

Highways England

Health, Safety & Wellbeing Conference

8 July 2015

Summary

The ninth Highways England health and safety workshop took place 8th July at stadiummk, Milton Keynes. Over 170 people attended the event representing a broad section of the supply chain.



Nigel Heaton providing a safety moment to open the workshop.

Lucy Fell (Highways England Health and Safety Director) opened the event with an overview of the new 5-year strategic health and safety plan, which is due for launch in October. The plan is centred around 5 golden threads:

- Leadership
- Competence
- Risk management
- Measuring performance
- Engagement

Summary

(continued)

Peter Adams and David Brewer provided their personal perspective of health and safety and their visions for the future. Jeremy Bird from the National Health and Safety Team provided a review of performance that included recent accidents and inspection findings. This session included a presentation from Ian Spellacey (Balfour Beatty) detailing the lessons learnt from a fatal accident involving a runaway trailer. James Haluch (EM Highways) concluded the morning by describing how they have eliminated carriageway crossings.

Poster presentations occurred during lunch which covered topics such as plant / person interface, safety passport and leadership projects as well as CDM. The Health and Safety Laboratory (HSL) demonstrated face fit testing equipment.



Lunchtime health checks provided by Road to Health



Whole life safety poster presentation

In the afternoon delegates considered how elements of the strategic plan, discussed during the morning session, were being implemented by organizations and what constituted current best practice. The Highways England target to eliminate carriageway crossings by December 2014 was emphasized and ways to achieve the target were discussed and shared. Delegates finished the day by recording their personal commitment to health and safety.

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INDEX:

- Summary
- Presentations
- CDM2015 Poster Presentation
- Golden Thread Workshop feedback
- Eliminating Live Carriageway Crossings feedback

Conference presentations

Domestics

Multi Faith
Room



Who makes a difference?

Cemex

- In 2000 Alex McVitty was cycling to work
- She was killed by a Cemex lorry
- The Police, CPS and Coroner found no one to blame
- Cynthia Barlow, Alex's Mum decided that something had to be done

Taking action

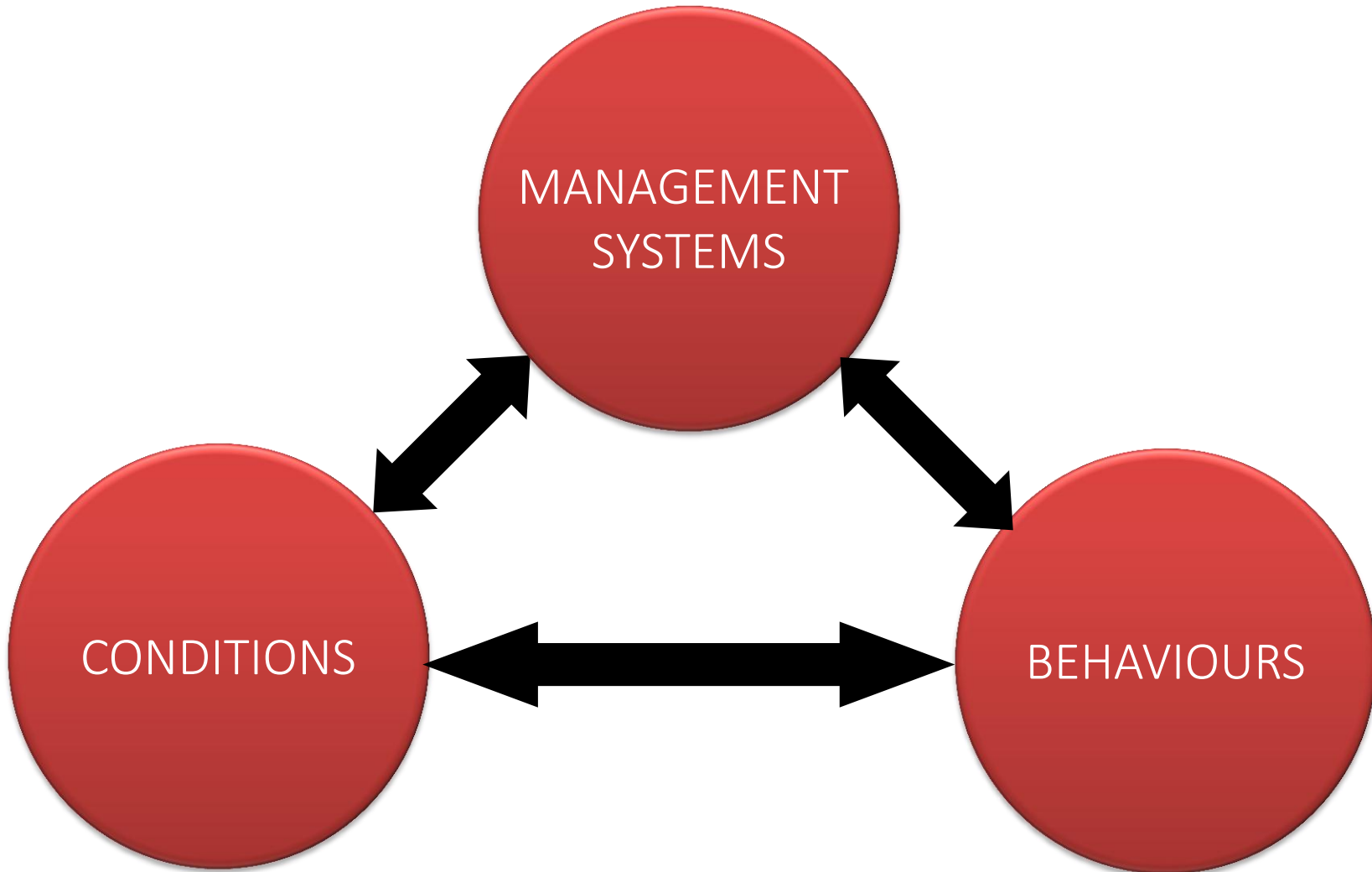
- Cynthia bought £500 of Cemex shares
- She went to the Cemex AGM
- She asked what happened and how it could be prevented
- The statistics demonstrated that cyclists were being killed by left turning lorries
- Cemex killed or seriously injured at least 1 cyclist a year until 2004
- Cemex had a director of H&S who worked with Cynthia to change this

What happened

- Cemex spent £7m to fit mirrors, proximity sensors and signs to lorries
- They organised training and awareness for cyclists
- Since 2004 there have been zero serious injuries or fatalities to cyclists from Cemex lorries

What causes accidents?

Understanding why we fail



A call to action

- If we do what we have always done, we will get the same results
- People do not typically plan to have accidents
- Leaders can influence culture, change the behaviour of people & inspire

Agenda – morning sessions

- Where we want to be
 - Highways England Overview
 - MP / NDD Overview
 - Case study – Network Rail
- Where are we now?
 - Inspection trends
 - Improvement projects
 - Lessons learnt from incidents
 - Case studies
 - Eliminating live carriageway crossings
 - A21 fatality

Agenda – lunchtime sessions

- Poster presentations
 - Current Projects
 - Leadership
 - Passport
 - Information and Guidance
 - GD04
 - Raising the Bar - plant/person interface, health, service avoidance, excellence wheel, whole life safety, incursions
 - RoWSaF
 - Fixed displays
 - HSE/L, Breathe easy, Road to Health (health checks)

Agenda – afternoon sessions

- How do we get there?
 - Golden Thread Question Workshop
 - Reducing Big Risks Workshop
 - Evaluation
 - Closing comments

