

# Health and Safety Five Year Plan

May 2017





## Contents

### Health and Safety Five Year Plan

Foreword by the Chief Executive .....	4
Introduction to the revised plan .....	5
What's different? .....	8
Alignment with other plans .....	8
Values and behaviours .....	9
Our safety maturity .....	10
What does this plan mean for all of us? .....	11
Internal audit .....	12
Communities affected by our activities .....	12
Trade Union engagement .....	12
Asset delivery .....	13
At risk populations .....	13
The golden threads .....	15

### Actions

Leadership and culture .....	18
Competent people .....	19
Managing risks .....	21
Measuring performance .....	23
Engaging stakeholders .....	25
Wellbeing .....	26

<b>New actions</b> .....	27
--------------------------	----

# Foreword

This is the first update to our health and safety plan. Since the plan's launch in 2015, we have achieved a great deal. Our road users and contractors are less likely to be injured today than they were a year ago and we have all put a great deal of effort into improving the safety of our employees.

Our intent, our direction and our plan are still the same and much of what I say in the rest of this introduction remains true.

The plan still belongs to you and me as people as much as it belongs to Highways England. My absolute imperative continues to be that you go home safely at the end of every day. This plan, together with the care you take in everything you do, will help to achieve that ambition.

We can't eliminate all of the risk on our road network or in the things that we do. However, we can recognise it, assess it correctly, and ensure that people are protected from it.

Regardless of this plan, if you see something unsafe, report it and if you feel what you are about to do is unsafe then don't do it.

Please play your part in making sure everyone gets home safely tonight and every night. Let's continue to deliver this plan successfully.



A handwritten signature in black ink, appearing to read 'Jim O'Sullivan'.

**Jim O'Sullivan**  
Chief Executive

# Introduction

Highways England is a public sector company, owned by the government. We are delivering a £15.2 billion programme of investment in the Strategic Road Network (SRN). Our approach to health, safety and wellbeing for our workforce, our supply chain and our customers' needs to reflect this increase in activity.

This first update of our Health and Safety Five Year Plan, which runs from April 2015 - March 2021, reaffirms our aims and objectives for the future. This continues to deliver our aim for the future that "No one should be harmed when travelling or working on the Strategic Road Network."

As an organisation, we continue to have a well-established approach to safety for our people and our supply chain. This has been reflected recently in the 2016 Employee Engagement survey results, where four questions regarding our approach to safety scored highest.



Historically, it is recognised that we were often reactive to health and safety issues as an organisation. However, following the recent safety culture maturity workshops, we are now happy to report that our approach to health and safety has improved and as such we have progressed our safety maturity to become a more calculative organisation. (Ref. Fig. 1, p.10).

This progression can, in part, be attributed to strong and committed leadership and us all being true to the organisation's values and promoting the appropriate behaviours.

The plan continues to recognise the collaborative working that is helping to deliver our vision. Partnerships with key stakeholders continue to grow and develop to improve road user and supply chain safety on the network.

Over the last 18 months, there has been an improvement in the Killed or Seriously Injured (KSI) and Accident Frequency Rate (AFR) figures. However, the rate of improvement needs to increase if we are to meet our future aspirations.

Through the delivery of the five year plan we aspire to achieve the following results to meet our 2020 targets:

- Road user casualties:
  - Updated KSI figures will be available in June 2017
- The Traffic Officer Service (TOS) Accident Frequency Rate (AFR)
  - A reduction of 52% is required by 2018 and a further 16% by 2020
  - The TOS AFR has reduced by a third in the last 12 months, but more still needs to be done to meet our 2020 targets
- The supply chain AFR
  - A reduction of 28% by 2018 and a further 38% by 2020
  - The supply chain AFR has fallen by 27% over the last 12 months. More work is needed to reduce this to meet our 2020 targets

Through the delivery of the plan, and with continued strong leadership and everyone playing their part, we can achieve year-on-year improvements to health, safety and wellbeing and meet our goals.

England's SRN is currently one of the safest in the world. We will always put safety at the core of our work, and we will work towards the goal of bringing the number of people killed or injured on the network as close as possible to zero by 2040.

