. This charter is a pledge by senior management of a construction company to prioritise mental health within their operation. Although this is a major milestone, the signing of a charter is the easy bit. Implementing a series of initiatives to improve the wellbeing of the workforce is a lot more challenging.

The Road to Wellbeing interactive survey has been developed by Safer Highways and asks companies to respond to 10 questions relating to the implementation of mental wellbeing programmes in their organisation. On completion of the questionnaire, the survey software then compares their responses to the recommendations of the Stevenson / Farmer report and produces a completely free and bespoke report that includes practical initiatives for companies to enhance their support of the workforce.



As well as benefitting individual companies, it also gives the industry a collective benchmark to the recommendations of the Stevenson/Farmer Report.

The survey will be sent out to senior representatives of companies operating in the highways, rail, utilities, maritime, aviation and construction sectors, with each sectors results published and launched at an event taking place on 2nd December 2020 at the London Transport Museum.

Bill Hill CEO at the Lighthouse Construction Industry Charity said “We have been working on proactive mental wellbeing initiatives with our industry for four years now, but we have never had a collaborative approach to measuring distance travelled towards addressing the recommendations of the Stevenson/Farmer report. This is a huge breakthrough and once again demonstrates the industry’s ability to work together to create robust, practical and imaginative solutions to difficult problems.”

Speaking about the launch of the survey Kevin Robinson CEO at Safer Highways said: “ Last year the Highways Sector became the first to benchmark itself against the government’s Thriving at Work core and enhanced standards. But for us that was only the beginning as we sought to improve standards not just in our own sector.

Through this collaborative approach with the BMH framework we now have the ability to enable organisations to benchmark against standards, and also provide access to training and a vast array of resources to facilitate improvement.”



EVERY SINGLE WORKING DAY IN THE UK TWO CONSTRUCTION WORKERS TAKE THEIR OWN LIFE

Find this image upsetting? **We do too.**
But with two construction workers taking their own
life **EVERY** single working day, we need to act now.

We are the Lighthouse Construction Industry Charity and we're on a journey to change attitudes towards mental health and wellbeing. But we need predictable funding so that we can continue to deliver the support our construction workers and their families desperately need.

How you can help

You and **your** business can change the life of a construction worker today by simply providing an annual company donation. You choose the amount that suits you, starting with a minimum of £250.

1. Go to
lighthouseclub.org/savealife

Make a difference today and pledge your annual donation. We'll do the rest!

**2. You're now a Lighthouse
Company Supporter!**

We'll send you your helpline pack and share your support on social media.

**3. Save the life of a
construction worker**

Your money goes right where it's needed - helping our construction workers in crisis.



**Construction
Industry Helpline**
0345 605 1956



www.constructionindustryhelpline.com

Caring for furloughed employees as we return to work

Furloughing, an initiative that has been used for some time in the US car industry has become a much-used phrase in the UK in the past couple of months.

The Oxford English Dictionary defines this as: “a period of time during which workers are told not to come to work, usually because there is not enough money to pay them”. This seems clear and is a good way of describing what has become part of the UK Government’s package of measures to help deal with the current pandemic.

We should remember, as a wise ex-boss of mine said recently “anyone who claims to be an expert on this topic has at best, only a few month’s experience”. Luckily, there is much guidance from well-known organisations that has been produced to help companies navigate their way through this. These include the CIPD, the CBI, the TUC and the Chambers of Commerce.

A lot of this focuses on the process, but we mustn’t lose sight of the human side of this subject. Any HR initiative, which furloughing is, brings with it the danger that people are “done to” by the process rather than helped by it.

The act of being furloughed and of returning from furlough, as many people will be doing over the next few months, has a strong emotional component. Do it well, and you can increase employee loyalty, engagement and at some point productivity; do it badly and you will lose trust and may well see your high potential employees lose faith and look elsewhere. Here are four areas to focus on.

Get the messaging right

Getting the communications right is always vital in times of change but is often an area where businesses fail.

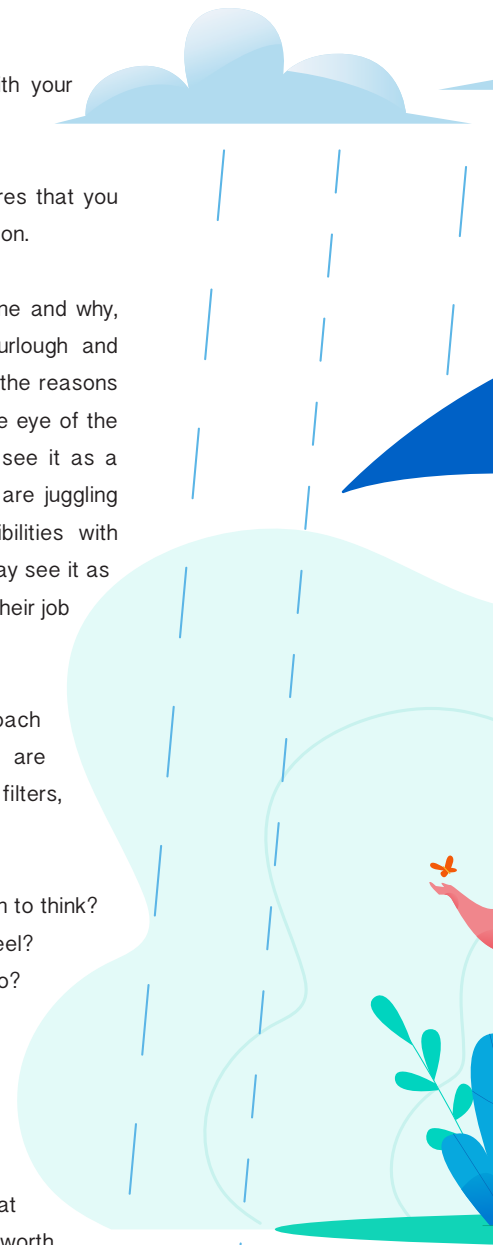
Be as honest as you can with your employees about the effects that the pandemic has had on your business and the measures that you are taking to de-risk the situation.

Be clear on what is being done and why, who has been chosen for furlough and who has not. Recognise that the reasons for being furloughed are “in the eye of the beholder”. Some people will see it as a godsend, for example if they are juggling schooling or caring responsibilities with working from home. Others may see it as a threat to their status and to their job security.

The tried and tested approach of reviewing whatever you are intending to say against three filters, can be very helpful:

- What do you want the person to think?
- What do you want them to feel?
- What do you want them to do?

Reading out loud any email, announcement or speech can help you to identify areas where you might be at risk of communicating something that you do not mean to. It is also worth



remembering Albert Mehradian's findings: when communicating their feelings, people do this 7% with the words they use, 38% with their tone and 55% with their body language.

Keep communication channels open

The rules are clear about what is and what is not allowed when someone is furloughed and we must stay within these.

However, employers continue to have a duty of care for furloughed employees and so are able to stay in touch and discuss non work-related matters such as their physical and mental health.

Giving furloughed employees a point of contact and having that person reach out regularly seems to be a good way to go. Some companies have set up temporary websites for furloughed employees, whilst many are simply using social media, such as WhatsApp.

As you consider all of this, it is likely that creating a written communications plan will offer real value. This should include the way in which you will prepare employees to return to work. There will no doubt be many questions in their mind that will need responses and some changes that have occurred whilst they have been away for them to get up to speed with.

Support those who are not furloughed

it is important to plan how work will be undertaken whilst some of the team are not available and to support those who remain.

Careful management of this situation will help your teams to prioritise work and to select some tasks that will be put "on the back" burner. Letting them know that you "have their backs" will help to prevent them from becoming overwhelmed.

This will be an unsettling time for your employees and looking out for their mental health will be something that you will want to ensure that you keep in mind.

Take the opportunity

Furloughing is only a short-term measure to help your organisation to weather the storm, but at some point you will need to ensure that your business remains viable after this period.

Finding time to think strategically is vital, no matter how difficult this may be with all the urgent things that will be on your to-do list.

And finally, look after yourself too. Whatever comes next is going to be equally challenging and you will not be able to manage if your batteries are empty.



Industry Skills Passport Gets Stamp of Approval

Many readers would be aware of the Highways Passport scheme proof of concept since late 2017.

Following a review of the scheme by Highways England and the Supply Chain Safety Leadership Group, it has been confirmed that the programme is being extended for a further four years, starting in July 2020.

We took the opportunity to speak to Tanya Morris, Business Development Director at Reference Point, who work with Mitie to deliver the Passport solution and services. Reference Point provide the technology and hosting, while Mitie provide company on-boarding, card fulfilment, support and training services for the system. This is the same successful partnership that have been delivering the “gold standard” Sentinel solution since 2013 for Network Rail and TfL and also supply Validate for HS2.

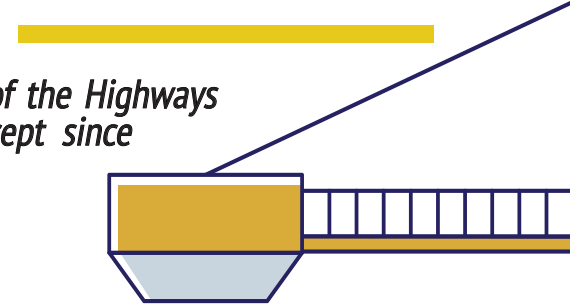
“The Passport system combines a powerful online database with a secure smartcard for every worker. This enables all relevant data to be easily carried by individuals, updated and verified at any time using a variety of electronic approaches on site - both authenticating cardholder details and ensuring only individuals with real-time “authority to work” should start work. Sharing the same robust, proven software across the sector will transform how the competence of the workforce on the network can be ensured. It will also provide a unique opportunity to work collaboratively across companies and projects to continuously improve standards for highways, which not only increases

safety but reduces costs and improves use of resources.

“We are delighted that the SCSLG is leading the adoption of the solution across highways in this next exciting phase, following proof of concept. We are looking forward to working both with them and the Passport Steering group over the next few months to establish a set of working principles for the service providers to get the most from the system and discover the many benefits that it can bring.

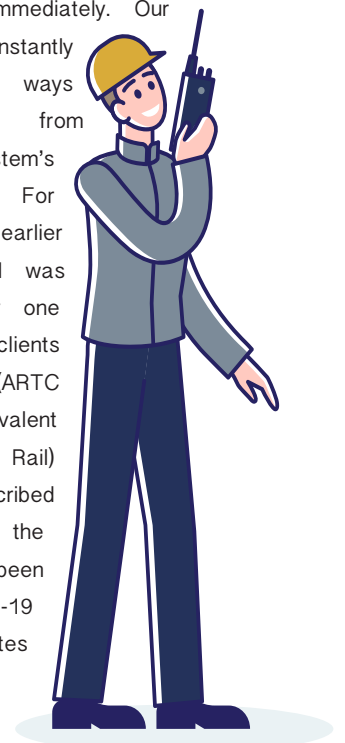
“We work very well with Mitie, who have proven to be a committed partner on this and many other projects. We are also very grateful for Highway’s England’s ongoing support in encouraging uptake across their providers and would also highlight to contractors that the system can equally handle highways workers delivering local authority projects.

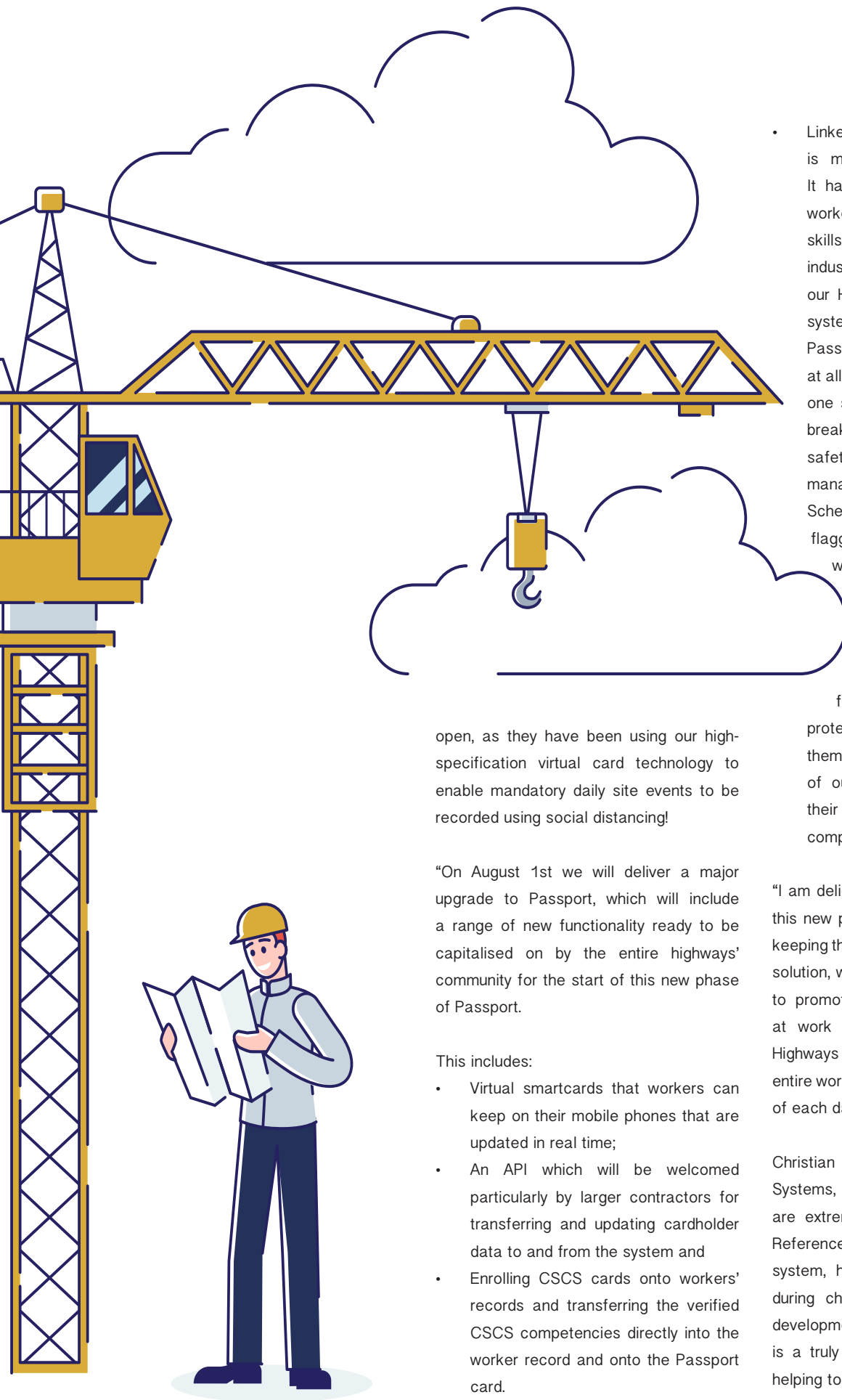
“We know from our many implementations in the UK and overseas how effective our solution can be – crucially in terms of improving workforce safety year on year (typical AFR drops of 10% or more), as well as cost savings by eliminating duplicate training. We see so many other benefits too. For example, workers themselves have access to their own secure record – they can see exactly what is held about them (which is a great bonus in terms of subject access requests) and because of the range of data we manage we provide



a number of powerful, management level views and reports, which make a positive contribution to skills forecasting and upskilling, as cost effectively as possible.