Highways England Overview

Mike Wilson

Lucy Fell

View from the Board & Executive

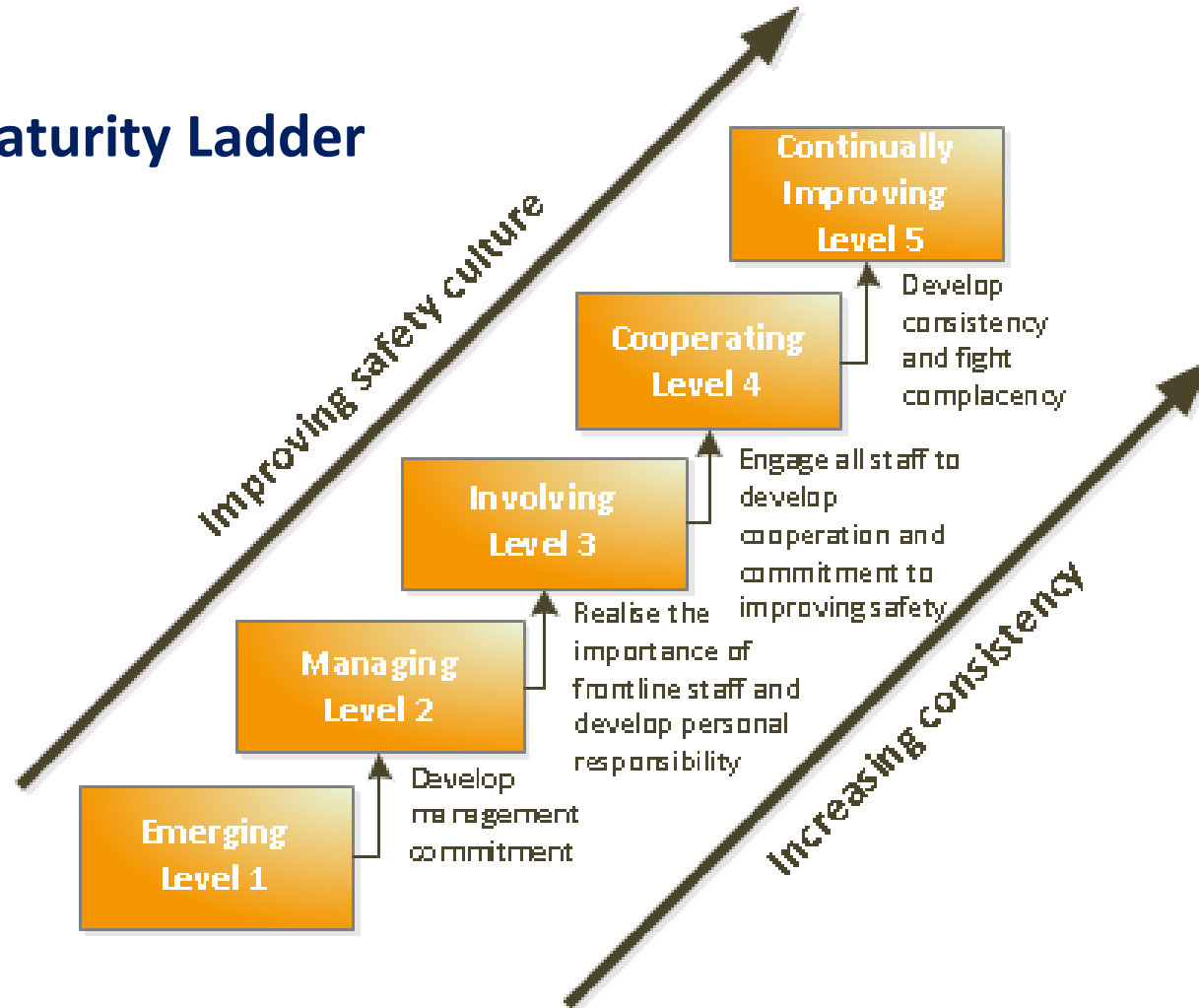
- New ambition
- **No one should be harmed when travelling or working on the strategic road network**
- Recognise the good work – road worker crossings, roadworker/user interaction
- AFR has plateaued
- £15.2 billion investment means a step change is needed
- Leading Client

View from the Board & Executive

- 5 Year H&S Plan
- Developing our capability
- More demanding of those that work with us
- Behaviours
- Performance

Where are we now?

Safety Maturity Ladder



Why do we need this Plan?

- Improve safety maturity
- Integrate roaduser/road worker safety
- Build a firm foundation
- Create consistency
- AFR
- £15.2 billion investment
- Greater focus on occupational health
- Fit for work, fit for life, fit for the future

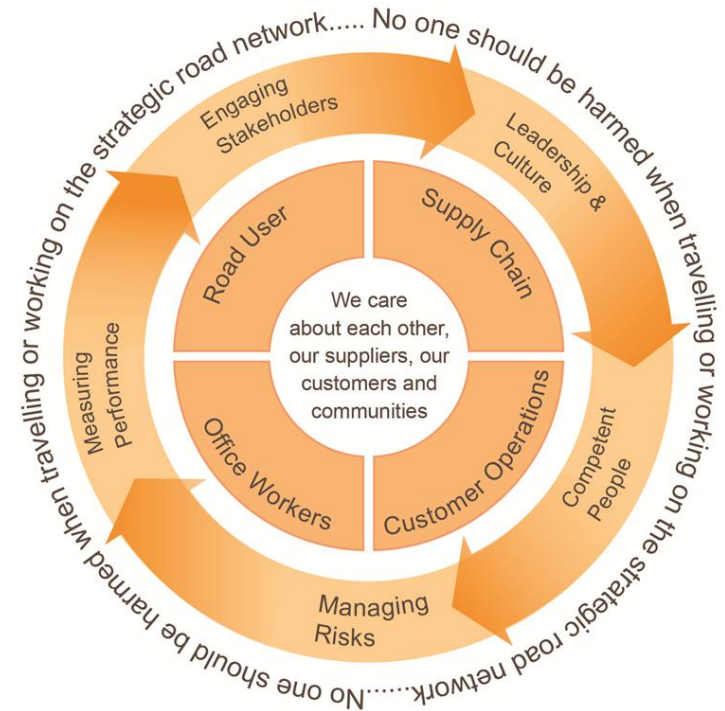
Structure of the Plan

Identified 4 at-risk populations:

- Customer Operations
- Supply Chain
- Roadusers
- Highways employees who work in and away from the office

Golden Threads of the Plan

- Leadership & Culture
- Competent People
- Managing Risks
- Measuring Performance
- Engaging Stakeholders



Leadership & Culture

- What does safety leadership look like in your organisation?
- How do you share our ambition?
- Leadership & behavioural safety programmes
- Ensuring high standards regardless of tier
- Benchmarking exercises
- Amendments to tender process
- Greater focus to occupational health

Competent People

- Competency audits for whole supply chain
- Passport schemes
- Increased focus on SMEs

Managing Risks

- Minimum standards for high-risk activities
- Zero crossing
- Incursions
- New and innovative ways of working
- Occupational health and health surveillance
- Improve standard of investigations

Performance Reporting

- Clear summary regarding what happened
- Proportionate detail
- Full root cause analysis
- What have you done to prevent reoccurrence?
- Coaching vs. discipline
- Timely
- Length of time to close out investigations and implement remedial actions
- RIDDOR reportable Dangerous Occurrences
- We shouldn't have to chase you

Measuring Performance

- Additional measures to AFR
- Improve analysis of data
- Develop a single incident management system for contractors and Highways England personnel

Engaging Stakeholders

- Set up a UK infrastructure Client, Health, Safety & Wellbeing Group
- Streamline number of health and safety forums
- Review and revise RoWSaf Strategy

Next Steps

- Taking on board feedback from 30th June
- Changing the focus of the National Health & Safety Team
- Looking at how you can support –H&S support
- Launching the Plan with the supply chain in October.