**Table 1 – Killed or seriously Injured and accident frequency rate targets**

	Base line		Actual		Target	
	2014-15	2015-16	2016-17	2017-18	2020	
Users – Killed and Seriously Injured (KSI's) (data for calender year)	1,853	<b>1,784</b>	Available from June 2017	1,607	1,393	
Traffic Officer RIDDOR Accident Frequency Rate (AFR) (year ending March 17)	0.35	<b>0.77</b>	0.51	0.25	0.20	
Supply Chain RIDDOR Accident Frequency Rate (AFR) (year ending March 17)	0.15	<b>0.15</b>	0.11	0.08	0.05	

# National Incident and Casualty Reduction

## The purpose

The National Incident and Casualty Reduction Plan (NICRP) focuses on our customers (road users) and sets out how we will ensure that no one should be harmed whilst travelling or working on the strategic road network. This plan supports our Health and Safety Five Year Plan which details how we will deliver wider improvements in health, safety and wellbeing for our staff, suppliers and road users.

The National Incident and Casualty Reduction Plan provides more detail of our approach to road safety and how we are going to achieve the strategic outcomes. It also sets out our road safety delivery model, and the key roles and responsibilities across the organisation and how we intend to implement a safe system approach across the organisation.

## What is in the NICRP

The plan sets out the challenging long term vision that 'no one should be harmed whilst travelling or working on the strategic road network'. This supports our Delivery Plan commitment that we must now work 'towards the goal of bringing the number of people killed or injured on the network as close as possible to zero by 2040'. It identifies the challenge we are facing in order to meet the casualty reduction target in our Key Performance Indicator 1. But it's much broader than just our targets; it introduces the safe system approach which focuses on road safety management, safer roads, safer vehicles, safer people and post collision response and how this holistic approach should be embedded in all our decision making activity. It delegates responsibility for meeting regional monitoring points to each of our regional directors and provides a road safety delivery model to aid operational delivery.

## What activities are in the NICRP that are not in the five year plan?

To enable the regions to include KSI reduction sub-groups into the regional board. A best practice terms of reference template is included as an annex. This focuses on how to reduce the number of casualties within a region and ensures that they meet the monitoring points every year.

The plan also identifies how regions should coordinate road safety activity through our regional safety coordinators and the tools available to them to inform road safety decisions and initiatives i.e. a guide to route treatments, KSI forecasting tool, route strategy intelligence profiles.



# What's different?

Feedback has been sought from around our company and our supply chain to get an understanding of how the Health and Safety Five Year Plan has been received and how we can continue to achieve our vision.

In this update of the plan the main changes as a result of this feedback are:

- A description of the National Incident and Casualty Reduction Plan
- Our alignment with other strategic documents – a summary statement
- The inclusion of our values and behaviours expected by all
- Feedback from our safety maturity workshops indicating our progression as an organisation and individuals
- An explanation of “What does this plan mean for all of us?”
- Our Internal Audit outputs – a summary of what was found and the required management actions
- Updated at-risk populations given our organisational changes
- Eight new actions (that are not considered business as usual) have been identified by the business as being essential to improving safety
- How we engaged with our Trade Unions

# Alignment with other plans

The publication of this update of the Health and Safety Five Year Plan has been amended to align with the timing and publication of other Highways England strategic documents, such as the Business Plan and the Delivery Plan.

This will also align with the reporting cycle and approach of the business, and the delivery years of this plan.





# Values and behaviours

## Values

We have three business imperatives – **safety, customer service** and **delivery**, and 5 values – **safety, ownership, passion, integrity** and **teamwork**. Our imperatives set out what we do, and our values guide how we should do it. Our values describe how we treat each other, and expect to be treated, how we want to be seen as an organisation and how we do business. Together the imperatives, values and behaviours provide a guiding set of standards which will improve the performance of all our employees and the company as a whole. For each value, there is a set of behaviours, together with examples of how they are demonstrated by everyone and further examples for people managers.

## Safety

Safety is central to how we work throughout the organisation. Its importance is emphasised as it is our first imperative and one of our values.

As a value: it is how we live our lives.

As an imperative: it is what we set out to achieve.

As a behaviour we should: **Keep ourselves and others safe, above all else**

### All employees

- Taking care of myself and others by making safety a priority
- Providing clear feedback to others on unsafe situations and practices
- Applying the learning arising from safety situations to ensure they are repeated

### People managers

- Speaking up and asking questions if I am not sure whether a situation is safe

- Taking accountability for the safety performance of my team
- Being an advocate by regularly talking to my team about safety
- Consistently role modelling safe ways of working
- Challenging others across and outside of the organisation to ensure safety is everyone's priority

**Safety** is underpinned by the other four values and we can use our values to demonstrate leadership in safety by:

- Demonstrating **integrity** – for example, doing what we say and always doing the right thing
- Demonstrating a **passion** – for example, caring about what you do and continuously learning, improving and innovating
- Demonstrating **ownership** – for example, taking accountability and learning from failure and celebrating success
- Demonstrating **teamwork** – for example, working effectively to achieve our goals and listening to others and communicating clearly