“Our apps also enable the delivery and recording of a range of site-based events (toolbox talks, daily briefings) with no need for any paperwork or signatures – it is all electronic, auditable, completed in seconds and confirmed back on the main application immediately. Our clients are constantly finding new ways to benefit from the system’s functionality. For instance, just earlier this month I was contacted by one of our major clients in Australia (ARTC - the equivalent of Network Rail) who described how vital the system has been during Covid-19 to keep sites





- Linked Schemes functionality – this is my own favourite new feature. It has long been known that some workers, especially with in-demand skills, are shared across sectors or industries (e.g. a specialist worker on our HS2, Thames Water or Tarmac systems might also be on Highways Passport). There is no issue with that at all, unless workers are moving from one shift to another with inadequate breaks in between, posing serious safety challenges around fatigue management. Our unique Linked Scheme functionality eliminates this: flagging on site when workers last worked and how much rest they have had (as well as travel time) – regardless of which of our systems last logged this data. This significant new feature extends opportunities to protect workforces and help keep them safe, whilst still allowing each of our enterprise clients to manage their own business rules, without compromise.

open, as they have been using our high-specification virtual card technology to enable mandatory daily site events to be recorded using social distancing!

“On August 1st we will deliver a major upgrade to Passport, which will include a range of new functionality ready to be capitalised on by the entire highways’ community for the start of this new phase of Passport.

This includes:

- Virtual smartcards that workers can keep on their mobile phones that are updated in real time;
- An API which will be welcomed particularly by larger contractors for transferring and updating cardholder data to and from the system and
- Enrolling CSCS cards onto workers’ records and transferring the verified CSCS competencies directly into the worker record and onto the Passport card.

“I am delighted that we are embarking on this new phase with such a key sector to keeping the UK working right now. Using our solution, we want to do everything we can to promote efficiency and effectiveness at work for the service providers and Highways England, whilst ensuring the entire workforce go home safely at the end of each day.”

Christian Watts, Director Fire & Security Systems, said of the partnership, “We are extremely proud to be working with Reference Point to supply the Passport system, helping the country keep going during challenging times. With new key developments being implemented soon it is a truly exciting time for the software, helping to deliver even more value.”

Importance of procuring the 'Right' type of PPE



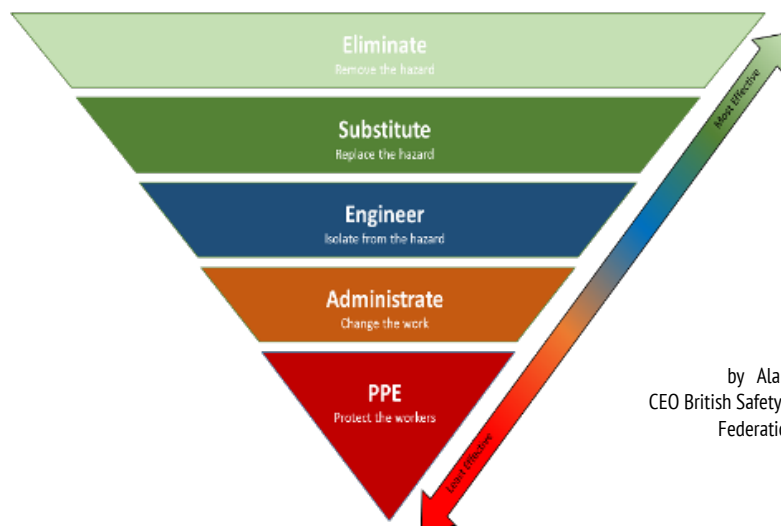
The profile of PPE (Personal Protective Equipment) has been raised to unprecedented levels during 2020 due to the almost daily mentions of PPE in the Media in relation to the Covid19 pandemic in relation to PPE that is not suitable for use or Non-Compliant.

So how can you be certain that the PPE you are buying is 'Right'?

Firstly, the decision needs to be made as to whether PPE is the right choice to protect the worker from the hazard in the first place. This needs to be decided following a full risk assessment of the hazard and as part of this assessment the Hierarchy of Controls must be considered. This is the process whereby all the options to deal with the Hazard are considered and the most reasonably practicable solution is put into action.

PPE should always be the last option considered.

If the decision is made that PPE will be part of the safety policy to provide protection



by Alan Murray
CEO British Safety Industry
Federation (BSIF)

from a hazard, then consideration needs to be given as to whether the hazard can be protected against by one type of PPE or requires multiple PPE. If so, then the various PPE need to work together without affecting the performance of each individual item.

At this point, the type of PPE (Head Protection, Respiratory Protection etc.) should have been determined. Assessment of the potential products should be undertaken which is where the legislation and CE Marking of product needs consideration.

All PPE needs to be assessed and CE Marked in line with the current Legislation – The PPE Regulation (EU) 2016/425. The PPE Regulation replaced the PPE Directive 89/686/EEC in April 2018, which had been the previous legislative document for the EEA (European Economic Area).

All Economic Operators (Manufacturers, Authorised Manufacturer Representatives, Importers and distributors including drop shippers, internet traders and anyone providing/selling PPE) have obligations that they must comply with and these are set out in the PPE Regulation.

The obligations vary for each of the Economic Operator types, but include only placing compliant PPE on the market.

How does this help with determining if the PPE is 'right'?

The requirement to complete conformity assessment and provide correct documentation means that relevant information can be provided for evaluation/comparison.

Documents that MUST be provided with PPE are;

- EU Declaration of Conformity. Issued by the Manufacturer this is their 'guarantee' to the marketplace that the PPE conforms to the claims made by the manufacturer as to its performance. The Declaration of Conformity should be provided with each smallest unit of sale or be available online
- User Instruction sheet. Issued by the Manufacturer this document details how the product is to be used, cared for, stored/transported and maintained. It should also provide some details of testing and quality assurance processes for Category III PPE.

Other relevant documentation that may be provided by the Manufacturer are;

- EU Module B Certificate – The 'CE' Certificate following assessment by a Notified Body. Only applicable for Category II & III PPE.
- EU Module C Certificate – Category II PPE only. An initial assessment of the product
- EU Module C2 Certificate – Category III PPE only – ongoing assessment of the product
- EU Module D Certificate – Category III PPE only – ongoing assessment of the Manufacturer QC processes (N.B. Category III PPE needs only C2 or D – not both)

Recognising whether the documentation

you have been provided with is genuine or not can be difficult, so the BSIF have produced a guide to checking the Declaration of Conformity and Module B certificates which can be downloaded for free here -

<https://www.bsif.co.uk/wp-content/uploads/2020/04/CE-Certificate-Checklist-2020-2.pdf>

There are also requirements for products to be marked with certain information, such as the CE Mark, the product name and/or code and if Category III PPE the Notified Body Number of the Notified Body who provides the Module C2 or D assessment.

Finally, there are requirements for the packaging to carry information that matches the product and the supporting documentation.

Registered Safety Supplier Scheme.

The BSIF has created the Registered Safety Supplier scheme (RSSS) to support the UK safety market.

Companies displaying the scheme's logo have signed a binding declaration that the PPE, safety equipment and services they offer meet the appropriate standards, fully comply with the PPE regulation and is correctly CE marked.

Members commit to an annual audit of their QC processes and products/services by a member of the BSIF Audit team and where relevant to educating their customer facing staff through the Safe Supply Accreditation scheme to receive a formal qualification in 'Safe Supply' of PPE.

The Mission of the scheme is to provide assurance to users that only compliant and correctly performing products are being supplied through a capable, educated and competent supply chain.



Give PEACE a Chance! Beyond the obvious in incident investigation



NEBOSH, a global provider of health, safety and environmental management qualifications, considers how organisations can get the most out of their investigations – and where they sometimes go off-script.

Every health and safety professional knows that learning the lessons from incidents – whether or not they’ve resulted in someone being harmed – is one of the best ways of preventing further incidents. In order to learn those lessons, you need to find out what happened and why. Somehow, translating this into thorough, effective incident investigations isn’t as straightforward as it might sound.

An incident of whatever type – accident, dangerous occurrence or near-miss – is a chance to learn; it’s one of the best opportunities an organisation will have to review and improve risk controls. An incident can tell you how things are being done, as opposed to how you think they’re being done, and an effective investigation

will uncover any weaknesses in your systems.

Carrying out investigations is a necessity if employers are to meet their responsibilities under the Management of Health and Safety at Work Regulations to monitor and review their preventive and protective measures. And yet there has long been a suspicion that many organisations are not investigating effectively: perhaps because the process has become about ticking a box rather than gaining insight, or maybe because the person charged with investigating lacks

the knowledge or confidence to perform the task well.

Beyond the obvious

An inadequate investigation will rarely get beyond the obvious – “XYZ happened because the individual wasn’t following the correct procedure” – and will frequently attribute blame, often citing that convenient catch-all: “human error”. All too often, incident investigations result in reports that offer a shallow examination of the immediate circumstances, rather than a careful exploration of all the factors.

What these investigations miss are the crucial underlying and root causes.

For example, a thorough investigation – involving interviews with the key people involved –





might reveal that an individual didn't follow procedure because production targets put them under time pressure, meaning they had to deviate from the prescribed method of work to get the job done. Rushing to blame an individual rather than considering the wider processes and procedures increases the likelihood of a similar incident happening again.

At NEBOSH we've long been keen to meet the demand for practical training

by developing a specific qualification which is why we partnered with the Health and Safety Executive to create the NEBOSH HSE Introduction to Incident Investigation. This one-day, entry-level qualification is designed to give candidates the knowledge and confidence to investigate minor incidents unaided.

Learn how to investigate non-complex incidents

People who choose to study the NEBOSH HSE Introduction to Incident Investigation will be able to:

- Independently investigate simple incidents
- Gather evidence and know how to conduct witness interviews
- Produce an action plan to prevent a recurrence
- Contribute to team investigations for large scale incidents
- Positively impact the safety culture of your organisation

For more information and to download the full syllabus, visit www.nebosh.org.uk/inv

- Produce an action plan to prevent a recurrence
- Contribute to team investigations for large scale incidents
- Positively impact the safety culture of your organisation

For more information and to download the full syllabus, visit www.nebosh.org.uk/inv



“

The NEBOSH Introduction to Incident Investigation provides a baseline understanding to people carrying out investigations. It's given me a globally recognised qualification, that's assisted with the fundamentals of effective incident investigation.”

Neil Fisher
Framework HSEQ Manager, Linbrooke Services

The NEBOSH HSE Introduction to Incident Investigation can be studied online or via remote learning with one of NEBOSH's accredited Learning Partners. What's more, for learners wishing to stay safe and add to their CV during the COVID-19 pandemic, they can take their assessment and achieve the full qualification remotely too.

“

I recently passed the NEBOSH HSE Introduction to Incident Investigation. Honestly, it was great, particularly the part where I learnt how to carry out investigation interviews. I chose to study eLearning so that it could do it in my own time and determine the perfect time for me to study.”

Mohammed Akbar
HSE Superintendent, Bonatti and RRC
International learner





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to the warnings?
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helps organisations
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A New End for Safety - Highway Care announced as Exclusive UK Distributor of SMA Road Safety solutions



Highway Care have agreed a deal to supply SMA Road Safety Ermes End Terminals and Leonidas family of Crash Cushions plus their full range of road safety solutions across the UK as of 1st July 2020.

Known for introducing innovative, highway safety solutions to the industry and Highway Care was the first to introduce a P4 End Terminal and Crash Cushion to the UK market in the early 2000's. After successfully achieving the mandating of P4 End Terminals in 2004 we estimate over 50,000 units have been installed in the proceeding years.

From 1st July Highway Care will supply

a full range of high-speed solutions, including end terminals, in 6 variants of installation and performance speed, and crash cushions, in 43 variants of width and performance speed. Each solution will offer protection based on specific applications and speeds, allowing for more tailored solutions.

Benefits of Ermes End Terminal and Leonidas Crash Cushion families The Ermes P4 End Terminal brings a new standard to the UK P4 terminal market as it offers:

“

The performance of a crash cushion, but at the price of a P4 terminal”



- Double-Sided terminal, made entirely from steel, utilising energy absorbing elements
- Repairable, like a crash cushion, post design impact: reducing both repair costs and time
- Shorter Length versus competitive systems: where space is limited can be installed where others cannot
- Best In Class performance: meeting D1.1 and Z1 specification
- Flexible Installation options for a range of surface types including soil, asphalt and concrete

The Leonidas Crash Cushion family comes as four versions; Parallel, Semi Wide, Wide and X-Wide.