MP / NDD Overview

Peter Adams

David Brewer

Break

Case Study – Network Rail

Rupert Lown



***Network Rail's
approach to improving
safety***





**everyone
home safe
every day**











Our outcome objectives:

- Eliminate fatalities
- Eliminate serious injury
- Reduce minor injury
- Reduce lost time incidents
- Eliminate repeat-cause incidents



An Involving Culture

- Transforming Safety & Wellbeing

⑩ Justly Treated

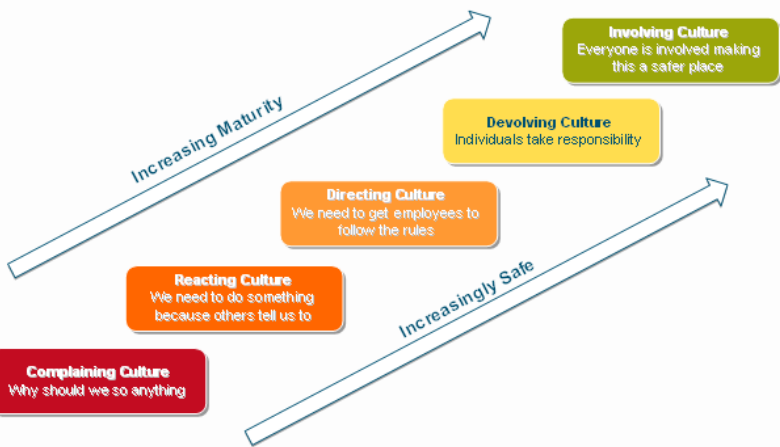
⑩ Risk Aware

⑩ Able to Report

⑩ Desire to Learn

⑩ Free to Innovate

⑩ Feel Included





SAFETY CULTURE

Always make sure you and your team are safe Contribute to a Safety Hour every week Report all Close Calls and fix it immediately if you can

Always follow the Life Saving Rules Support and contribute to Kaizen improvements

Do 121's with your team every 12 weeks Hold a safety hour every week Apply 5STEPS for every safety incident

Do "We Said We Did" in every Control Room Help your team to close out Close Calls in 4 weeks

Implement "Safe & Effective Working"

Deliver your "Your Voice" actions

Challenge, continuously improve

Support our people

Fair Culture Life Saving Rules



SMART

Do improvements through Our Kaizen

Use Direct Observation

Do After Action Reviews

Use Practical Problem Solving

Look for TIMWOOD waste

Do 5S in your team's work place

Do "Plan-Do-Check-Act" in your Control Room

Use your Control Room to drive Kaizens

Our Employees' Safety Contract

Our Frontline Managers' Safety Contract

Our Safety leadership

Our Safety foundation

1
Improve public and workforce safety

Continuous Improvement

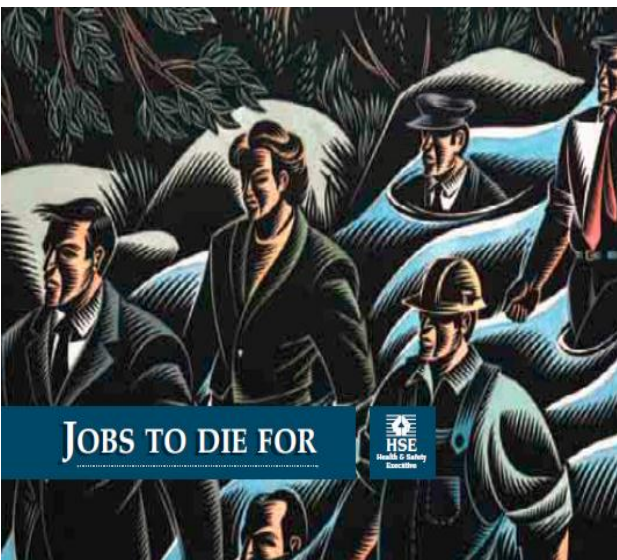
Engagement



Open
Honest
Transparent
Realistic



OFFICE OF RAIL REGULATION



Where are we now?

Jeremy Bird

Ian Spellacey

James Haluch

Supply Chain Performance

Jeremy Bird

Accident Data from June 2014 to May 2015

- The hard facts!

Supply Chain				
Fatal	Major	>7days	Dangerous Occurrences	Total
1	18	23	4	46

What type of accidents?

Primary Cause	
Contact with moving machinery or material being machined	6
Exposed to or in contact with a harmful substance	3
Hit by a moving vehicle	8
Hit something fixed or stationary	2
Injured while handling lifting or carrying	5
Slipped, tripped or fell on the same level	14
Trapped by something collapsing	1
Hit by a moving, flying or falling object	4
Fell from height	1
Contact with electricity or an electrical discharge	1
Equipment Failure	1
Total	46

Why are accidents happening?

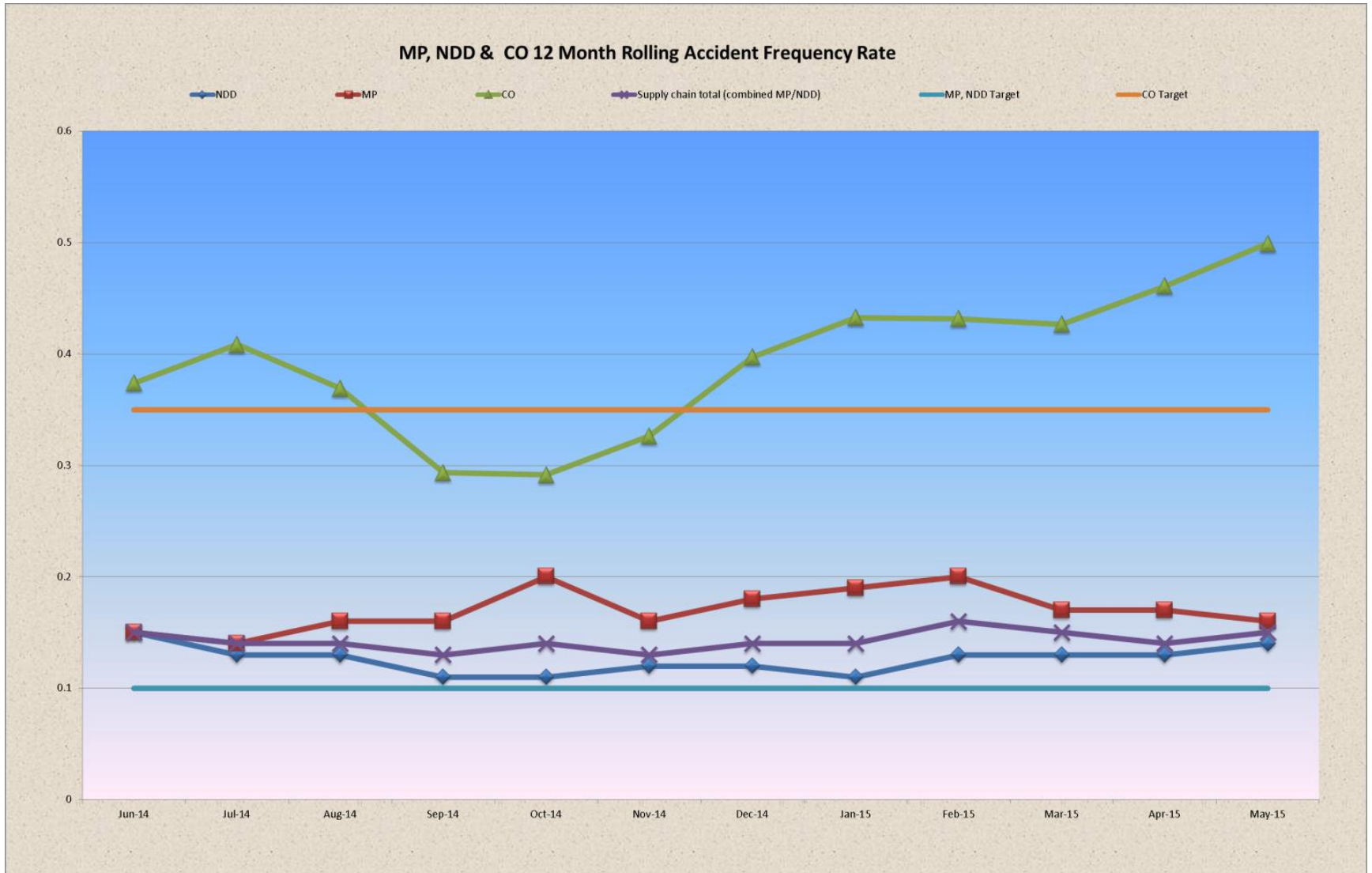
Causation Factors (Injuries)