# Our safety maturity

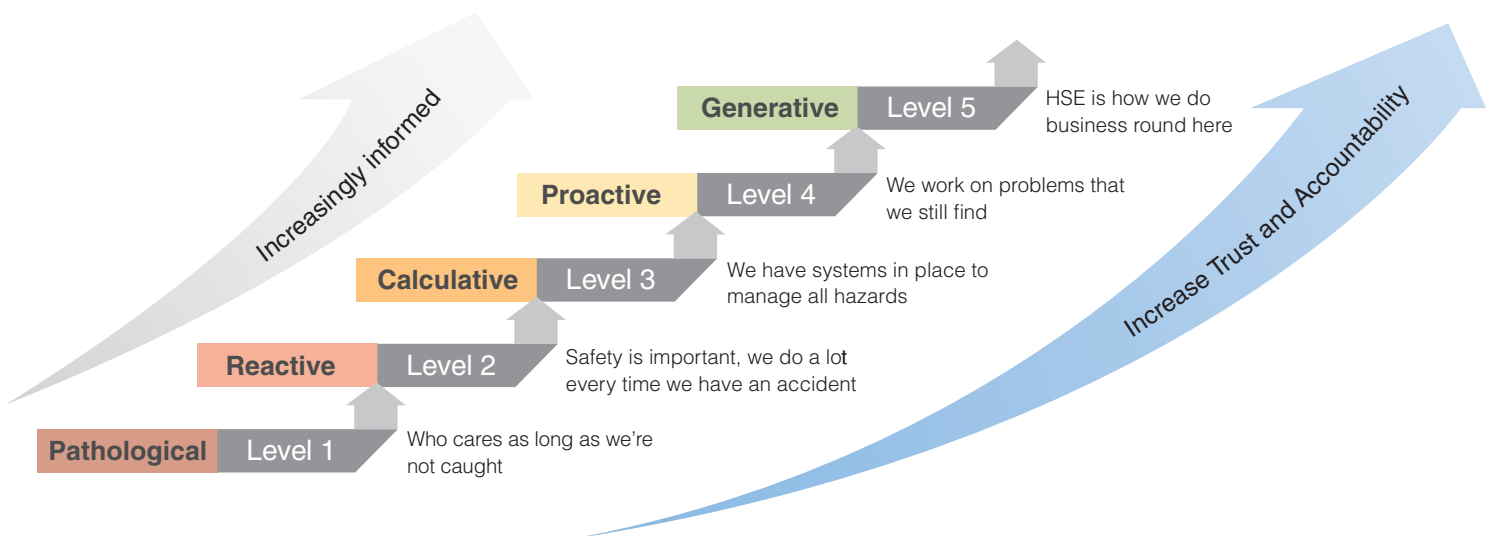
At the end of 2016 and in early 2017, a number of workshops were held across our company to undertake an assessment of how mature our safety culture is.

Using the Hearts and Minds maturity model (Parker, Hudson 2004) (fig 1) the main findings from the workshops were as follows:

- Our safety culture has improved over the last 18 months from 'Reactive' (Level 2) to 'Calculative' (Level 3)
- Achieving our target of 'Proactive' (Level 4) by 2020 will require focus from everyone in the delivery and sharing of outputs from the Five Year Plan
- The benefits of delivering actions in the plan need to be made clearer to everyone in the organisation, and where relevant, to our delivery partners
- Focused new actions are required in the Five Year Plan to help increase our cultural maturity



**Figure 1 - Heart and Minds maturity model**



# What does this plan mean for all of us?

Health, safety and wellbeing are subjects that are important to everyone – not just as individuals, but also because it has the potential to be felt by those closest to us.

Staying safe, healthy and well are at the core of our instincts as human beings.

We have one consistent Health and Safety Management System that must be adhered to. It is really important that you understand this and can apply it to your work place. We want to make it easy to be safe, healthy and well.

There are other influences to help us make safe choices and a variety of tools can be used.

Safety is the first imperative for all of us. This means that, while we have other priorities that must be delivered, we must focus on ensuring that they are delivered without an adverse impact on the health, safety or wellbeing of those affected by what we do. That includes all of us.

- 1,200 on-road traffic officers and control room staff
- 3,300 other Highways England employees
- 4,000,000 road users
- 10,300 construction workers
- 6,000 maintenance workers

These people count on all of us, every day, to make the right decisions so that they return home safe and healthy.