What sets these re-directive steel crash cushions apart? The simple replacement of the impact absorbing panels after a collision, saving maintenance contractors on project time and costs.

- Largest Selection available, with 43 variants of width size and speed performance options
- Simple Replacement of impact absorbing panels after a collision, saving maintenance contractors on project time and costs
- Market Leading short system lengths for applications with limited space
- The Leonidas Parallel for narrow spaces, particularly tunnels, protecting against vehicles of

varying speeds, including: 50 km/h, 80 km/h, 100 km/h and up to 110 km/h. 110km/h Parallel system has even passed experimental high speed test at 130 km/h (80.8mph)

- Semi-Wide solution ideal for slip roads and junction schemes
- X-Wide protects larger and wider, hazards with performance speeds from 80 km/h to 110 km/h.

Ben Duncker, Highway Care Commercial Director

'The SMA Road Safety products including the Ermes End Terminal and Crash Cushion families are high-quality products with an unmatched range

of options available for different speeds, widths and applications. We now offer our customers more choice and flexibility on products, to ensure the safest solution is provided, which is our ultimate aim.

We wanted to offer our customers a full range of products both for the Highways England and Local Authorities sectors. With SMA we now have many products suitable for both including urban, slower-speed solutions. Our customers can come to us for leading turnkey solutions across various applications within the highways, vehicle restraint and traffic management sector.'

Antony Butcher, Highway Care Managing Director

'As we make headway through what has been a very difficult time for people in the personal and business sense, it is very exciting and uplifting to be able to share some news which will allow Highway Care to take the next step forward and team with a fellow forward-thinking company to offer the industry even more road safety products. We are looking forward to seeing many Ermes End Terminals and Leonidas Crash Cushions on the road in the near future.'

Roberto Impero, SMA Commercial Business Manager

'SMA is excited to be working with the UK's recognised leader in road safety innovation and product supply. Highway Care has demonstrated over many years its understanding of the highways market along with the ability to form strong and lasting relationships with both consulting and contracting companies.

SMA is proud to have developed a broad range of road safety products which are approved and being used widely in most countries worldwide, we are committed to developing and manufacturing new life saving products and we feel that in Highway Care we have a fantastic partner that shares with our determination and desire.'

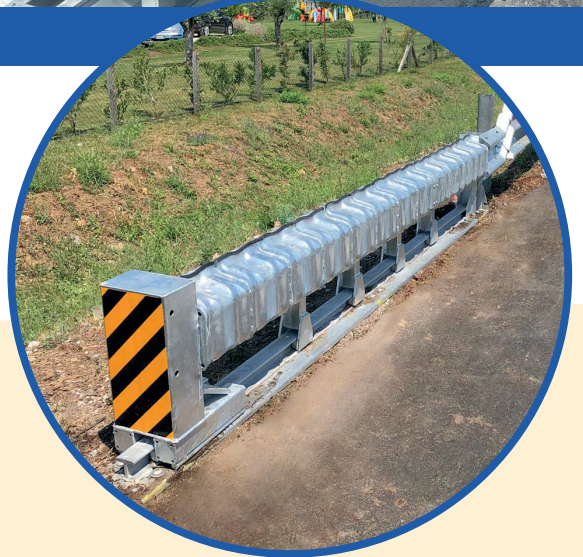


INTRODUCING ERMES AND LEONIDAS SOLUTIONS



Ermes End Terminals:

- The performance of a crash cushion, but at the price of a P4 terminal
- **Double-Sided** terminal, made entirely from steel with energy absorbing elements
- **Repairable**, like a crash cushion, reducing repair costs and time
- **Shorter Length**, versus competitive systems: where space is limited can be installed where others can't.



Leonidas Crash Cushions:

- **Largest Selection** available, 43 variants of width size and speed performance options
- **Simple Replacement** of impact absorbing panels after a collision, save maintenance time and costs
- **Market Leading** short length for applications with limited space
- **Four Versions**, Parallel, Semi Wide, Wide and X-Wide offering more application options.

How the crisis is an opportunity for us to do things differently

*Exclusive Interview
Professor Dame Carol Black DBE,
FRCP, FMedSci Expert Adviser
on Health and Work to NHS
Improvement and Public Health
England and Chair, Ageing Better*

by Heather Kelly

It's fair to say that Dame Carol Black's work has helped lay the foundation for the powerful movement in workplace mental health growing rapidly across the UK today and gaining momentum globally. Dame Carol shared her thoughts on what we can learn from the crisis, how workplaces and society can nurture more kindness, and her advice on how to stay resilient through these times: welcome wisdom from someone who's thrived on the other side of past national and global crises.

In her 2008 review *Working for a Healthier Tomorrow* she wrote: "Mental health conditions are an important cause of absence, both work-related and non-work-related, and of worklessness due to ill-health. There is also evidence to suggest that they are one of the main causes of lower productivity due to illness while in work."

Part of the problem lies with the stigma and discrimination attached to mental health conditions. Many people go to great lengths to prevent colleagues and managers from knowing that they are unwell. Moreover, the managers are often ill-equipped to recognise early signs of mental illness

A pioneering physician; government advisor on the relationship between work and health; former Principal of Newnham College in the University of Cambridge; and past President of the Royal College of Physicians—Dame Carol's career in UK public service has spanned 50 years.

As many start their return to the workplace this Mental Health Awareness Week, it was my great honour to share a conversation with Dame Carol Black.

She took the call from her home, where she's enjoying spending more time than usual these days, slowing down—a bit. She reflected that it's been a welcome interruption of her normally quite busy schedule of speaking events and Board meetings, most of which she chairs (such as the British Library, Centre for Ageing Better & Vitality's Britain's Healthiest Workplace). Hers is a most fitting voice to lean into during this historical Mental Health Awareness Week.

In light of the theme, kindness, for MHAW this year, how do you think workplaces can nurture more kindness?

Post Covid, many people's mental health will be fragile. The process of people going back to work confidently asks a lot of an employee.

One helpful thing will be if there's a sense of kindness and compassion towards each other. It's about the way people talk to each other. The tone of voice. The way you open a discussion. It's about human interaction.

Good managers should have extra tolerance about situations people will be going back to and how it will impact them.

What do you think employers should be thinking of in terms of workplace mental health and wellbeing as a result of the crisis?



I expect that presenteeism will go up and production will go down. In order to do the right thing you need to know the risks in your own workforce.

It is certainly important to use data to help ensure health, safety and wellbeing as we move into the post-Covid period. I would like to see a more scientific approach adopted, and I can put this no better than the UK's Chief Medical Officer, Professor Chris Whitty who has said: "If we can take the same scientific approach to testing interventions to promote health at work as we do to reducing injury, this could be a key area for advances over the next decade."

Companies should take the opportunity to re-evaluate their wellbeing programmes, see what opportunities there are to do things differently—better – and measure their effect. We should also be taking an 'across the pond' view. If there's relevant Covid information and advice from other countries further along on the curve, it can help us.

I hope that this shutdown will have shown employers that they can trust employees to work at home, to be more in charge of their own schedule, and to be given a sense of autonomy. People flourish when they have a sense of autonomy.

In your personal life, what has kindness meant to you during the crisis?

The most vivid example is when my husband was sick with the virus. It was like looking down a big dark hole. We could talk on the phone or What's App but I could not hold his hand or give him a hug. I was fearful he'd be ventilated. It does make you think a lot about life.

The kindness shown to me was incredible. Many colleagues who knew my husband was in hospital bent over backwards to show me kindness, sending texts, ringing me, and doing my shopping. People are more aware of other people now, even though there's social isolation and distancing. I think that we're all listening better.

As we talked about her personal experience through the coronavirus pandemic and her own wellbeing, Dame Carol shared how she's enjoying daily walks in Regents Park, near her home in London. And she's tending regularly to her flower boxes outside the house: "I wanted there to be life growing."

She said that this crisis has also allowed her more time to have some fun experimenting with cooking and to rediscover her music collection. She prefers a random sampling of music, picking a CD from one end of the shelf and then playing each one next in line, moving down the many disks.

How much of this kindness do you think will remain when we get back to 'normal'?

A lot I hope, but what is equally important is addressing inequalities. I think that the virus has exposed what we already knew—there are big inequalities in our society. We must do more about care homes, protecting vulnerable groups, and repairing the social framework. I think that kindness needs to continue as we move forward, but also resolve to flatten out the inequalities that are so palpable.

I also hope that we'll continue to see more cooperation and collaboration.

You've lived through several other serious national and global crises, what's helped you in the past to get through the most difficult times?

I've learned through prior crises to be patient and resilient, and to live with and accept disappointment. But not to wallow in it. The glass is always half full.

At a personal level everyone will have crises of different magnitudes. What life's taught me is that there will be another day. I believe that tomorrow will be better (even if that may take time).

Resilience is so important—it's an approach to life. The going will be tough in all sorts of ways. You must believe there

will be something better, and resilience can support the journey.

In terms of kindness or giving, what do you think is important for us to remember as professionals?

For someone who's been fortunate to have had an accomplished professional life, I think it's really important to be kind to the younger people coming after us. Some people are better at this than others.

I've always tried to be kind and supportive to the people further down the career ladder, to encourage them to reach their full capacity. It requires time and commitment, but it's our responsibility if already blessed with a good career.

What would you say to younger people inexperienced at surviving a crisis; what can we learn through this experience?

Don't give up, life's a long game. Don't let this crisis dismay you—it will pass.

If there are things you wish to be part of, go for it with as much energy and determination as you can. Know you may fail, but don't let it dent you.

I most regret when I haven't tried something. I've learned you do live with failure. Keep having a go.

The most important thing in life is to have purpose. To have something to get up for in the morning.

I think on a personal level this crisis has made people think about what stage of life they're at. Do they want to make changes? Are they already making changes?

Everyone will find something in work, or on a personal level, that can make them more fulfilled – something that makes life a worthwhile experience.

I think it's important to remember, don't waste a good crisis. Where are the opportunities here to do things differently?

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Embracing difference on Area 10

Amey's Area 10 team recently celebrated their first year of operations under the shadow of COVID-19 with plans for community activities on hold until the country comes out of lockdown.

Despite the challenges of socially distancing and operating in a new normal, the Area 10 team of 231 has seen a resurgence of comradery to rise to those challenges to keep the North West moving for key workers.

The Highways England Area 10 Maintenance and Response (M&R) contract went live on April 1st, 2019 and was noted by Highways England as 'one the of the best mobilisations' they'd seen, exceeding all quality expectation and carving a new client-customer-centric mobilisation standard for the industry. This success was predominately down to embedding the right culture from the offset. Empowering employees to care for each other's safety and wellbeing and engaging through trust and collaboration to provide skills training for its people to be their best and take a leading role in shaping the operational success of the contract.

On Amey's Area 10 contract, a positive working environment with collaboration at the forefront, we know creates strong teams with better relationships, improved communication resulting in positive customer experiences. Ensuring you have the right behaviours on the contact can be challenging, not to mention recruiting against a sobering backdrop, that in the highways industry within a decade, 50 per

cent of our existing workforce will have retired.

With such a large proportion of the industries workforce in their middle years (and overwhelmingly male – about 80 per cent) and not enough young people joining the industry, we're developing strategies now to address this shortfall. Add to this, the potential rise in unemployment for under 25's as a direct impact of covid-19, it's important more than ever for the industry to expand and look at people's attitudes and transferable skills to fill those gaps which will ultimately future proof the highways sector.

Demonstrating our inclusive approach to addressing those recruitment and talent

challenges on our Area 10 contract we've adopted a method whereby we 'recruit to values' employing those with the behaviours to work safely assessed via competency-based interviews, ensuring that those from none transport and engineering backgrounds are considered for roles, enabling us to diversify the talent and expertise we have on the contract.

Our approach doesn't just stop at recruitment. Our mentoring and training scheme empower our people to develop on the job ensuring they remain competent and engaged. These schemes run alongside other initiatives including budding programmes and our Women@





Amey network which further develops our people's career aspirations, providing them with the capabilities to excel and progress internally.

Let's take a look at five members of Amey's Area 10 contact, whose backgrounds are from none traditional highways and infrastructure roles but their attitudes, transferable skills and drive to seek progression opportunities, make Area 10 a career destination of choice for those wanting to be part of an organisation that embraces difference.

Health and Safety Director and mum to Eliza to Account Director

"My career background has been predominately in safety before moving onto Area 10 as Account Director. However, the most challenging role to date is currently being teacher to my four-year-old daughter Eliza!

"I joined the Area 10 team following my role as Health and Safety Director for Highways England. Moving in to an

Operations role was a new challenge for me, but the support I've received from my mentor and and the transferable skills I've gained through roles has meant the transition has been relatively easy. I like the way that Amey recruits to values, it encourages new ideas and challenges the way we do things, therefore creating a more curious culture.

"I'm really enjoying being able to progress my career as well as being a hands-on mum. I don't have to choose as my job is local and the company is flexible. The support and family-friendly, flexible approach that Amey has taken during the pandemic has enabled the business to operate 'as normal' effectively whilst also allowing me to be both a mum and teacher at home albeit somewhat unsuccessfully - (I'm still getting my head around phonics!) I've felt working from home during the pandemic hasn't been that challenging as we already had the infrastructure in place. The Amey business model has also meant that we could pull in resource from Amey FM to support enhanced cleaning and other

Lucy Fell – from





For staying in.
For protecting others.
For delivering on the front line.
For keeping our country running.
For keeping our nation safe.
For everything you're doing.
Your efforts are really appreciated.
You're doing a fantastic job.

At Amey, we're proud of the critical role our people are continuing to play in the delivery of public services across the UK, many of which are essential to our daily public life. Through this challenging period, we've remained focused on three key priorities; protecting our employees and the communities we serve; continuing to deliver for our clients and maintaining critical services that the country relies on; and supporting our suppliers and the wider Amey family.