Errors/mistakes	17
Failure to identify hazards/risks	11
Worker injured while using mechanical equipment or hand tool	7
Unsafe Acts (an act obviously unsafe not covered by written rule or practice)	6
Other	5

Causation Factors (Dangerous Occurrences)

Service Strikes (below/above ground)	1
The unintentional/unsafe movement of plant or vehicle	2
Other	1
Errors/mistakes	2
Competency of site supervision/inadequate supervision/monitoring	1
Inadequate guards/barriers/protective devices	1

So what does this all mean?



IAN 128 requirements

Safety Alerts issued:-

- 14 issued in 2014 (from June)
- 8 issued in 2015 (to date)

Regional Health & Safety Business Partners are challenging hard on compliance

Inspections – the facts

- Jun 14 to Dec 14
 - MP = 28 & NDD = 29
- Jan 15 to May 15

Total Observations in Month						
Month	Directorate	No. of Inspections	Red	Amber	Green	Blue Star
Jan 15	MP	4	0	2	48	5
	NDD	5	17	22	29	4
Feb 15	MP	4	0	6	55	3
	NDD	8	16	29	56	14
Mar 15	MP	4	0	1	56	5
	NDD	6	5	21	49	2
Apr 15	MP	4	0	7	52	8
	NDD	5	7	7	40	7
May 15	MP	4	9	11	46	6
	NDD	9	13	18	130	2
Totals		53	67	124	561	56

Inspections – the hard facts

- Change in January to scoring!
- Positive observations
- Negative observation

Inspections – common themes

Good

- Excavations
- Traffic Management
- Plant Person Segregation

Not so good

- Excavation safety
- Use of green cones
- Housekeeping and welfare

Ian Spellacey, Balfour Beatty

A21 Fatality

http://prezi.com/eii8z40jpiwy/?utm_campaign=share&utm_medium=copy

James Haluch, EM Highways

Eliminating Live Carriageway Crossings

http://prezi.com/roruyoagbjmo/?utm_campaign=share&utm_medium=copy

Lunch &
Poster Presentations

Title	Table	Times
H&S intelligence Project	1	12:25 & 12:55
Passport Project	5	12:25 & 12:55
Transforming Customer Experience	24	12:25 & 12:55
Excellence Wheel	28	12:25 & 12:55
Whole Life Safety	31	12:25 & 12:55
People / Leadership	6	12:35 & 13:05
Service Identification & Avoidance	15	12:35 & 13:05
Occupational Health & Wellbeing	35	12:35 & 13:05
Plant Person Interface	29	12:35 & 13:05
Road User Interface / TM Incursions	25	12:35 & 13:05
Overhead Hazards	8	12:35 & 13:05
Slips, Trips and Falls	3	12:45 & 13:15
GD04	16	12:45 & 13:15
Customer Operations BBS	7	12:45 & 13:15
CDM 2015	23	12:45 & 13:15
RoWSaF	26	12:45 & 13:15
Safer Roads Programme	30	12:45 & 13:15
Road to Health	34	12:25 & 12:55
Breathe Freely Campaign	32	12:35 & 13:05
HSE / L	36	12:45 & 13:15

Golden Thread Workshop

Workshop

- Jamie Burnett Video

Workshop

- There is a question sheet on each table
- Questions relate to threads of the plan
- Answer the questions as tables
- Write your answers on the sheet

Time – 20 minutes

Workshop

- On your table define what best practice looks like for your topic
- Collaborate with other tables in your cluster to determine best practice
- Write best practice on the flip chart
- A cluster spokesperson will be needed

Time – 20 minutes

Workshop

Table Numbers	Cluster	Topic
1, 8, 9	1	What represents best practice in safety leadership
2, 3, 10	2	What represents best practice in employee competence
4, 11, 12	3	What represents best practice in health and well-being
5, 6, 13	4	What represents best practice in reporting incidents
7, 14, 15	5	What represents best practice in identifying, eliminating and controlling key/catastrophic risks during design
16, 17, 24, 25	6	What represents best practice in identifying, eliminating and controlling key/catastrophic risks during construction and operation
18, 19, 26, 27	7	What represents best practice in identifying, eliminating and controlling key health risks
20, 21, 28, 29	8	What is best practice in getting a balanced view of health, safety and wellbeing performance
22, 23, 30, 31	9	What is best practice in stakeholder engagement

Reducing Big Risks Workshop

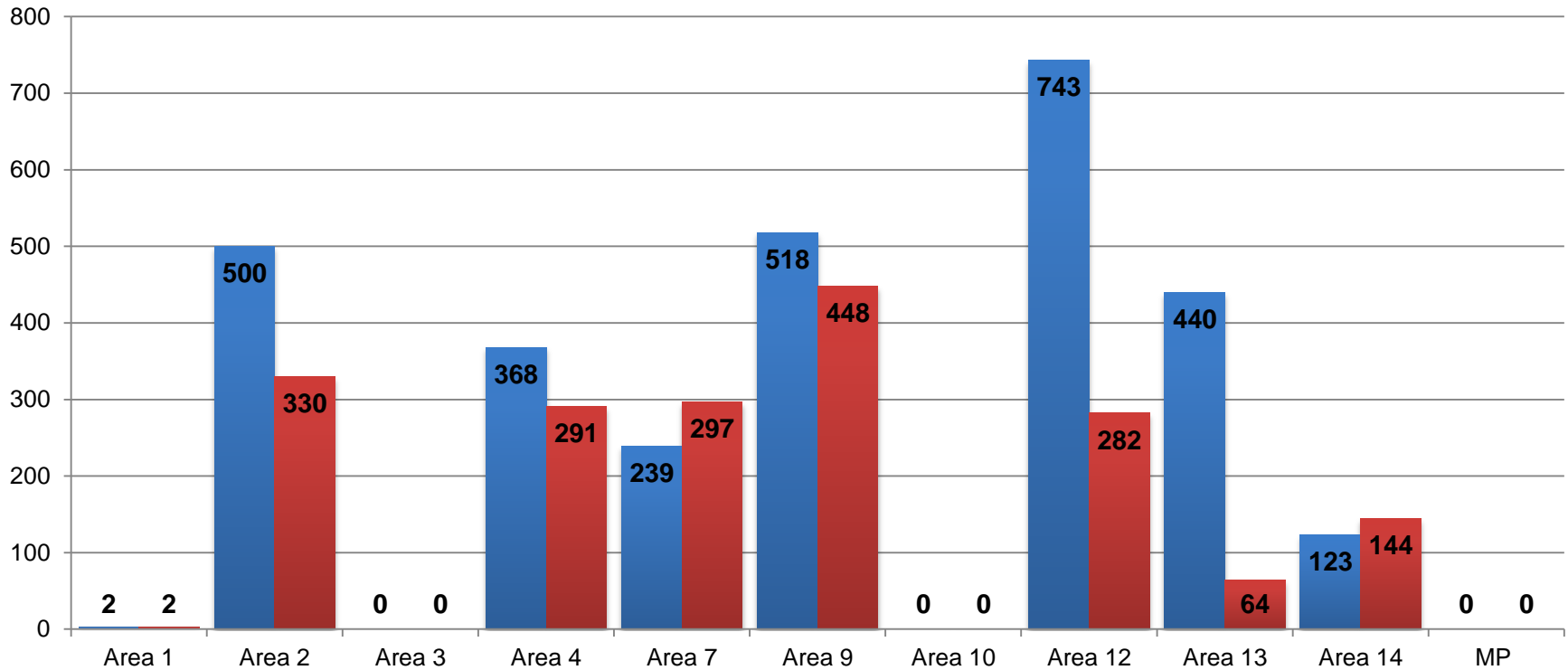
Eliminating carriageway crossings

- 2009 – Aiming for Zero strategy
- Introduced Interim Advice Notes
 - IAN 150 – (enabled a 40% reduction)
 - IAN 150/14 Rev2 (enabled 0 crossings)
 - IAN 179/14
 - IAN 180/14
- Estimated 3.7m crossings 2010
- Health and Safety Group (HSG) 2014 crossings target changed to Dec 2014