Our just culture recognises that sometimes incidents, near-misses or unsafe circumstances arise out of human error. Where that is the case, lessons will be learned and improvement will happen. However, if the root cause is the intentional violation of rules and procedures by anyone, then this will not be tolerated by us as individuals or as a company.

We know that change is continuous and we all must ensure that the impacts of change on health, safety and wellbeing are minimised.

- Stop and think before acting
- Report unsafe conditions, near-misses and injuries. Ask for help if you are unsure
- There is no such thing as a 'stupid' question; no one will be made to feel stupid for asking a question that could stop someone else from being harmed

The Five Year Plan is a living document, so in order to ensure that the plan is addressing the most current health and safety risks, our teams are required to continually advise the health and safety programme team of any new safety risks which are not currently being addressed by this plan. These will be reviewed by the programme team for future inclusion in the annual update to the plan.

- Review actions that affect your part of the company and make sure you understand how the action is being realised in your team

## Internal audit

During late 2016, our corporate assurance team undertook an audit to provide independent assurance to our accounting officer that the paper arrangements are in place across the business and within the Health and Safety Division. This is in order to ensure that programmed activity and subsequent reporting are effective in supporting the delivery of the Health and Safety Five Year Plan. Of the eleven separate measures audited, eight were assessed as 'substantial' and three were assessed as 'moderate'. The overall audit opinion was 'moderate' and showed that *"the Health and Safety Five Year Plan has for the first time identified all health and safety actions and objectives in a single document and provides both a focus and a vehicle for driving forward health and safety awareness and improvement"*.

*"Our 'moderate' assessment reflects the improvements made in our health and safety culture and associated processes (since an earlier review), but that improvements are still required in certain areas"*.

As a result, three management actions have been set in place to address the issues identified, which will be resolved as part of the established governance process for our corporate assurance reports.



## Communities affected by our activities

When undertaking work on the Strategic Road Network, it is not only the safety of our on-road traffic officers, our supply chain employees, our own employees or our customers that needs to be considered – we also need to consider the safety needs of the communities in which we work.

Our communities are impacted in the following ways:

- By the works we undertake during construction
- By the new intervention we leave behind
- Air and noise pollution from vehicles
- Diverting traffic away from the SRN

The effects on the communities in which we work can be varied, from safety implications due to noise, dust or heavy plant during construction activities, to the impact on non-motorised users. Effects also include the introduction of high-speed traffic where there was none before the intervention was built and increase in traffic in areas away from the construction site due to diversions on less strategic routes.

These types of impacts need to be considered and addressed as part of our approach to safety in Highways England, its supply chain and its customers.

## Trade Union engagement

Our Trade Unions have been engaged and asked to review and provide comment and observation on this revised version of the Five Year Plan. Any feedback made has, where applicable, been included in this version of the plan. A Trade Union representative is a member of our Executive Safety Committee too.

# Asset delivery

The Asset Delivery model is our method of maintaining the Strategic Road Network 'asset' (including all associated structures, depots, services, etc). Asset Delivery is a replacement for some of the existing Managing Agent (MAC) or Asset Support (ASC) Contracts.

Asset Delivery brings the management of incidents and the management and planning elements of maintaining the asset into the organisation, rather than contracting it out.

We now instruct incident response and the Maintenance and Response contractor (M&R) on when to do things, including when to send the snowploughs and gritters out and when to carry out safety-critical maintenance and we inspect the asset and have supervisors on the schemes.

Asset Delivery means that we have a changing responsibility. We have more of our own employees on the network carrying out inspections, surveys and supervision activities so ensuring that good health, safety and wellbeing are even more important.

# At risk populations

Changes within our organisation require us to consider the at-risk groups in a slightly different way.

## The at-risk groups now are:

- Communities affected by our activities (those who live near or who are affected by the Strategic Road Network).
- Road users.
- On-road services (traffic officers and asset delivery).
- Highways England employees who work in and away from our offices.
- Supply chain (designers, contractors, maintainers).



# The structure of the five year plan

Our plan adopts a two-step approach that recognises the need to prioritise actions in relation to the risks being addressed.

**Step 1:** through the delivery of this plan, we have already begun to drive a more mature safety culture. Outputs from the recently held safety maturity workshops have indicated that as an organisation and as individuals we have all increased our safety awareness and maturity. Through 2017 we will continue to revise our health and safety management system to reflect the changes in the way we work as Highways England.

**Step 2:** In parallel with that, and during 2017-2020, we are continuing to identify and embed best practice, working with, sharing and learning from other UK infrastructure client organisations.