Our people continue to work around the clock to ensure that waste is collected, transport links are open and the necessary infrastructure is in place so that people can travel safely to and from work.

We remain committed to delivering these vital public services across the country whilst keeping our Amey family safe.

**Thank you to all the
key workers out there.
We're proud of you.**

activities – Amey is positioned to be agile to the changing circumstances and adapt accordingly.”

Nichola Harris - from Rail to Highways

“Before working in my current role of Principal Commercial Manager on Area 10, I worked for ten years as a Quantity Surveyor for the Rail team at Balfour Beatty. It was through an internal promotion at the end of last year that I moved into this role. I didn’t intend on moving over to Highways, but this job was more convenient and local to where I live – no looking back – I love my role.

“I was hesitant at first moving into a new sector but the skills I learnt in rail managing the cost and value and commercial challenges; cost monitoring; value reporting; risk management are all transferable and apply to this position.

“The support I’ve received since joining Area 10 has been amazing. I would be the first to put my hands up and say that I wasn’t the finished article when taking the job but the mentoring I’ve received from our Head of Commercial and Account Director has helped me gain that extra knowledge and experience needed for this role.

“I’m thrilled to work on a contract where everyone is passionate about their job and what they’re doing – everyone is striving for the same goal. I’m a very passionate person so I enjoy working on a project where everyone appears to share the same values and attitude. It helps to overcome challenges and find solutions to problems, because we all want to work together to get it right – which is evident now more than ever with the recent corona challenges. Whilst I currently miss not being in the depot with the team, I’ve found working from home to be as productive. The flexibility we’ve been given, allowing us to manage our own time according to our personal situations and working hours to suit us has made this unnerving situation more acceptable.”

Martin Peters – from the Marines to

Business Improvement

“My journey to Area 10 started when I was medically discharged from the Marines in 2015. I couldn’t catch a break so spent my time doing odd jobs for friends and families. After a short stint with British Gas, I came across the role as Business Improvement Manger on Area 10. I initially thought that I was underqualified, but during my interview I spoke at length about the projects I managed in the Marines, my achievement as well as my values – I thought it was important to talk about that. I tried to get across how I might not have had much experience with civilian projects but how I’d managed teams and projects in high-intensity, difficult environments – I was surprised and thrilled, that days later I got a call to say I got the job.

“During the Marines I managed many projects, you have to be independent and it helps you to become a ‘thinking soldier’ – you have to learn on the spot. I learnt quickly to be resourceful and to think more efficiently which has helped me in this role. I consider myself very much a people person which has helped working with and managing teams for such a significant part of my life – it’s the people on this contract that make my role so enjoyable.

“

Not having people around since we went into lockdown because of COVID-19 has been challenging. Despite not personally enjoying working from home, I’ve appreciated the flexibility given by Amey in their approach to allow us to this successfully – we have daily teams call to check in and make sure we’re all ok.”





"I joined Amey through the graduate scheme, starting out in the Oxford offices in wellbeing and policies. I soon moved out on to a contract and found this position and working operationally to be more exciting and real. I progressed on the Amey graduate scheme and soon moved from graduate, to officer and then on to HR manager, with a role on Area 10, covering the North West."

“

Having a structure and understanding the objectives of the contract has helped during COVID-19. I've found having a clear direction has helped keep the team motivated – we have regular virtual catch ups which helps the team to stay connected. Usually on a Friday afternoon we take part in team quizzes – it's good to have something to look forward to and brings a 'lightness' to the day."

"Since I got the job on Area 10 it's provided me with the financial security to start the process of adoption, so this has felt more than just a job for me. The support I've received from the team, regarding juggling working hours with appointments has been fantastic, it's felt like the whole team are joining me and my fiancé on this journey."
Nicola Bristow – from the NHS to Highways Maintenance

"I was with the NHS for 29 years doing everything from cleaning to driving, which I enjoyed but wanted a change. I heard about the roles on Area 10 but needed a variety of qualifications, so I worked hard to get them, getting my HGV license, temporary traffic management certificate amongst others – I was determined to get a job on the contract and prove myself as a Highways Operative.

"It was the skills and attitudes that I learnt in other roles I believe, that secured an interview and then a job offer. The training I received in other roles and the continual

focus on safety has helped me as well.

"I enjoy the unpredictability of this role, as well as the larger vehicles I get to drive – it keeps me on my toes. It's a high-paced job and not for the faint-hearted. In my previous roles I had to remain focused and not lapse in concentration something which you need on Area 10. I've seen some bad things on the roads which is only made easier by the people I work with. Everyone on the contract is passionate and strong-minded and share those values and attitudes – it helps get you through.

"As a parent to six children, moving to a role that allowed me the flexibility to work shifts so I could manage childcare has been a real bonus – especially during COVID-19. When it first happened, it was so quick it was 'mind wrecking' but Amey has managed the situation well socially distancing where it's possible bringing in split shifts starts for example has helped."

Michelle Stephens – from a HR graduate in waste to HR Business Manager in Highways

"I'm really enjoying the challenges of working on Area 10, it's very different to working on waste – it's been really interesting for me to see the difference in issues but on the same subject matter. I have a very supportive team around me on Area 10 – you get a lot of support and guidance through Amey's graduate scheme which I've been proud to be a part of."

You can find more information about careers at Amey by logging on to www.amey.co.uk/your-career

Subcontractor ingenuity is integral to beat the backlog



2020 marks a decade milestone for Multevo working with Local Authorities and Tier One Contractors – whilst the COVID-19 crisis has inevitably presented challenges, Multevo are optimistic for the future having stood out as an exemplar subcontractor for permanent patching repairs as a result of their agile processes and innovations.

By March 13th, ten days before lockdown, Multevo had already issued a series of measurable safety initiatives to operatives on the frontline to ensure COVID-19 compliance which later became recognised as best practice by Industry Associations.

“In challenging times, the supply chain is tested and those who stand up to the challenge to support customers and colleagues should stand the test of time.” that’s Multevo Director Nick Carter’s ethos in explaining how the business has so far fared under lockdown. But he stresses the importance of innovation from the onset:

“If we didn’t enter the subcontractor market with the intention to raise the bar by investing in innovative technology and equipment, we arguably wouldn’t have been able to act in accordance to the circumstances as quick or measure the safety procedures we implemented as efficiently either to give our customers confidence.”

Since 2010, the company has been the UK distributor for the Multihog product range providing sales, hire and aftersales service to the highways sector.

A rebrand in 2018, from Multihog UK to Multevo was part of a natural evolution to meet market demands for customers who did not have the in-house resource to

self-deliver highway maintenance repairs themselves.

Today, Multevo has been delivering a highway maintenance sub-contractor service using the Multihog to the industry successfully for four years since starting their first job with Amey Staffordshire in 2017, as Nick explains:

“Our first contracting opportunity is also our longest serving one for this type of work, which is testament to the collaborative relationship we aim for with our customers. When we started to deliver works using the Multihog method of repair, we wanted to compliment the best equipment for the job with the highest standards as an



exemplar in the industry and concluded we would need to invest to develop our own technology if we wanted to achieve this.”

Integrating Safety Innovations

In June Multeво have now increased capacity as part of their mobilisation efforts following demand from existing customers as lock-down measures began to be eased but the firm have continued to operate throughout the crisis.

Nick explains why he feels councils and tier one contractors are collaborating with Mutlevo as a permanent patching partner:

“Firstly, all our highways teams utilise the Multihog method of repair to productively eradicate HAVS as well as dust, but we also recognised that there was a need to implement process improvements across the business to drive quality, health and safety.”

“

Essentially, we set out looking for one simple and easy to use tool to enable the business to plan, monitor, measure, analyse and communicate all frontline actions – when we realised what we were looking for didn’t exist, we took the initiative to develop it ourselves.”

The Multeво App is a bespoke piece of easy to use and very adaptable software which allows the company to digitise all manual processes within the business and is used at all levels of seniority.

Patching and pothole repair processes and reporting can be tweaked to meet different client demands within a matter of minutes to provide a clear auditable trail of jobs undertaken:

Whole works process

1. Site Survey
2. Scheduling of Work
3. Optimized Planning
4. On-site Rams/Toolbox Talks
5. Real-time tracking (GPS)
6. Job Quality Audits
7. Productivity Analysis
8. Instant Summary Reports

The flexibility of the Multeво App allows for complete customisation and integration with quality and safety management systems to effectively embed fundamental business KPIs into everyday working.

“Regardless of the system you have, you need to make it simple to get frontline staff to utilise it correctly – to get our operatives onboard, the App had to make their lives safer and easier too. Now everyone is better off. We generate reports, starting from frontline staff which progresses seamlessly to our clients to provide them with whatever data they require.”

COVID-19 communication to staff via the multeво app: <https://youtu.be/sDFetkZOx5U>

Measurable health and safety initiatives are embedded into daily working practices to enable live reporting on jobs whilst guaranteeing compliance and allowing the company to react in real time.

Multeво app safety tools

- Site Audits
- Rams / toolbox talks
- Health / Wellbeing Assessments
- Safety Alerts
- Skills Matrix
- Near Miss Initiatives
- Vehicle & Equipment Checks

Comments from a Highways Contractor Manager: “I have been watching with interest the communications coming from



MULTEVO

your company, they are really good, fresh and use technology brilliantly. I am very jealous!"

Multiveo like most businesses are assessing each day as it comes, but their adaptability to the circumstances has enabled them to keep providing a key service to councils and tier one contractor customers.

Whilst this is challenging time for everyone, the business continues to serve customers and more recently has helped support under resourced councils and tier one contractors to maintain vital areas of the network as safely as possible.

As the company increases capacity as part of their on-going mobilisation, Multiveo are inviting any interested organisations to get in touch to discuss arranging a patching trial.

LOOKING FOR A PERMANENT PATCHING PARTNER?



WE OFFER LESS

- ↓ ZERO HAVS
- ↓ REDUCED WORKERS AT RISK
- ↓ NO PAPERWORK
- ↓ FEWER HEADACHES
- ↓ REDUCED EMISSIONS

INTEGRATING SAFETY AND INNOVATION AS A STANDOUT SUBCONTRACTOR

2020 marks a decade of delivering innovation to the highways industry through sales, hire and after sales support of the versatile Multihog product range.

Today, Multevo also delivers an award-winning highway maintenance sub-contractor service to the sector using the innovative Multihog successfully for four years.



SALES | HIRE | SERVICE



COMPLETE
COVID-19 SAFETY
COMPLIANCE



REALTIME
REPORTING
VIA OUR APP



INNOVATIVE
MULTIHOG
EQUIPMENT



PERMANENT
PATCHING
PARTNER



MULTEVO

Galliford Try Highways Adopts Active Hearing Protection Mandate

Galliford Try's Highways business has implemented a new mandate requiring all of its sites to adopt Active Hearing Protection from July.

E A V E


GallifordTry plc





The measure will become part of the business's standard PPE requirements to try and clamp down on noise induced hearing loss (NIHL), which is the most commonly reported occupational disease in Europe.

Galliford Try's Highways division has adopted smart tech company Eave's Active Ear Defenders, which use a best-in-class 'hear through' technology. Unlike standard passive ear defenders, the Eave solution allows the wearer to continue to hear environmental sound, vastly improving the safety of workers.

The unique highways work setting makes it more imperative for operatives to be constantly aware of ambient noise, while also protecting themselves.

The unique highways work setting makes it more imperative for operatives to be constantly aware of ambient noise, while also protecting themselves.

These smart headsets also monitor and map noise exposure, displaying it via a cloud-based software platform, allowing the business to analyse in real time each worker's noise exposure across a site.

Mark Bridges, Health and Safety Manager for Galliford Try Highways, explained: "We have a duty to provide our workers with the best possible protection against hazards. What we're trying to do is create a movement for change in the industry."

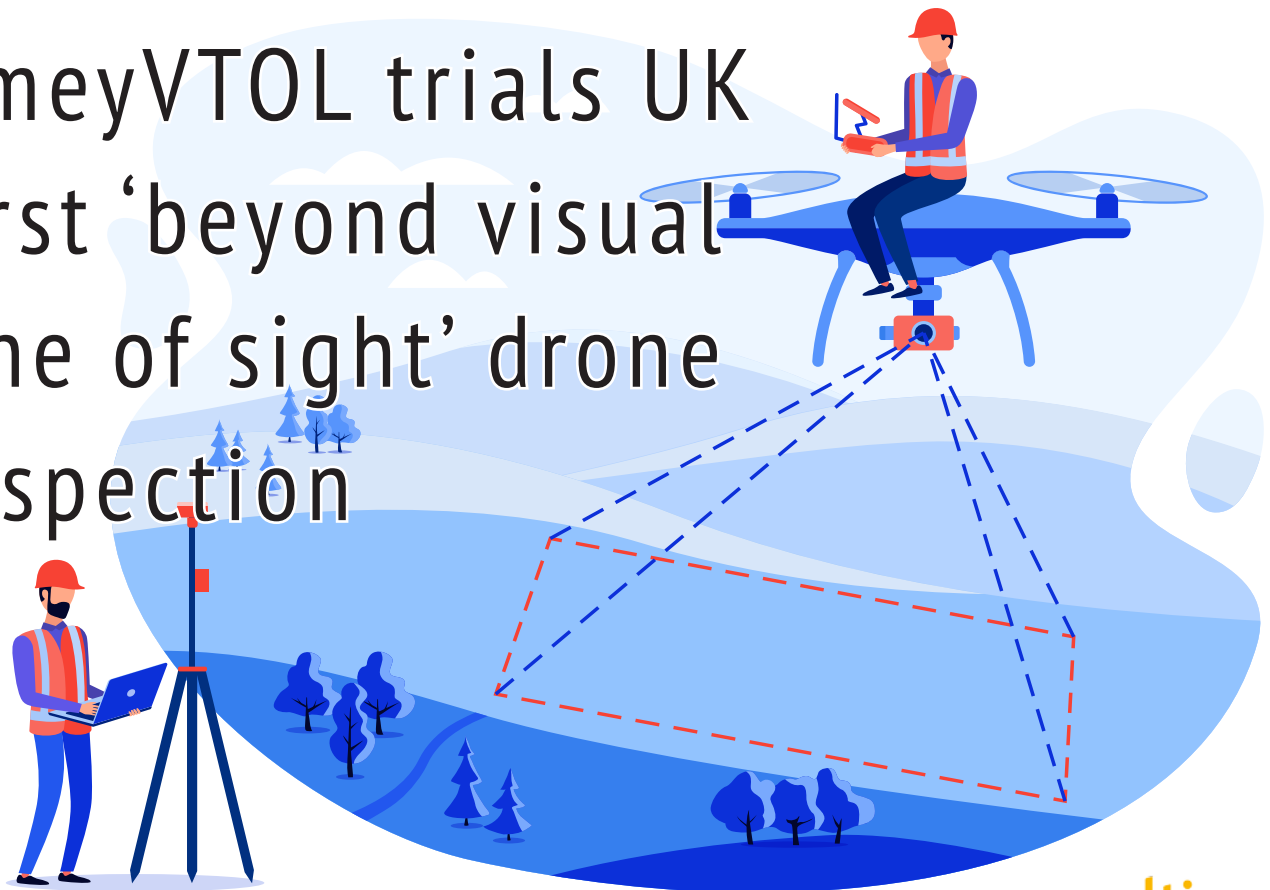
"A lot of the team on site really appreciate putting their hearing protection on and still being able to hear their environment. When you ally this with the ability to constantly monitor their exposure, the benefits of Eave's approach are really apparent."