Crossings data

Total Live Lane Crossing by Foot

■ Apr-15 ■ May-15



Workshop

- On your tables define what steps you would take to eliminate carriageway crossings

Time – 10 minutes

Workshop

- In your clusters define what the single best thing to do to eliminate crossings
- Write it on the flip chart
- A cluster spokesperson will be needed

Time – 10 minutes

Commitment

What commitment are you going to make to eliminate crossings?

- write it on your card



- and evaluation form

Evaluation

Evaluation

- Please complete the forms
- We use your feedback to improve
- Last time your comments told us you wanted
 - A shorter morning session with a break
 - More poster presentations & more time
 - More NDD representation
 - Easy access to the venue
 - More focus on vision and strategy
- We have taken these into account this time

Closing comments

CDM2015 Poster Presentation

Significant Changes – CDM 2007 v CDM 2015

- The **CDMC** role has been removed
- A new role of **Principal Designer** has been created picking up many of the old CDMC duties
- The CDM Approved Code of Practice has been removed and replaced by HSE Guidance – there are **no longer any explicit competency requirements** detailed for duty holders under the new Regulations
- **Principal Contractors** – must now prepare Construction Phase Plans for **ALL** construction works regardless of whether the works are notifiable or not
- **Contractors** – will be required to prepare Construction Phase Plans where they are the single contractor on a project

Significant Changes Continued – CDM 2007 v CDM 2015

- **Clients have additional duties:**
- Where there is more than one contractor they must appoint in writing a designer with control over the pre-construction phase as **Principal Designer**, and appoint a contractor as **Principal Contractor**
- **Clients must notify projects** (using the F10 form)
- **The criteria for notification has changed**
- Clients must take reasonable steps to ensure that the Principal Designer and Principal Contractor carry out their duties
- Duty holders and details of their responsibilities are covered in more detail in the following slides

Changes in Notification

A project is notifiable if the construction work on a site is scheduled to:

- Last longer than 30 working days **AND** have more than 20 workers working simultaneously at any point in the project
- **OR** exceed 500 person days

Where a project is notifiable the client must give notice in writing to the relevant enforcing authority **as soon as is practicable** before the construction phase begins

For notifiable construction work involving buildings the notification must go to the Health & Safety Executive

For notifiable construction work to motorways, highways and associated structures the notification must go to the Office of Rail & Road Regulation

Construction work

What is construction work?

Construction work means carrying out any building, civil engineering or engineering construction work and includes:

- Construction, alteration, conversion, fitting out, commissioning, repair, upkeep, decoration or other maintenance
- Site clearance, exploration, investigation and excavation in preparation for an intended structure
- The assembly on site of prefabricated elements to form a structure or the disassembly on site of prefabricated elements
- Demolition or removal or dismantling of a structure
- Installation, commissioning, repair or removal of mechanical, electrical, telecommunications, computer or similar services which are normally fixed within or to a structure

Construction work has a wide meaning in CDM. The Regulations apply to all construction work.

Construction work - Examples



Duty Holders - Clients

Clients – organisations or individuals for whom a construction project is carried out

Main duties:

Make suitable arrangements for managing a project, including making sure that

- Other duty holders are appointed
- Sufficient time and resources are allocated

Make sure:

- Relevant information is prepared and provided to other duty holders
- The Principal Designer and Principal Contractor carry out their duties
- Welfare facilities are provided

Duty Holders - Designers

Designers – are those who as part of a business, prepare or modify designs for a building, product or system relating to construction work

Main duties:

When preparing or modifying designs, to eliminate, reduce or control foreseeable risks that may arise during:

- Construction and
- The maintenance and use of a building once it is built

Provide information to other members of the project team to help them fulfil their duties

Duty Holders – Principal Designers

Principal Designers – are designers appointed by the client in projects involving more than one contractor. They can be an organisation or an individual with sufficient knowledge, experience and ability to carry out the role.

Main duties:

Plan, manage, monitor and co-ordinate health and safety in the pre-construction phase of a project. This includes:

- Identifying, eliminating or controlling foreseeable risks
- Ensuring designers carry out their duties

Prepare and provide relevant information to the Principal Contractor to help them plan, manage, monitor and co-ordinate health and safety in the construction phase

Duty Holders – Principal Contractors

Principal Contractors – are contractors appointed by the client to co-ordinate the construction phase of a project where it involves more than one contractor.

Main duties:

Plan, manage, monitor and co-ordinate health and safety in the construction phase of a project. This includes:

- Liaising with the client and Principal Designer
- Preparing the construction phase plan
- Organising co-operation between contractors and co-ordinating their work

Ensure:

- Suitable site inductions are provided
- Reasonable steps are taken to prevent unauthorised access
- Workers are consulted and engaged in securing their health and safety
- Welfare facilities are provided

Duty Holders – Contractors

Contractors – are those who do the actual construction work and can be either an individual or a company

Main duties:

Plan, manage and monitor construction work under their control so that it is carried out without risks to health and safety.

For projects involving more than one contractor, co-ordinate their activities with others in the project team – in particular comply with directions given to them by the Principal Designer or Principal Contractor.

For single contractor projects, prepare a construction phase plan.

Duty Holders – Workers

Workers– are the people who work for or under the control of contractors on a construction site

Main duties:

They must:

- Be consulted about matters which affect their health, safety and welfare
- Take care of their own health and safety and others who may be affected by their actions
- Report anything they see which is likely to endanger either their own or others' health and safety
- Co-operate with their employer, fellow workers, contractors and other duty holders

Key Elements for Securing Construction Health & Safety

- Manage the risks by applying the **general principles of preventions**
- **Appoint** the right people and organisations at the right time
- Make sure that everyone has the **information, instruction, training and supervision** they need to carry out their jobs in a way that secures health and safety
- Duty holders must **co-operate and communicate** with each other and **co-ordinate** their work
- And **engagement and consultation with workers** will help to promote and develop effective measures to secure health, safety and welfare

General Principles of Prevention

The General Principles of Prevention set out principles duty holders should use in their approach to identifying measures taken to control risks to health and safety in a particular project. The key principles are:

- Avoid risks where possible (pre-construction and design related issues)
- Evaluate those risks which cannot be avoided
- Put in place proportionate measures that control them at source



What Highways England Have Done to Date

- Some Principal Designer assessments completed – professional assessments of individuals including qualifications, competence and experience
- Principal Designers and Principal Contractors appointed in writing for all MAC, ASC, Tech MAC and RTMC contracts
- Principal Designers taking on additional client duties at the current time including completion of F10 forms
- Internal guidance produced on the application of CDM 2015 for NDD and MP
- E-learning package developed on CDM 2015 to be rolled out to Project Sponsors and others
- Internal workshops and presentations on CDM 2015 held
- Focus is now clearly on how we discharge our client duties in particular:
- **Ensuring that adequate health and safety arrangements are in place for the life of a project**
- There is now more detailed follow up on high potential near misses and RIDDOR reportable accidents, better sharing of lessons learned, more site safety inspections etc.