David Greenberg, Eave CEO, said: "We've been working with Galliford Try's highways suppliers to ensure they are ready for the 1 July, with the correct protection in place for workers. It's been inspiring to work with Mark as we share a similar passion to go beyond the bare minimum to protect the hearing of workers in hazardous noise."

“

In today's digital world when the technology available can do so much more to properly protect workers, we need to take action.”

AmeyVTOL trials UK first 'beyond visual line of sight' drone inspection



ameyconsulting

Following our article in edition 3 of SH Magazine we catch up with Amey consulting for an update on the VTOL drone's progress.

AmeyVTOL has successfully demonstrated the first drone inspection of UK infrastructure to go beyond visual line of sight (BVLoS).

During the demonstration, the VTOL flying wing surveyed an area of 2km autonomously and out of the sight of the pilot. Previous to this, drone inspections were limited to flight within visual line of sight (WVLoS) and as such, could not go further than 500 metres from the pilot.

The successful trial opens up significant possibilities for BVLoS inspections of long linear infrastructure such as roads, railways and overhead power lines. Not only does BVLoS save time and massively reduce inspection and survey costs, it also increases the quality, volume, and repeatability of data – enabling better asset management decisions and more efficient maintenance.

Most importantly, it also enables inspections and surveys to be undertaken without people needing to work alongside a live railway, removing 'boots from ballast'.

The success was made possible through AmeyVTOL's innovative VTOL Flying Wing that can fly up to 100km on a single charge due to a unique hybrid design and an optimised energy system. Preparation and execution of the trial was made possible through AmeyVTOL's state of the art operational control centre which enables the planning, simulation, and remote monitoring of BVLoS drone operations. Advanced communications and simulation capabilities were developed in partnership with world leader Collins Aerospace.

Speaking on the announcement, Alex Gilbert, Managing Director, Amey Consulting said: "We are delighted to have successfully trialled a UK first for asset management.

Through our collaboration with SME VTOL technologies we have developed a genuine innovation that could transform inspections and surveys for asset owners in both the public and private sector. Being able to go beyond visual line of sight will not just provide safer, more effective inspections but it will empower asset managers with increasingly reliable data, resulting in informed, intelligent decision making."

The demonstration project was part of a government-sponsored Rail First of a Kind (FOAK) programme promoted by Innovate UK through the Small Business Research Initiative (SBRI). SBRI is designed to bring together government challenges and ideas from businesses to create innovative solutions and was instrumental in enabling the demonstration of BVLoS operations.

AmeyVTOL will now be offering this capability to infrastructure owners and operators who want to deliver efficient and repeatable asset safety and condition inspections, and topographical surveys, without placing people in hazardous environments.

FLOODprevent™

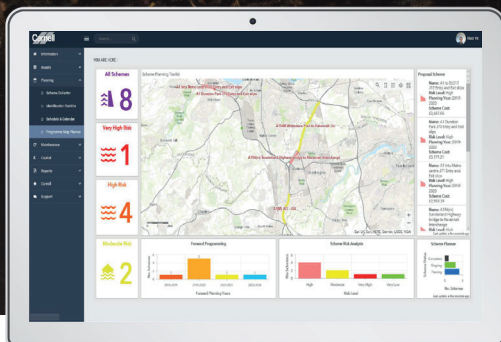
A transformational approach to drainage asset management

FEATURES

- > Camera-led process.
- > Full-length surveys.
- > Integrated routine maintenance.
- > Targeting of flooding hot-spots.
- > Elimination of unnecessary jetting.
- > Reduced roadworker exposure.
- > Efficiency savings.
- > DrainageViewer GIS interrogation.

Carnell provide a versatile and comprehensive drainage survey service on the strategic road network:

FloodPrevent surveys help asset management teams to quickly collect critical drainage inventory and condition data, enabling them to make informed decisions regarding targeted interventions and ongoing maintenance, benefiting roadworker and road-user safety.



For more information visit
carnellgroup.co.uk/floodprevent



Safer Highways Announces New Date for the SH Awards



Safer Highways have announced the new date for the the SH Awards - the only sector specific awards dedicated to Health, Safety and Wellbeing and voted for by the industry it serves.

Safer Highways, organisers of SHLive, is proud to announce the launch of the very first SH Awards, where the sector starts celebrating excellence again.

Taking place on the 15th December at the renowned Queen Elizabeth Conference Centre in London, having been moved from its original date and location to a more suitable venue to enable social distancing.

Never before has there been an awards scheme dedicated to recognising best practice, innovation and thought leadership in health, safety and wellbeing.

The SH Awards brings together the whole of the health, safety and wellbeing sector as a platform for recognition for those dedicated to improving the lives of road workers and road users.

Kevin Robinson, Chief Executive of Safer Highways, said:

“The SH Awards take the whole purpose of why Safer Highways was set up in the first place to a different level. This is a real opportunity to recognise and share all the hard work, effort, investment, resources that the health, safety and wellbeing sector and the wider highways industry puts into making the lives of road workers



and road users safer, healthier and more efficient and effective. Covid-19 has had a significant and profound effect on not our sector but society as a whole and our desire as that we end the year on a high.

This is the ideal place to share and collaborate best practice in this sector and reward those that have done this to the highest of standards and this is one of the many reasons why I am proud to relaunch these awards.”

To download the factsheet with all of the awards categories and entry criteria click [below](#).

Awards Categories:

Recognising Our People:

- Communities Hero Award
- Rising star
- Highways Hero

Initiative of the Year:

- Best Health and Safety on a Project
- Supply chain Health and Wellbeing Initiative
- Supply Chain Mental Health Initiative – supported by Mind and Mates In Mind
- Supply Chain Environmental Initiative of the Year – Supported by BOHS
- Safer Infrastructure Cross Sector Collaboration

Safer Road Users Initiative:

- Safer Road Users Initiative
- Innovation in Health, Safety and Wellbeing - Sponsored by ARCO:
- Innovation challenge award for an SME around Safety
- Innovation challenge award for an SME around health and wellbeing
- Innovation of the year
- Chairman’s Award – Sponsored by Morgan Sindall. Judged by the Chair of the Board of Safer Highways out of winners of all other awards. Not open for general entries.
- Lifetime achievement award – Sponsored by Galliford Try





WJ Group geared up to demarcate pop-up cycle and walking routes

WJ Group are geared up to support Highway Authorities with design, innovation products, rapid deployment and installation of demarcation solutions for pop-up cycle and walking routes.

With the coronavirus crisis likely to continue for some months at least, the concern is that people will shy away from public transport and revert to using their own cars. Consequently there is an urgent need to make the alternatives of cycling and walking safer and more attractive. Lack of traffic has made safe road space available cyclists and pedestrians of all generations and the government are keen to continue this beyond lockdown and into the 'new normal', to avoid the risk of increased pollution, congestion and create a safe space for everyone to travel.

Thankfully, the recent launch by Transport Secretary Grant Shapps 2Bn funding initiative to boost healthier, greener, active transport will make that active travel possible as the UK cautiously endeavours to lift the lockdown imposed by this awful pandemic.

With the first stage of this funding, totalling 250 million, being made available within weeks, markings specialist, WJ have already started to work with authorities to install markings for more cycle lanes and social distancing footway demarcation in line with measures identified by the Department for Transport.

Under a "Key Worker" status, the WJ Group adopted Public Health England and Construction Leadership Council guidelines to remain operational throughout the COVID-19 crisis and are now ideally positioned to help clients respond to these new urgent measures and relieve the pressure on public transport.

Martin Webb WJ Group Operational Director said "We are in a strong position to provide the resources, products and expertise to rapidly deliver temporary, permanent and specialist markings to help support these active transport schemes" WJ are employing a range of high performance thermoplastics, paints and preformed markings for permanent solutions but also advising on temporary markings with tape, self-adhesive studs and their innovative

Applied Media floor signage to create more flexibility.

For some time, the Applied Media floor graphic system has been approved for use by TfL on the London Underground, used for London Pride rainbow crossings and very recently used for NHS Nightingale Hospital bus shuttle and social distancing measures on the Dockland Light Railway.

WJ has extensive experience particularly in temporary markings, most notably providing all the markings for the London 2012 Olympic Route Network, whilst also being the current lead provider of markings for Highways England across the Strategic Road Network. The company is ensuring they can continue to play their part responsibly, effectively and safely with the appointment a Coronavirus Coordinator within the business.

It is understood that this key role has been and will be in place for as long as necessary with responsibility to closely monitor and coordinate the effectiveness of COVID-19 safety measures within the WJ operation.



WJ deliver road marking products and services nationally and regionally:

- High performance road markings
- Temporary markings
- Road studs
- Surface preparation
- Asphalt repair
- High friction & safety surfacing
- Specialist markings
- Hydroblast line removal
- Retexturing
- Average speed cameras
- Retro-reflectometer surveys
- Thermoplastic equipment

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

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

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



'Outdoor workers are exposed to 15% more pollution than the average Londoner'

'We are building the evidence base that proves government must act on air quality,' says British Safety Council.

An app developed by King College London as part of the British Safety Council's Time to Breathe campaign is building on a growing evidence base that proves outdoor workers are exposed to air pollution well above the World Health Organisation's (WHO) recommended limits. However, huge variance in quality and coverage of air quality measurement across the UK suggests the problem could be greater than previously thought.

The app gathers data based on London's air quality monitoring stations and gives individual users a read-out of the air pollution they are exposed to at work. The first data release from British Safety Council confirms that outdoor workers are put at more risk than average Londoners. The WHO says that air pollution is now the world's largest single environmental health risk and that reducing air pollution could save millions of lives. As well as campaigning to improve ambient air quality the British Safety Council is working on practical solutions to reduce the risks for outdoor workers.

Over six months the Canary app has gathered data from a sample of Londoners. Outdoor workers were exposed to air pollution averages higher than guidelines

for NO₂, particulate matter (PM_{2.5} and PM₁₀) and Ozone. Some maximum exposures were nearly two thirds higher than recommended WHO limits. The workers were in two groups, some mostly working in offices and others mostly working outside. Although both groups were exposed to high levels of air pollution, those working outside are exposed to worse pollution than the average Londoner.

Head of Campaigns Matthew Holder said: "The first data release confirms that outdoor workers are being exposed to high levels of air pollution with all the health risks that carries. Canary confirms what we also thought – if you work outside in a city or near a busy road you are putting your health at risk. What is new is that we now have the technology for individual workers to record their exposure. With Canary and other forms of measurement we are building the evidence base that makes the case for change. As a first step we must urgently adopt the WHO guidelines on PM_{2.5}. But we also need investment in measurement so we can understand who

is at risk and how people can limit their exposure to harmful air pollution."

You can read the full report here: [Outdoor worker exposure in London: first release from Canary.](#)

Roadside air pollution can stunt children's lung growth

Children can have their growth stunted by up to 14% due to roadside air pollution, according to data gathered in a 2019 report by Kings College London.

It found the highest levels of recorded roadside air pollution was in Oxford, where lung growth could be affected by approximately 14%. Growth could be affected by around 13% in London, 8% in Birmingham, 5% in Bristol, 5% in Liverpool, 3% in Nottingham, and 4% in Southampton.



The new research showed an increased risk of cardiac arrest, heart disease, stroke, lung cancer, bronchitis as well as reduced lung function in children.

With around three million Londoners living near a busy road, there have been calls for political parties to adopt a legally binding target, set by World Health Organization Guidelines, ahead of the General Election on December 12.

Dr Heather Walton, Senior Lecturer in Environmental Health at King's College London, said: "This is the first time that health impact calculations for such a wide range of health conditions and cities have been included in one report.

"While previous calculations have concentrated on deaths, life-expectancy and broad types of hospital admissions, our report includes symptoms that affect a larger number of people such as chest infections ('acute bronchitis') in children and effects on specific groups of people such as asthmatics.

"The project has worked throughout to

ensure a strong link between publicly understandable statements and their scientific basis."

Protecting outdoor workers from air pollution

In 2019, the British Safety Council called for urgent action on protecting outdoor workers from air pollution and admits its alarm at findings by environmental charity Hubbub. According to the research, which was set up to examine how air pollution affects people living and working in London, a site engineer on a construction site has air pollution exposure levels six times higher than that of an office worker.

The data also revealed that lorry drivers are a very high risk of exposure to air pollution and that air pollution on the tube is high, with deeper lines being much more polluted than those closer to the surface. It found that overground lines are up to ten times cleaner.

The trial, conducted in corporation with King's College London and The Times, studied ten participants with varying lifestyles. The occupations, which included

an HGV driver, a construction site engineer and a construction worker, used portable monitors that tracked their air pollution exposure levels for a week.

Time to Breathe

British Safety Council's Time to Breathe campaign was launched in March 2019. It focusses on protecting workers from air pollution. As part of the campaign, the world's first mobile app for outdoor workers, Canary, was launched to measure their exposure to air pollution in London.

Air pollution, linked with up to 36,000 early deaths a year in the UK, is considered the biggest environmental risk to public health. Research from King's College London suggests that more than 9,400 people die prematurely due to poor air quality in London alone. Ambient air pollution is linked to cancer, lung and heart disease, type-2 diabetes, infertility and early dementia.

Andrew Grieve, Senior Air Quality Analyst, King's College London, who conducted the air quality monitoring for the Hubbub trial, said: "In the Hubbub study, the second highest exposed person after the



lorry driver was the construction worker. Outdoor workers have been overlooked in the air quality debate, but this data shows that they are one of the most exposed groups, often spending their working lives near traffic and machinery.

“The Canary app we developed with the British Safety Council allows us to begin to build a better picture of outdoor workers’ exposure and hopefully to empower employees and employers to take action to reduce exposure to pollution over the long-term.”

Occupational hazard

In May 2019, British Safety Council published a report ‘Impact of air pollution on the health of outdoor workers’ which provided compelling evidence to recognise ambient air pollution as an occupational health hazard in

Britain. In the report, the charity presented the demands that spearhead its campaign to limit the dangers of air pollution to the health of outdoor workers.

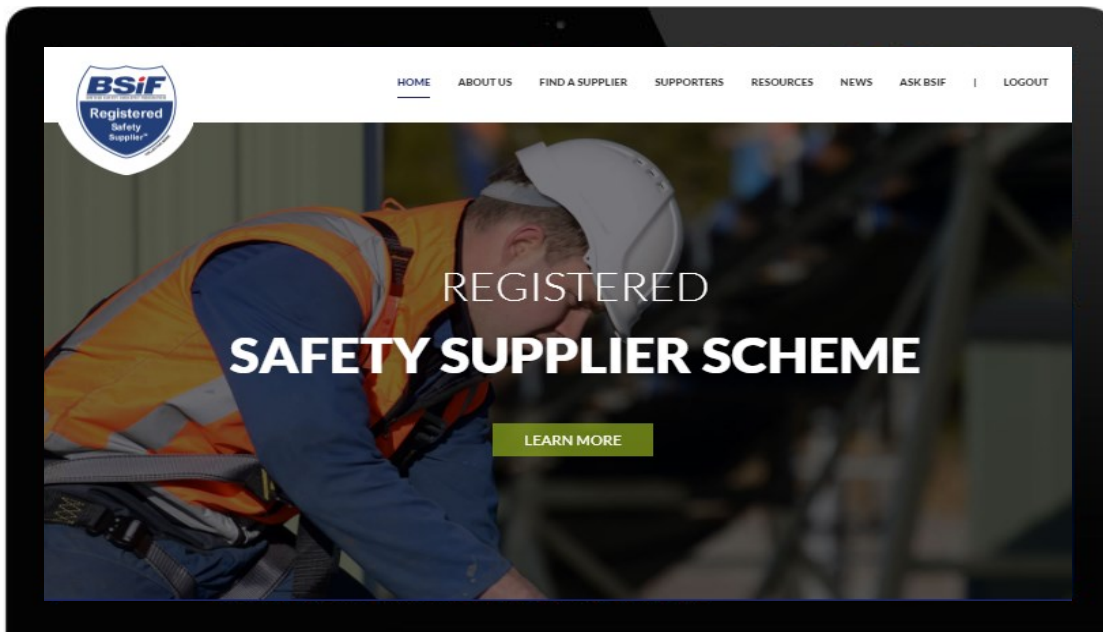
Matthew Holder, Head of Campaigns at the British Safety Council, said: “We can see from these results that if you work outdoors, drive or commute in a polluted area, your health is at risk. Meanwhile, employers are burying their heads in the sand and waiting to see if the government and the regulators are going to act. Fortunately, the deadlock is breaking as the science challenges these attitudes and the public demands urgent action.

“We need to act now. Otherwise, we will look back, as we do with asbestos, and ask ourselves why we failed to prevent harm and also face a huge bill.”

Modern technology, such as the London Air Quality Network (LAQN) and portable pollution monitors, not to mention the new app based solutions like Canary, clearly show what should be done, both in terms of health protection and air pollution tracking. There is no excuse for inaction and no time to lose.”

The British Safety Council is urging everyone to write to their MPs to request that the Department for Work and Pensions (DWP) and the Department for Environment, Food and Rural Affairs (Defra) do more to protect outdoor workers from the dangers of ambient air pollution.





The British Safety Industry Federation has launched www.registeredsafetysupplierscheme.co.uk as a dedicated website for employers looking to source PPE with the peace of mind that they are purchasing from an accredited, audited and competent supplier. The new website offers the ability to search by location on an interactive map for suppliers that have committed to becoming Registered Safety Suppliers. Let's eradicate unsafe, non-compliant, illegal safety products and improve safety across the UK.

“What is a Registered Safety Supplier?”

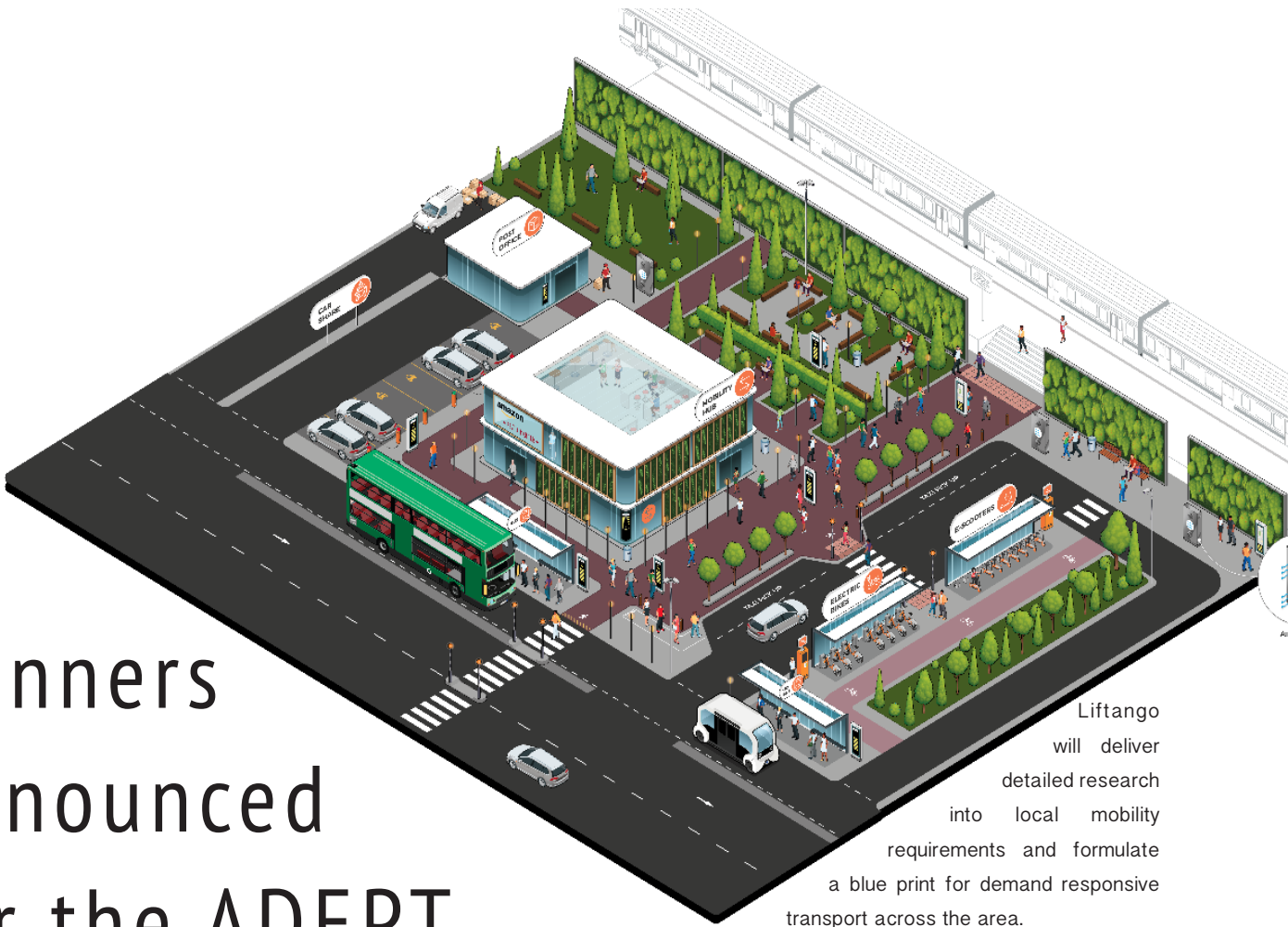
A Registered Safety Supplier (RSS) is a company that has declared to supply only safety equipment that fully complies with the standards and regulations relating to those products. Independent random tests are carried out on scheme member's product to ensure they are continuously meeting the standards and regulations. Read more on the newly launched website and take a look at who is a RSS.

How to get involved...

Go to www.registeredsafetysupplierscheme.co.uk and sign up to become a Supporter of the scheme. Supporters agree that they will always try to buy from a company that is a member of the RSS Scheme meaning that they recognise the vital importance of sourcing PPE that does its job properly and can be relied upon. Companies that sign up to be Supporters show their commitment to safety in the workplace and this is recognised by the RSS Scheme by putting their logo onto the website to highlight the commitment made.

Visit the new website and utilise the search for suppliers, Resources section offering informative downloads and the Ask BSIF section where you can submit any safety related questions you have.





Winners announced for the ADEPT Live Labs SIMULATE programme

As part of the ADEPT Smart Places Live Labs project, SIMULATE (Smart, Infrastructure & Mobility Urban Laboratory and Test Environment) this week has announced the ten successful SMEs that have been chosen to enter the incubator programme and receive funding to trial their innovative air quality and mobility solutions in Staffordshire.

The SIMULATE programme, which brings together Staffordshire County Council, Amey, Keele University and the Connected Places Catapult has been looking for game-changing SMEs to come forward and pitch for funding to bring their innovative solutions to life on the local road network since the start of the year.

With over 130 applications received

to be part of the programme the SIMULATE judging panel which included representatives from across the project, had the enviable task of whittling the SMEs down to just ten to address the challenges that had been set out

The winners in both the mobility and air quality challenges, are as follows:

ZWINGS is a micro-mobility operator will deploy a mix of 50 e-bikes and e-scooters to facilitate car free movement.

Liftango will deliver detailed research into local mobility requirements and formulate a blue print for demand responsive transport across the area.

Ginger town is a UK-based micro-mobility fleet operator with a focus on the use of e-scooter trials and e-bikes.

Urban Electric (UE) and MEV are a joint bid comprising of 'pop up' electric charging points that integrate back into the pavement when not being used (UE), while MEV will be trialling electric car share alongside the charging points in miniaturised 'hubs'.

FortyTwo in partnership with Oxfordshire County Council will be building a self-regulating, Moss Wall installation to clean the air and act as a carbon basin to combat climate change.

Now Wireless will be using artificial intelligence to predict pollution an hour ahead and use that information to change the parameters that can affect it.

Fotech will be using fibre cables to detect vibrations from vehicles and to analyse traffic volumes and dynamically change signal junctions to relieve congestion.

Biotechure will install an active green wall to act as a barrier against pollution and actively remove air pollutants and deliver a clean air zone.

IsCleanAir will deploy their water based, filterless air filtration technology to actively cleanse pollution in areas of poor air

quality.

Live Labs Programme Director, Giles Perkins, said:

“This exciting group of smart mobility and air quality interventions illustrates the breadth of innovation that can now be harnessed in our local communities. We look forward to seeing these being deployed and learnings shared right across the local roads sector for the benefit of all.”

Staffordshire County Council’s cabinet member for highways and transport Helen Fisher, said: “The SIMULATE project has reached an exciting stage where we now have all of the SMEs on board to start their challenges.

partners in bringing in industry expertise to find and apply innovative sustainable transport and clean air solutions which will bring real long-term benefits to communities and businesses in Staffordshire and across the UK.

“As a council we are committed to work towards greener transport options and combatting climate change and so it’s great that we have this project running in Staffordshire.”

The successful SMEs will now help generate a new vision for sustainable travel and clean air within Staffordshire. Each SME will be delivering a key element of Staffordshire’s radical new vision of multi-modal mobility hubs.

said: “Seeing the successful list of SMEs that have now joined us on the SIMULATE programme really excites me. Innovation is vital in addressing air quality and mobility challenges that the transportation sector and local communities will face in the coming years.

“Working with innovative SMEs from different business backgrounds enables our sector to learn from the best and implement technologies we might not have usually considered, and exploring the environmental and mobility benefits to the communities in Staffordshire, through creating a network of multi-modal mobility hubs - developing a new platform for the way innovation is brought to life.”

“We’re pleased to be working with our

David Ogden, Business Director at Amey,



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Active travel: How to safely operate a pop-up cycle lane

As the country prepares for working life after COVID-19, councils are being urged to help people keep up the daily exercise we are all taking and encourage more to leave their cars at home.