What Highways England Plans to Do Next

- Complete **ALL** Principal Designers including an organisational assessment – based on PAS 91 questions
- Appoint Principal Designers for ASF contracts, NRTS, new MP works and other contracts
- Write to DBFO companies advising of CDM responsibilities
- Following completion of all internal training from October onwards it is planned that all the additional client duties currently being undertaken by Principal Designers will come back in house to Highways England
- Keep the momentum going in terms of incident investigation and site inspections including the close out of any issues

CDM 2015 – The Future

- Area 7 contract – Highways England takes on the duty of Principal Designer under this contract
- Staff from supply chain transferring in to Highways England
- Will this style of contract be rolled out elsewhere?
- How will this type of contract develop over time and will other duties (and staff from the supply chain) transfer in to Highways England?
- How and when will enforcement of CDM 2015 by HSE start to have an impact on the way we do our business?
- What will the Office of Road and Rail Regulation require from us in terms of reporting performance against CDM 2015 if anything?

Golden Thread July Workshop - Feedback

Questions set at the workshop are in **red** text.

Golden Thread – ‘Leadership’

(Table 1, 8 & 9)

What are the contents of your leadership programme?

Everyone as leaders from bottom to top.

People on site



Importance

Director

Importance

Importance of supervision/construction managers to those on site.

Needs to be integrated to wider leadership programme

Mystery shoppers as part of briefing sessions

How do we select supervisors

Golden Thread – ‘Leadership’

(continued)

How do you involve Tier 2/3 contractors?

Difficult – no standard way of working on every site – Network Rail dictate the way of work to provide consistency
- risk matrix

How do you measure the effectiveness of your leadership programme?

We don't generally – part of recognition programme

360°?

Supervisors/contraction managers may not have a performance conversation or development programme.

What difference has your programme made?

Flip Charts for this Thread

- Leadership in actions
- Tours – weekly engagement
- High-risk events
- Weekly calls
- Everyone – Leaders
- H&S training for leaders
- NEBOSH – SSSTS – SMSTS
- Volunteer – Press Gang
- Consistent approach
- Supply chain feedback and communication
- Supply chain leadership.

Golden Thread – ‘Employee Competence’

(Table 2, 3, & 10)

How do you measure employee competence?

Training

Annually during appraisals (design staff)

Sector scheme and observation on the job

Regular review

Appraisal and continuous development

Experience

How do you involve Tier 2/3 contractors?

Screening / Pre qualification

Inductions

Leadership tours / inspection

Supply chain workshops

Tenders quality – maintain levels

Long term relationships

How do you gauge the effectiveness of your competence arrangements?

Monitor / Measure.

Flip Charts for this Thread - 'Employee Competence'

- Training
- Appraisals
- Sector schemes
- OJ observations
- Regular review
- Experience
- Keeping up to date
- Appropriate supervision
- Openness to challenge
- Awareness of self
- Listen to banter
- Sharing and developing best practice
- Consistent delivery
- Attitude
- Tier 2/3
- Pre-qualification – RAMS, policies, management system
- Inspections
- Communications promoting good – one message
- Identifying mistakes across tiers
- Commonality
- Joint training
- Toolbox
- Understanding and learning
- One team ethos
- Open to new approaches
- Performance
- Monitor and measure
- Safety maturity
- Zero deviations
- Gap or trend analysis
- Measure the good stuff
- Listen
- Check understanding of message
- Feedback.

Golden Thread – ‘Health and Wellbeing’

(Table 4, 11 & 12)

What are your health and well-being arrangements?

- Drugs and alcohol screening
- Safety critical medicals (for all people in yellow)
- Know your numbers – blood pressure, BMI, cholesterol
- Traffic officer – fit for work
- Healthy eating campaign
- Fruit in office and canteen
- Sport and fitness societies
- Gym in offices?
- Mental health first aiders
- Smoothie bike
- Pre-staff/recruitment
- Health checks / MOT for all staff – blood pressure, BMI, cholesterol, weight
- Campaign for healthy eating – info for each location (GP, Dentist etc.), free cereal
- Sports days / recreational days
- Corporate membership
- Healthy eating and exercise
- Nutrition programme and mental health – reviewing wider risks
- Access for info and knowledge sharing
- Support post accident - emotional support – for the project
- Medical provider medicals / occupational health checks (all levels)
- Defib on each site
- City of London
- Health assistance for all roles – assessment for some roles
- Every quarter – different topics
- Nutrition programmes / mental health
- Atkins / Arup
- Employee Assistance Programmes
- Cycle to work

Golden Thread – ‘Health and Wellbeing’

(continued)

How do you involve Tier 2/3 contractors?

- Medicals offered to all
- Fruit for all
- Site treated as one of team
- Communication through S/C
- Occupational health checks
- Emphasis on including Tier 2/3 contractors
- Reaching out to senior management and discussing ideas to achieve “buy in”
- Expect suppliers to have mechanisms in place

How do you measure the effectiveness of your arrangements/initiatives?

- Sharing across contracts
- Consultancy knowledge – sharing buy in from all parties
- Raising the Bar guide – good ideas should go into Hub to be assimilated across the industry
- Procurement – asks, checks, audit in post audits
- Approval UST – pass audit
- Annual wellbeing survey – benchmark indicator
- Step change – this is the next thing – growing awareness – indicator of risk
- But hard to measure – slowly being integrated into management programmes.

Flip Charts for this Thread - 'Health and Wellbeing'

- 1. Know your numbers
- Mental health first aid – emotional support for all
- Sports days
- Healthy eating/exercise/mental health programme – wider review of risks
- Access to information – knowledge sharing
- Root cause analysis – identify mitigation (low blood)

- 2. Wider involvement for Tier 2/3 contractors
- Knowledge sharing – 'raising the bar'

- 3. Cross consultancy knowledge
- Sharing buy in from wider audience

- Input into 'raising the bar' then assimilated to industry.

Golden Thread – ‘Incident reporting’

(Table 5, 6 & 13)

What are your accident and incident reporting arrangements?

- Protocol - who / when / timescales – for notification up to Director / CEO
- Construction Director to lead
- H&S Dept facilitate and assist
- Briefing out
- Police – online system managed centrally
- Skanska – event – reported – IAN- around business – learning’s captured – reported if severe – investigation
- HE – IAN128 – supply chain – AirsWeb - MAHS6, IRIS – internal
- Carillion – Airline 24/7 reporting, 7am summary report to all managers, categorised on site, report to H&S team, Friday senior manager call, escalate high risks, Don’t Walk By and near miss reporting.
- Balfour Beattie – notify management, carry card on site, basic incidents investigated and closed out on site – 24 hours, HiPo/ serious – full H&S causation investigation – culture, violations
- Fatalities investigated by independent person – procedure for legal privilege

Golden Thread – ‘Incident reporting’

(continued)

- How do you involve Tier 2/3 contractors?
- Share learning / outcome
- Obligations to comply with pre-start meeting
- Inductions
- Involve in investigations
- Contractor leads investigation, PC also reviews reports and investigation
- Apply Balfour Beatty procedures, accident and investigation requirements – longer supply chain hold own investigation and share reporting
- Carillion will investigate supply chain, also self investigate
- How do you measure the results of your arrangements?
- Review & monitoring
- Timescales / compliance
- Understanding
- Review by management at appropriate levels
- High quality reports

Golden Thread – ‘Incident reporting’

(continued)

How could reporting be improved?

- Check and confirm that changes continue to be implemented
- Benchmark with other industries
- Learn from other best practice
- Consistency of reporting
- Learn from Crossrail Rivo system.