Partly because pollution rates have decreased so much that we don't want to undo one of the only positives to come out of the pandemic, but also partly to do with the fact that when people do return to work, the transport network may find it difficult to cope with all the cars back on the road all at once while we are all trying to maintain social distancing. It also minimises the risk of many people relying on public transport.

What is active travel?

Active travel is all about encouraging the public to keep up their daily exercise that has been advocated during lockdown. To help active travel be put into action, a dedicated fund has been announced to councils for the reallocation of road space.

Types of active travel:

- Using cones and barriers to widen footways and pavements along lengths of road, particularly outside shops and transport hubs.
- Encouraging walking and cycling to school, e.g. through the introduction of more 'school streets'. Pioneered in London, these are areas around schools where motor traffic is restricted at pick-up and drop-off times, during term-time.

- Reducing speed limits: 20mph speed limits are being more widely adopted as an appropriate speed limit for residential roads.
- Introducing pedestrian and cycle zones by restricting access for motor vehicles at certain times, or at all times, to specific streets, or networks of streets, particularly town centres and high streets.

How though do you create a safe pop-up cycle or walking lane?

In order to keep pedestrians and cyclists safe, there needs to be a physical barrier in place, separating people with live traffic.

A pop-up bike lane is a quick thing to create but in order to make it safe for cyclists, it should not simply be a case of making a cone taper alongside a live traffic lane.

A steel, portable barrier, with low-deflection properties such as BG800 temporary barrier is the ideal solution. A dedicated Vehicle Restraint System like BG800, will ensure cyclists or pedestrians, are kept safe from parallel-running traffic. Other temporary barriers that are plastic for example, are easily moved, putting cyclists at danger of errant vehicles.

There is also the concern that motorists may not be aware of the cycle lane that has recently appeared, even with signs present. A barrier is the most secure way to ensure vehicles do not breach this space.





Cleaning and Maintaining Your PPE

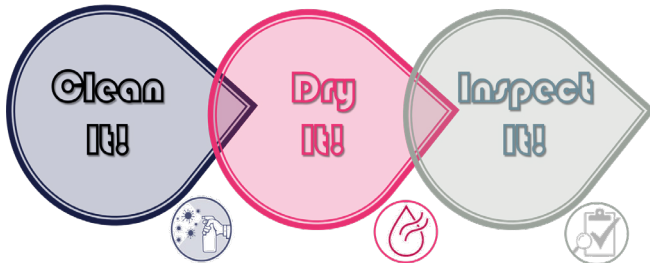
Centurion's Essential Guide

PPE is a common sight on many worksites. Depending on its industrial class, it will protect against several risks such as impact, penetration and striking your head against and or flying / falling objects.

But the continued strength and lifespan of the wide range of PPE used on sites – from Safety Helmets to Respiratory – depends on proper maintenance.

Therefore, it's important to train the wearer in the correct way to care for their PPE. Centurions Essential Cleaning and Maintaining Your PPE Guide walks you through the steps.

AS EASY AS..... 1, 2, 3



Compatible Disinfectants

Compatible branded cleaning/disinfection agents include Chemgene HLD4H wipes and disinfectant spray which has been proven to be effective against the Coronavirus

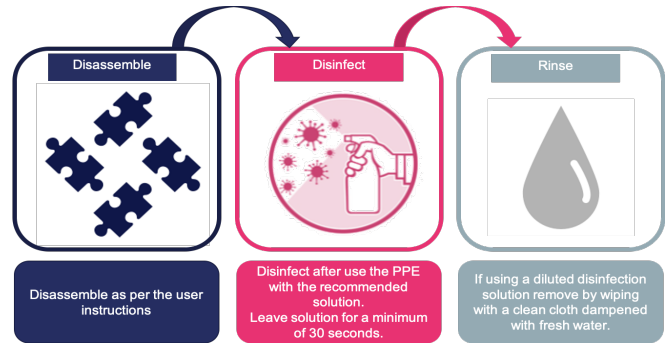
In addition Distel concentrate at a dilution of 1:10 in accordance with manufacturer's recommendations, or ready to use Distel Wipes or Jet Foam Spray (manufactured by Tristel Solutions Ltd).

If you have difficulty sourcing these a bleach solution can also be used to disinfect and prevent cross contamination with a solution of:

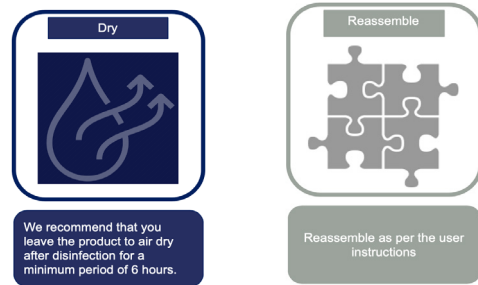
>=1% to <2.5% Sodium Hypochlorite (NaOCl) and/or Sodium Hydroxide (NaOH) solution.

Prolonged exposure to, and or immersion in bleaches is not recommended. Do NOT use paint thinner, solvents, or any petroleum based cleaners such as methyl ethyl ketone (MEK), gasoline, or kerosene.

Our Essential Guide – Step 1



Our Essential Guide – Step 2



Our Essential Guide – Step 3

All PPE should be inspected daily by the wearer for excess wear or damage, such as dents, cracks, scratches and penetration.

Any worn, damaged, or defective parts should be removed from service and replaced. Please note that any safety helmet that sustains an impact should be replaced even with no noted signs of damage.

Our Top PPE Recommended Checks:

- Check for deep scuffs or scratches
- Check it is in general good condition
- Do not put any unchecked stickers or pen
- Check your PPE is CE marked
- Check your date of manufacturer and start of use date
- Do not throw your PPE around
- When not being used place in a bag or store somewhere safe
- Do not wear any unlicensed headwear underneath your helmet

Regularly scheduled maintenance sessions with your PPE make all the difference.

Do's and Don'ts

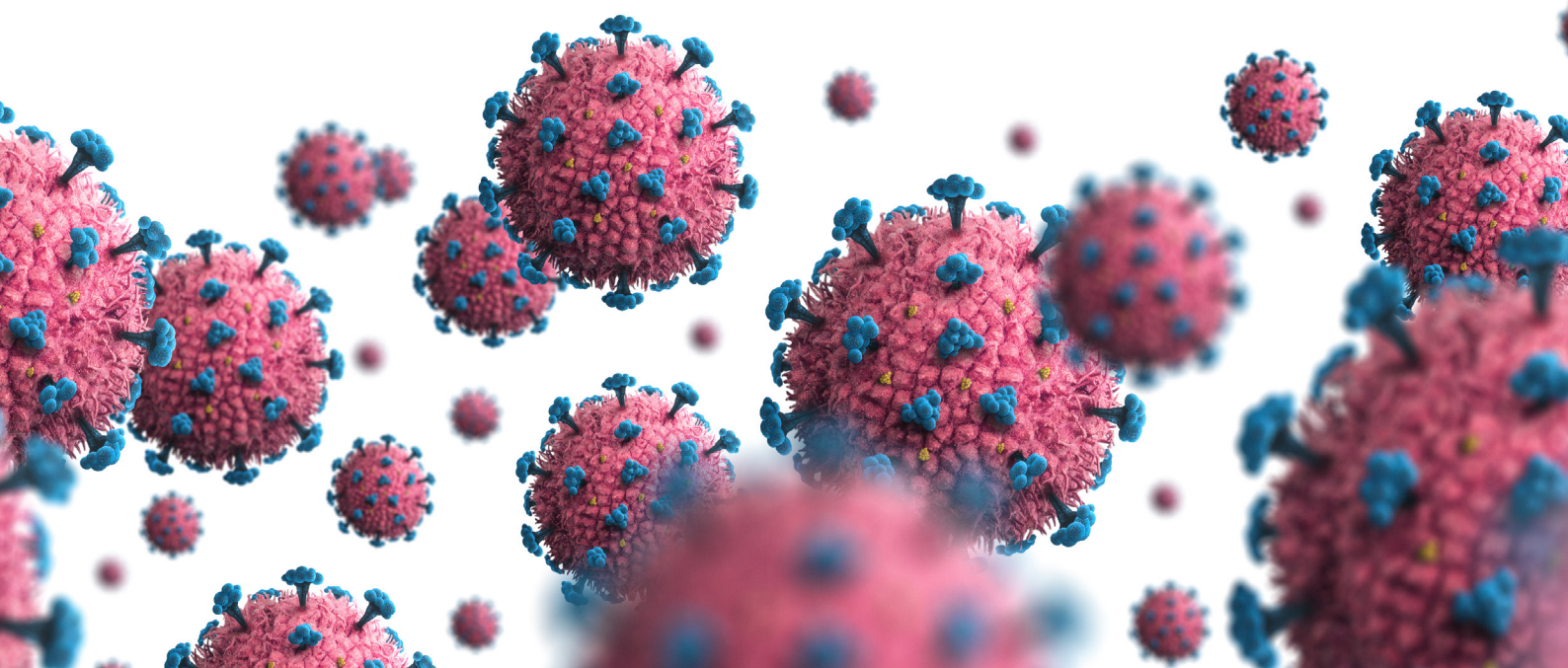
- The solution should be at a dilution in accordance with the disinfectant manufacturer's recommendations.
- Care and consultation with Centurion Safety Products should be considered when choosing a disinfecting/cleaning agent for any of our products due to antimicrobial agents which when used over time could cause premature ageing of certain components.
- External surface disinfecting/cleaning only is recommended.
- **Do not prolong exposure to, and or immersion in bleaches or any other product.**
- **Do not allow cleaning product to enter the power unit, air hose (interior) or hood/helmet air channel.**

Like many respiratory viruses, novel coronavirus (COVID-19) can be spread through droplets released from the nose and mouth of an infected person as they cough. These particles can land on other people, clothing and surfaces around them.

Current evidence suggests that COVID-19 may remain viable for hours to days on surfaces made from a variety of materials. The type of surface, the temperature of the room, and the humidity in the environment may all play a role in how long the virus can survive on a surface. Even so, the World Health Organization, CDC and others health authorities, have emphasised that cleaning and disinfecting contaminated surfaces regularly are key in preventing Covid-19's spread.

This guidance provides recommendations on cleaning relevant Centurion PPE products (i.e. protective face screens and respiratory equipment) used in environments where wearers may encounter individuals with suspected or with confirmed COVID-19. It is aimed at minimising the survival of COVID-19 in key environments and is meant as broad guidance for the maintenance and cleaning of relevant Centurion PPE products only. For specific measures, users must always refer to their standard operating procedure for the handling, cleansing and disposal of PPE equipment.

Cleaning and Maintaining Your PPE Guide – Clean It, Dry It, Inspect It



How we are adapting our Social Value approach through Covid-19



By Joely Sockett
Social Values Advisor
Morgan Sindall

Social Value is a fundamental part of Morgan Sindall Infrastructure's operational values. It is entrenched in our Total Commitments through Enhancing Communities, brought to life every day, on every project, by

We take individual and collective pride in the positive impact that we have on peoples' lives, focusing on mitigating and obviating community risks and concerns around our construction activities. We believe that these positive impacts are an intrinsic part of making the industry an attractive place to work, as well as supporting the core objectives of our customers to improve social, economic and environmental wellbeing in communities.

Social Value requires us to reach out and collaborate within the communities in which we work, to ensure we are creating a positive impact and securing a positive legacy beyond our construction activities.

O u r

dedicated Social Value Advisors, Skills Managers and Stakeholder Managers regularly connect with communities. They liaise with road users, delivering educational engagement sessions at schools and colleges, offer work experience and other community initiatives. As you can imagine, along with the rest of the UK, this was quickly put on pause due to lock-down and social distancing measures enforced by COVID-19.

Our delivery teams in our Highways division were quickly considered by Government as Key Workers, this meant that despite many areas of the UK 'locking down', we were asked to deliver business as usual on certain sites. Our teams across our projects innovated, created and collaborated to ensure they could continue works effectively and safely, enabling most of our projects were able to continue with huge success.

Due to the success of the delivery teams, the Social Value teams could not let an essential part of our business become a fall out of COVID-19. We faced challenges due to schools not being open, and the community and colleagues at home, spread across the country. However, Social Value has always thrived on creativity, challenging the status quo and innovation, as such we were able to quickly adapt to the 'new normal'.



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and protecting our people
and communities



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Safe places which provide security and protection from harm

Safe by choice in that we choose to be safe and healthier from the outset

Safe relationships where we actively engage throughout the industry to share and improve

Safe by design from concept to completion seeking to consider all our stakeholders' needs

Safe lives to ensure the health and wellbeing of our people is a priority.

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 [@morgansindallinfrastructure](https://www.instagram.com/morgansindallinfrastructure)

Everyone has the right to be

100% Safe

“

I enjoyed hearing about the different careers available in the construction industry. It has made my mind more open to opportunities”
Student

“

Looks like they have all been working hard all week and certainly gained a number of skills and confidence. Well done and thanks for such a positive experience during a difficult time in their academic lives.”
Post-16 Learning Manager

The first challenge was how we could engage with school children and deliver STEM sessions and activities, many of our projects had events booked in at local schools and we didn't want to cancel these completely. One of our Social Value Advisors and former school teacher, Kate Hamilton, came up with the idea of creating an 'Activity Book' containing adapted versions of the sessions we would have delivered face to face. The team across Morgan Sindall Infrastructure worked extremely hard to transform existing activities and create new ones that can be completed at home, with little resource (available at home) and easily understood by students of Key Stage 1 and 2 age. These cards also directly relate to careers within the industry and these are clearly outlined on each card, this was included as it aligns with the Gatsby Benchmarks and gives a clear indication of the relevance of the task to the young people.

Ordinarily, the start of summer brings work experience candidates across the company. Students are encouraged by schools within term time and some utilise the summer holidays to learn more about the construction industry. Many of our projects had work experience weeks lined up, however due to social distancing measures and to ensure everyone's safety these could no longer be delivered on site. Determined to ensure that the students were still able to gain a taste of the industry and secure valuable work experience, Morgan Sindall Infrastructure launched a brand-new digital work experience platform. The

week long virtual work experience, in collaboration with Speakers For Schools, saw students use Google Classroom and take part in a number of digital challenges and tasks, before presenting a final project to the project team. So far, we have had 3 cohorts across our projects, students aged 14-19 years and a tailored programme for care-leavers in Southampton. The work experience has been a resounding success for the students, teachers and project staff.

COVID-19 could have been a stumbling block for our Social Value initiatives, but instead it has allowed us to create and deliver insightful and meaningful engagement. We are keen to continue our virtual experiences, as we have seen the benefits and successes. Morgan Sindall Infrastructure are passionate about challenging the status quo, and the current situation has encouraged us to take this to the next level. We will continue to adapt and develop due to the positive outcomes this has had, not only on the communities in which we work, but on us as a business.



An invite too good to miss!

Respiratory Protective Equipment (RPE) Briefing – 28 July.

3M and Safer Highways invite you to attend and take part in our FREE Respiratory Protective Equipment Webinar.

Register to attend:

<https://www.saferhighways.co.uk/post/the-business-behind-the-mask-the-a-z-of-managing-a-workforce-with-a-need-for-respiratory-protection>

Date: Tuesday 28 July

Time: 10:30 – 11:15

In safe hands:

You will be hosted by 3M Senior Application Engineer, George Elliott, who will guide you through the briefing.

What will be covered?

1. Legal obligations and compliance
2. COVID-19 back-to-work preparedness
3. Financial impacts of different types of RPE and the selection criteria
4. The importance of fit

3M's resident Respiratory Protection expert, George Elliott, will take you through the clear steps on how best to tackle this complex challenge head on, giving you the knowledge and confidence to select adequate and suitable RPE for your workforce and for your business.

Don't miss out! Register today at:

<https://www.saferhighways.co.uk/post/the-business-behind-the-mask-the-a-z-of-managing-a-workforce-with-a-need-for-respiratory-protection>

“At 3M, we understand the complexities that Health and Safety Managers face when seeing to keep their workforce safe and well. We look forward to hosting this webinar and discussing current issues with you; plus helping to provide tangible solutions and implementation strategies.”

George Elliott
Senior 3M Application Engineer



How can plant vehicle operators improve safety on site?

Ever year construction site collisions involving vehicles and machinery effect the industry.

It is estimated that on average 7 workers are killed and 93 are seriously injured each year after incidents involving vehicles or mobile plant on construction sites. There is a currently a heavy emphasis on vehicle safety in these industries with the likes of Highways England setting their suppliers targets of halving accident rates over the next 12 months. So how can plant vehicle operators improve safety on site?

Accidents involving construction transport happen during loading, unloading, moving material, ground and roadworks. In construction, roadworks are the largest proportion of struck-by accidents followed by ground works and loading operations. Incidents and problems involving plant vehicles include:

- Reversing accidents due to rear blind spot or driving operator position



- Collisions due to slewing and tracking, blind spots (rear, front, side)
- Collisions due to poor visibility (darkness, fog, dust, smoke)
- Hearing defenders reducing site worker's ability to clearly hear approaching vehicles and old style tonal reversing alarms
- Loud and single tone reversing alarms being ignored by site workers

Reduce Blind Spots

Reversing takes up a large proportion of all fatal accidents in transport involved in construction so it's highly advised to effectively manage the risks by eradicating the requirement by providing turning areas,

drive through loading and unloading. On and off construction sites, most vehicles will be required to reverse either as part of the operation or at some other point. HSE advises that visibility whilst reversing can be improved by fitting aids such as camera and monitors along with warning devices in the form of alarms and lights.

Many specifications now require camera technology covering blind spots to protect plant workers and vulnerable road users. Brigades Backeye 360 High Definition four-camera system is designed to eliminate blind spots by providing a real-time surround view of the vehicle in the driver's monitor. With high definition output and improved





calibration software vehicle operators will have the perfect 360 picture. Brigade's Backeye 360 has 15 monitor view options including cross traffic and right/left lane change assist. Due to the many different shapes and sizes of plant vehicles, custom views and vehicle positioning are available such as 270.

Obstacle Detection

Brigade's Backsense radar systems are designed to detect people and objects providing drivers with visual and audible warnings. Backsense obstacle detection sensors are waterproof and work effectively in harsh environments and poor visibility including, darkness, smoke and

fog. Backsense on-screen display works in conjunction with Backeye camera monitor systems and up to two radar sensors. It warns the driver of objects in the danger zone by overlaying 5-stage audible and visual radar data onto the camera image on the monitor.

Increase Awareness

Brigade's Backsense heavy duty back up alarms aim to tackle site workers not being aware of the vehicles around them by providing a multi-frequency sound that alerts them to vehicles reversing. The bbs-tek White Sound reverse alarms can be heard in loud environments and by workers wearing ear defenders, huge advantage

“

Brigade's Backeye 360 has 15 monitor view options including cross traffic and right/left lane change assist”

over tonal alarms where a single strident tone is blocked out by workers.

About Us

Brigade Electronics is a market leader of safety devices to suit all mobile plant. All of our products meet plant specifications and requirements including Skanska, Crossrail and HS2. If you manage plant-based vehicles and would like to know more about Brigade, visit our website - <https://brigade-electronics.com/> or call us on 01322 420300



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

Direct Vision Standard

Are you ready?



How Brigade can help

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



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

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



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Creativity & Risk

The role of creativity and balanced risk when driving innovation in health safety and wellbeing.

Kendelle Tekstar
Senior Product Manager
Acre Frameworks

So many businesses are speaking about the need for more innovation in their organisations, even naming it as a strategic priority, but I am not convinced they know where to begin when it comes to giving people the permission and tools to integrate creative practices into the day-to-day. In the world of risk, there is a lot that can be done to shake up the way we manage risk – shifting from reliance on legislation with an aim to achieve compliance to enabling businesses to take intelligent or considered risks in a healthy and safe way in the name of continuous improvement.

At Acre Frameworks, one of our core beliefs as a learning and development consultancy is creativity so I want to dedicate this article to exploring practically how we enable innovation in businesses. I could not think of a better person to get insight from than John Monks.

John is an expert facilitator who has built a career in individual, team and organisational change, transforming many of the world's leading organisations. He established Curve in London and New York as well as a global Digital Business Design consultancy for Digitas. He is a qualified and experienced team and

executive coach. John is excited by innovation, creativity and helping others to achieve what they're capable of by coaching and facilitating teams.

Outside Curve, John is co-chair of the board of ActionAid, working with the poorest women and girls in the world, changing their lives for good and founded a Co-Working space in Cambridge.

In John's words: "We believe that everybody is creative and that everybody has the ability to come up with great new ideas and to solve their own problems. We created Curve so that we could give people the skills and confidence that they need to do just that". We'll explore through an

interview I did with him how businesses can get the ball rolling when it comes to leading with creativity!

As a professional coach myself I think having confidence in your creative abilities is a big pain point for many... A lot of people have creative wounds. They have been told by others, or convinced themselves, that they just aren't a creative type. The Co-Active coaching methodology I trained in has a cornerstone that really drew me to their approach: People are naturally creative, resourceful, and whole. It has been truly inspiring for me to carry that with me as a coach! Naturally, John and I started by addressing how he works with people to break down this type of self-limiting belief:

"We believe in a coaching approach to our work. This means that we believe that all people have what they need within them, or close at hand, to do what they need to be able to do. I'm also a huge fan of the growth mindset that Carol Dweck invented. With the growth mindset you take the view that it's not that you can't do something, it's that



you can't do it YET.

What this means in our workshops is that we will often create activities like drawing for example, where we give people a task to complete and very little time. What we often find is that everybody, even professional illustrators, don't do a great job under time pressure and that shows everyone that there is a base level of competence... The rest is practise".

Since we are coming at this topic through the lens of Health & Safety, John and I

touched on the fact that risk management can seem to be at odds with creativity on paper – reducing/controlling risks versus taking them. So, how can

H&S leaders support their teams to have a healthy balance of both in their approach to risk management? John says:

"For me, the key here is ensuring people don't rely on bureaucracy and policy to protect them against accountability for risk. The bureaucratic approach often slows down processes, and business more generally, and therefore constitutes a risk of its own. The goal is to create an environment of psychological safety where people know that they won't be hurt in some way by taking a risk.

Leaders can put in place a very open and direct feedback mechanism where it's clear that people are talking about actions and outcomes, not criticising or blaming. This can really contribute to people being open to taking risks rather than playing it safe. The feedback process, when done early and often, will also ensure that the risks are minimised because you'll be sourcing well-rounded opinions from around the business".

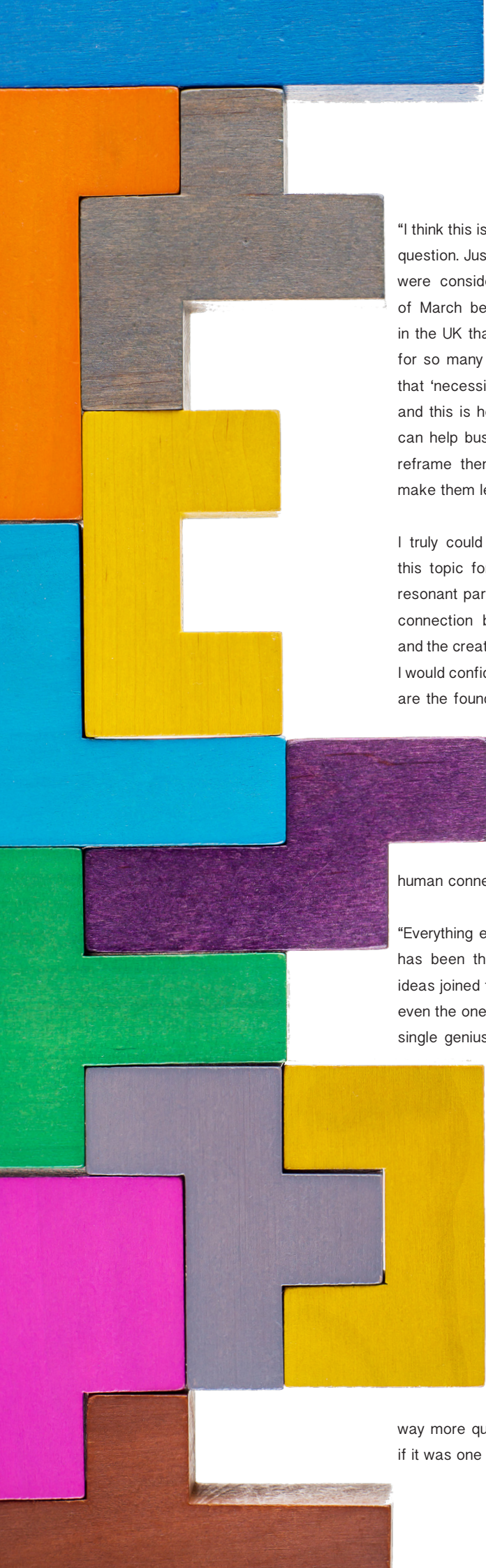
John and I also spoke about how

putting ideas into words can reduce our creativity capacity due to their inflexibility, which I feel is very relevant to the way H&S policies and procedures are communicated within businesses. I hear so many of my clients express frustration over coming into a new business and inheriting never-ending documents that they would not even want to bother to read! No wonder people can end up running for the door when they hear the words 'health and safety'. Here's John's thoughts:

"Imagine this on one side of your desk: You have a paper print out of the specification of a car... I don't know how long that would be, but it probably has hundreds of thousands of components and millions of individual instructions. On the other side of your desk you've got a sketch of a car. You want to make some changes to the car's design – which one do you think would be easier? This illustrates quite literally how using visuals rather than verbal language in the innovation process is more accessible and more agile. It's also very well known that people consume information thousands of times more quickly visually than they do verbally, as well as retain the information better. Accordingly, in terms of communicating policies and procedures to people, a visual will be much better than a manual".

I then posed the following statement to John: 'What stands in the way becomes the way'. I asked him to comment on how this relates to creativity:





"I think this is a perfect time to answer that question. Just think about how many things were considered impossible at the start of March before the COVID-19 crisis hit in the UK that are now everyday activities for so many people! The old saying goes that 'necessity is the mother of invention', and this is how I think of how innovations can help businesses take challenges and reframe them into opportunities that will make them leaders in their field".

I truly could have spoken to John about this topic for hours, but I think the most resonant part of our conversation was the connection between relationship building and the creative capabilities of businesses. I would confidently assert that relationships are the foundation of dialogue so it is not enough to just get people in the same room to foster an environment where creativity can thrive. John shared the follow thoughts on the intersection between human connection and creativity:

"Everything ever created by human beings has been the result of multiple people's ideas joined together. The very best ideas, even the ones which are associated with a single genius, will often have huge teams of people behind them who have been collaborating for years. In order for people to build on one another's ideas, as opposed to getting stuck or knocking them down in an argument, you need trust and empathy. With that trust in place, people feel free to share ideas; they feel open to taking creative and constructive criticism, and together an energy is built which propels ideas forward way more quickly than they would happen if it was one person working solo".

I'd like to leave you with a call to action after all of this great food for thought from John:

“

In your business, what is one step you can take off the back of reading this to enable more innovation?

Is it tackling collective self-limiting beliefs about creativity?

Is it upskilling your leaders with a coaching skill set?

Is it taking on the challenge of reducing bureaucracy?

Is it changing your style of communication?

Is it telling stories about how challenges can be made into opportunities to be more creative?

Is it focusing on relationship building?

Maybe it's more than one, but I invite you to have a bias for action when it comes to this ever-important topic! Happy creating.

Proud to be part of the Safer Highways Community



For more information contact:
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