Flip Charts for this Thread - 'Incident reporting'

- 1. Electronic system that aligns across all suppliers
- (Mobile system)

- 2. System linked to hierarchy (tiers of review)
- Approval and real time

- 3. Joint investigations open, transparent (defined roles)

- 4. First aid training links to incident reporting training.

Golden Thread – ‘Managing Design Risks’

(Table 7, 14 & 15)

How do you identify, eliminate and control key/catastrophic risks during design?

- Experience / experts
- Documentation – checklist e.g. CIRIA
- Feedback
- Stand back reviews / challenges
- Consider safety early
- ECI – contractor involved
- Eliminate – BIM
- Technology check
- Control – Survey / Research / Check
- More engagement (early / regular) with contractors (LT1, T2, T3), maintainer, operator – joint hazard identification
- Awareness training
- Looking to other sectors for best practice e.g. nuclear
- DFMA – modular / off-site construction
- Simulate driver behaviours – test with customer operations
- BIM
- Challenge standards / specifications e.g. need for sign lighting
- Remove budget boundaries
- Routine investigation into impact of design on accidents
- Independent safety audit / review – leverage ‘chronic unease’
- Campaigns
- Whole life assessment of safety risk to O&M
- Number of engagement sessions
- Number of safety alerts / RIDDORS / feedback to designers
- RtB 26 compliance
- IAN128

Golden Thread – ‘Managing Design Risks’

(Continued)

How do you ensure whole life safety during design?

- Stakeholder communication (maintenance / operation)
- Single point of contact – Client or build, maintain, operate to improve accountability
- Feedback loop
- Coordinate between NDD & MP
- Make NDD responsible for investing limited extra funds to reduce long term risk as extra cost
- MP & NDD able and required to fund

How do you measure the effectiveness of your approach?

- Stakeholder feedback
- Develop metrics to show control of risk
- Measure of site build.

Flip Charts for this Thread - 'Managing Design Risks'

- 1. ECI with All stakeholders
- 2. MP & NDD + Client, Customer Operations
- Increased use of BIM?
- Actions from incidents fed back into design
- Standard design, modular
- Stand back reviews (holistic)
- 3. Is engagement taking place?

Golden Thread – ‘Managing Construction & Operational Risks’

(Table 16, 17, 24 & 25)

How do you identify, eliminate and control key/catastrophic risks during construction and operation?

- Identify
- PCI and design risk assessment
- PC reviews by competent personnel
- Designer liaison with operator
- Health and safety file
- Eliminate
- Isolating power supplies
- Isolate risks from workforce
- Pre-fabrication off site

- ECI
- Involve key people at planning stages
- Risk register
- Planning / design
- Risk register
- Review each construction activity
- Identify high risk activities
- Challenge the design
- Involve the right people
- Early contractor involvement (ECI)
- Knowledge transfer / sharing from lessons learnt workshop
- Appoint competent people for the work

Golden Thread – ‘Managing Construction & Operational Risks’

(Continued)

- Early involvement & check data
- Risk workshop and analysis
- Clear definition & expectation of role and what’s required
- Clear communication – targeted in correct way – effective training, process & plant (EQ)
- Proactive leadership and engagement of right people
- Not accepting g the normal way of working
- Innovative approach
- Collaborative working BS1100 – alignment
- Budget – communication & engagement design and safety
- Design for maintenance and operations
- Import the design lessons learnt from pervious jobs
- Appoint sponsors
- Challenge the structure – competence and fit
- Strategic safety forum – strategic operations forum - environment

Golden Thread – ‘Managing Construction & Operational Risks’

(Continued)

How do you involve Tier 2/3 contractors?

- Collaboration workshops
- Communication
- Changing the procurement mechanisms
- Early involvement, engagement & dialogue
- Category management – (contribution)
- Expectations of what is required and communicated effectively
- Face to face dialogue
- Benefits of collaboration
- Safety Action Groups – feedback

How do you measure the effectiveness of your approach?

- KPI
- Leading – inspection, investigation Lagging
- Reward strategies
- Engaging with the workforce
- Get some feedback
- Don’t walk by & observation
- Debrief – lessons learnt – identify what could be improved
- Leadership tours & workforce feedback
- You said we did notices & effectiveness
- Benchmarking against competitors
- Relationship matrix scoring.

Flip Charts for this Thread - 'Managing Construction & Operational Risks'

- Collaborative working BS11000
- Design and maintain / operate
- Appoint a sponsor
- Pro-active lessons learnt.

Golden Thread – ‘Health Risks’

(Table 18, 19, 26 & 27)

How do you identify, eliminate and control key health risks?

- Routine health checks and screening
- Health risk assessments
- Reasonable adjustments
- Educating and benchmarking
- Managing work loads
- Encourage work – life balance
-
- Identifying
- Survey of existing conditions
- Existing health capture of individual
- Design in health to new infrastructure
- Experts in specific fields constructed
- Identify high risk existing
- Best practice from other industries
- Whole life health review
- Health surveillance
- Near miss reporting
- Tool box talks – feedback
- RIDDORS – health intelligence
- Audits
- WHO – trends
- Project risk assessment – hazard assessment
- Back to work survey
- Exposure identification

Golden Thread – ‘Health Risks’

(Continued)

How do you identify, eliminate and control key health risks?

- Eliminate
- Change design/design specification
- Change method
- Alternative product from other industries
- Innovation
- Be open / recognise and communicate
- Peer review / design
- Decision log – need to be for PCF products
- Method statement / risk assessment – revisit & process and people
-
- Control
- COSHH assessment
- Monitor health of individuals
- Change method
- PPE – last resort
- Change in environment / review
- Response to back to work surveys
- Safe systems of work
- Maintain good working practices and environment

Golden Thread – ‘Health Risks’

(Continued)

How do you involve Tier 2/3 contractors?

- Discussion on method
- Elimination after the fact
- ECI – good engagement
- Tender process requiring evidence of improvement cases of best practice/recycling information
- Engage them in risk identification and solutioneering
- Supplier selection – procurement – for right culture and values
- Induction
- Join them into safety culture / meetings / safety forums
- Audit them
- Suggestion schemes
- Share same values across tiers
- Treat them with equal respect
- Define expectations in the contract
- Step change in behaviour and have better and more transparent culture
- Demonstrate better ownership of risk and not pass the buck
- Provide support to them i.e. write improvement plan after a safety audit
- Have collaboration from the outset

Golden Thread – ‘Health Risks’

(Continued)

How do you measure the effectiveness of your arrangements?

- Key performance indicators
- Identification target
- Near miss reporting
- Cultural safety & health survey
- Baseline
- Audit and audit actions and corrective action timescales
- Refer to attendance records
- Be more vigilant
- Climate surveys – staff tier 2/3
- Hold health campaigns at lunchtime
- Put targets to follow up health checks i.e. reduce % of over weight workforce and work towards it.

Flip Charts for this Thread - 'Health Risks'

- Identifying
- Design in health
- Principle designer review 'Health'
- Capture & analyse historic data
- Near miss reporting
- Benchmark against other orgs
- Engaging with site operatives / users
- Health checks & screening and regular review (back to work)
-
- Eliminating
- Managing work loads - Health part of agenda – Fit 4 Work
- Have good work life balance
- Embed 'Health' as part of PCF product (whole life design decision 10g)
- Specify health requirement as part of procurement stage
- Continually review health risks
- Encourage innovation from procurement stage
-
- Control
- Maintain good working practices and environments
- Set meaningful targets / KPI's and maintain
- Audits and non-conformance reports
- Reviewing safe systems of work
- 'Health' Occupational Hygienist.

Golden Thread – ‘Measuring Performance’

(Table 20, 21, 28 & 29)

How do you get a balanced view of health, safety and wellbeing performance (lead/lag measures etc.)?

- Measure risk exposure – human factors
- Observation cards – mini near miss and good practices
- Treat near misses & low level accidents as if they were serious accidents in investigation terms
- Task safety analysis
- Safety tours by managers
- How do our plans fit activity
- Consider ‘initiative overload’
- Lose the stats overload – what are the K’s in KPI’s
- Trend analysis
- Observations cards
- Industry best practice from other sectors
- Compliance audits – trend analysis – best practice identified
- Considerate contractors scheme
- AFR / AAFR / LTAR
- Safety tours with wider engagement

Golden Thread – ‘Measuring Performance’

(Continued)

How do measure control of your top risks?

- Near miss vs. top risks
- Risk champions
- Identify top risk
- Project top risk working group
- Compliance audits
- Common standards (the Hub)
- Performance indicators – incursions, c/w crossings
- Health strategies
- Monitoring residual risk

How do you involve Tier 2/3 contractors?

- Engagement
- Involve in wider workshops
- Engagement sessions around planning and performance
- Involve them in HE safety workshops
- Involve in design HAZID reviews
- Engage through ECI process
- Responsibility in managing top risks
- Reward / incentivise participation

Golden Thread – ‘Measuring Performance’

(Continued)

How do you gauge the effectiveness of your arrangements?

- Task safety analysis – trend analysis
- Improving performance measures – behaviours, injuries, health and well-being.

Flip Charts for this Thread - 'Measuring Performance'

- Focus on all accidents not just AFR (only a measure of severity)
- Testing / measuring the 'quality' of safe systems of work
- Focus on health and well-being at all stages of process including design and planning
- Cross sector sharing – visual standards – what's good – what works well
- Proper engagement with workforce.

Golden Thread – ‘Engaging Stakeholders’

(Table 22, 23, 30 & 31)

How do you engage with stakeholders?

- Progress meetings
- Internal – video conferences, webinars, calls
- Inductions
- Daily briefings
- Senior safety tours
- Letter drops, exhibitions, meetings
- Performance audits, inspections, monitoring
- Meetings
- Engage with public via media – VMS, social media
- Educational visits, work placements
- Internet publications, utilities companies
- Engagement days, visitors centres, public meetings
- Newsletters
- Defined groups – defined by process – wider less clearly defined
- Use established processes and channels
- Specialised teams
- Networking – established contacts
- Press – social media
- Media – TV, radio, twitter etc.
- Signage – permanent, temporary, MS4’s, VSM
- Communication – email, alerts, letter drops
- Use appropriate medium to receiver
- Face to face – meetings, forums

Golden Thread – ‘Engaging Stakeholders’

(Continued)

How do you engage with stakeholders?

- Progress meetings
- Internal – video conferences, webinars, calls
- Inductions
- Daily briefings
- Senior

- How do you measure the effectiveness of your arrangements?
-
- Gaining feedback on understanding – Q&A, test understanding
- Observation cards
- Inspections, audits, safety tours
- Ineffectively
- Complaints
- Accidents
- Incursions
- Rat running
- Employee consultation

- Collecting information
- Project report monthly via communications manager
- Process to log and record complaints and enquiries (passive)
- Surveys (more active)

Golden Thread – ‘Engaging Stakeholders’

(Continued)

- Assessing effectiveness
- Heat map
- Trends, themes

- Complaints process (random No in)
- Feedback included in the process
- KPI's / MST / PMF
- Survey monkey % of returns
- Use of pro-forma % completed
- Contractors / Feedback / Take 4 / Don't Walk By

Golden Thread – ‘Engaging Stakeholders’

(Continued)

How do you find the health and safety engagement from your clients?

- Passive
- Reactive feedback
- Patchy
- Reactive engagement
- Difficult to engage with public – national TV campaigns
- H&S Hub – tier 1 – effective engagement
- There is dilution of the message to ‘lower’ organisational levels
- Tends to be reactive – one way
- HE. H&S Workshops, Regional H&S forums
- Reactive not proactive
- Number driven
- Not looking forwards enough

Golden Thread – ‘Engaging Stakeholders’

(Continued)

How could engagement be improved?

- Leading by example
- Common approach
- Proactive engagement
- Attendance / engagement at safety meetings
- Advisory / engagement visit
- Improvement in communication
- Face to face
- Better representation of all organisational levels
- Newsletter across HE
- More events / forums
- Include more Tier 2 contractors
- Better cross section of all groups.

Flip Charts for this Thread - 'Engaging Stakeholders'

- Who? Road users, ORR, contractors, designers, supply chain, stats, LA, HE etc. Plus wider stakeholders, outside of standard processes
- How? Media, TV, press, depends on target audience. Meetings, public consultation, letter drops, induction, signs, audits, safety tours and inspections
- How do we measure effectiveness?
- Complaints
- Reactive not proactive
- Best Practice
- Establish stakeholders & appropriate communication, collection feedback, action and review – common standards.
- Plan – Do – Check – Act
- Surveys, data analysis, better business engagement, collaboration and understanding. Richard Branson. Face to face. Honesty, integrity, credibility.

Eliminating Live Carriageway Crossings feedback

July Workshop - Carriageway Crossings Feedback Flipcharts

- Verge only for all closures
- Improve signage
- Behaviour management for workforce change mind-set
- Utilise smart motorway signals
- Multi-IPV use for initial tapers
- Slave / remote controlled unmanned IPV's
- Change legislation

- Eliminate red X-ing

- Log of what and why?
- Change standards
- Don't put signs in central reservation
- Change the law
- Rolling road blocks
- Realistic RA's
- Search for newer technology
- Move more traffic to rail
- Change driver behaviour
- Auto car control in car that Highways England can control

July Workshop - Carriageway Crossings Feedback Flipcharts *(Continued)*

- Challenge design to (use technology to manage) (to remove CR works)
- Ask the TM operatives why carriageway crossing are carried out
- Monitor working practices
- Train / re-brief / monitor / review
- Feedback with other projects to recognise learning & best / good practice
- Use rolling road blocks (make access to use easier)
- Consistent approach by Traffic Officers
- Use of mechanised equipment for recovery of debris / dead animals from live carriageway
- Install permanent traffic signage
- Employee police officers (good rates of pay)
- Verge only for all closures

July Workshop Carriageway Crossings Feedback Flipcharts

Policy

- Rolling road blocks (Unplanned)
 - Design (Planned events)
 - Programme driven by targets
 - Traffic Officers dedicated to scheme
-
- Plan / Design
 - Monitor
 - Think differently
 - Feedback
 - Clear in definition
 - Understand why by engagement with right stakeholders
 - Challenge
 - Buy in from HE commercial

July Workshop Carriageway Crossings Feedback Flipcharts

- Look at other areas
- Total closures / rolling blocks
- 24hr working
- Use of IPV's – future = driverless
- Innovation – 'Toy story cones'
- Design out operational need
 - Lighting
 - Drainage
 - Barrier
 - Cleaning
- In car technology
- Varying network – check
- Overhead gantries – MS4's

July Workshop Carriageway Crossings Feedback Flipcharts

- Area 3 ethos: “ Don’t do it ”
 - Rolling road blocks
 - (Require traffic to stop)
 - Change Chapter 8 guidance
 - Or deviate from it
 - Remove central reserve signage requirements
 - Traffic officer service debris retrieval – is this crossing the C/W
 - Matrix sign technology faults
-
- Ban crossings
 - Review standard corridor designs
 - Ask why we need to do it
 - Develop procedures to control traffic
 - Technology

July Workshop Carriageway Crossings Feedback Flipcharts

1. Design for maintenance
2. Permanent CR signs (if necessary?)
3. More reliable technology (MS4/3 etc.)
4. Junction to junction closures
5. Legislation change to allow rolling road blocks by contractors
6. Better planning of works
7. Disciplinary offence

Technology

8. Robots / holograms.