The plan continues to develop the work we have already undertaken in relation to:

- Introducing a health and safety leadership programme; three levels of leadership training have been developed and will be completely rolled out by the end of 2017. (Levels 1 and 2 already available)
- Engaging our supply chain; further reducing carriageway crossings
- Reducing anti-social driver behaviour; a campaign of warning letters has commenced jointly with the police plus the roll-out of smart motorway media campaigns to improve driver understanding and compliance
- Improving the roadworthiness of vehicles; driver education and information campaigns have been developed and delivered, with more planned throughout 2017 and beyond
- Developing our guidance and standards for road design

- Setting required health and safety competency levels for all Highways England and supply chain employees

Our latest data and analysis lead us to focus on key improvement areas. The issues already addressed through the delivery of year 1 and 2 actions and those still to be addressed through years 3 to 5 are outlined at the beginning of each golden thread.

Wellbeing has now been given greater focus, given its important role in improving our employees' health. The plan separates occupational health and safety from wellbeing in acknowledgement of the differing legislative duties.

The success of the plan is dependent upon its continued ownership by our Senior Leadership Team and their teams. All actions remain assigned to members of the Executive Safety Committee as action owners who are ultimately accountable for the delivery of actions within the plan.

An action tracker continues to be used to enable our safety committees to monitor progress of the actions. The Executive Safety Committee (monthly meeting) and the Board Safety Committee (bi-monthly meeting) regularly review and scrutinise progress of the action tracker and hold action owners to account.



# The golden threads

Strong health and safety performance is based around the following five elements, which make up the golden threads of the plan:

- Leadership and culture
- Competent people
- Managing risks
- Measuring performance
- Engaging stakeholders



Each of these 5 threads is described below:

### Leadership and culture:

To develop and implement a Health and Safety Leadership and Cultural Change Programme. The Leadership and Behavioural Safety Programme and the Five Year Plan are key to ensuring that Highways England progress through the safety maturity matrix because the journey is as much about personal development as it is about corporate action.

### Competent people:

Ensure improved competency arrangements so that all employees and members of the supply chain have the skills, knowledge and experience to carry out their duties safely.

### Managing risks:

Having developed a single health and safety management system we will better manage risks to both road users and the workforce. The system includes rationalised company processes and procedures, creating a system of work that is pragmatic and risk-based.

### Measuring performance:

Develop enhanced governance standards and corporate assurance arrangements to measure performance. The data gathered will be used to check the validity of risk control practices and revisit risk management plans as necessary.

### Engage stakeholders:

Continued engagement with stakeholders including: the supply chain, Police, Fire and Rescue, Driver and Vehicle Standards Agency (DVSA), Driver and Vehicle Licencing Agency (DVLA), Local Authorities, and key industry partners RoWSaF and the Safe Use of Roadside Verges in Emergencies Group (SURVIVE Group).

The plan details the work to be delivered across all risk populations under each of these elements.

### Wellbeing

While not a golden thread the emphasis on **wellbeing** is important in our five year plan.

We now aim, as a company, to give greater focus on the health and wellbeing of those who work for Highways England; be they office workers, traffic officers or contractors at all levels of the supply chain.





# Completed actions

Over the last two years we have made significant progress in the delivery of improved health and safety performance and its associated culture within the company. Much of this improvement can be attributed to the committed delivery of the activities and actions identified within this *Health and Safety Five Year Plan*.

Since its launch in October 2015, 87 of the 122 actions have been delivered (as at end March 2017), and some significant achievements have been introduced. These include:

- A new Health and Safety Management System, which provides all of the company's health and safety advice in one easy to access and use location
- Significant agreements with key stakeholders such as police, road user groups and local authorities
- Clearly defined health and safety roles and responsibilities for all employees through revised role profiles and job descriptions
- A revised and easier to use traffic officer procedures manual based around the 10 overarching rules
- A successful and informative health and safety week, during the year
- A wellbeing programme focusing on a new theme each quarter (1st theme was mental health). Future themes include: Being active, healthy eating and drinking and healthy ageing
- Recruitment of mental health first aiders
- Roll out of the health and safety leadership and behavioural training, supporting the key facets of a positive safety culture and defining the safety behaviours expected at all levels
- The introduction of regional road safety coordinators to engage with high risk road user groups. 5 regional coordinators have been appointed
- A full review and update of the raising the bar documents to ensure they are all fit for purpose and deliver the required minimum standards for safe systems of working for high risk activities
- Development of new supply chain guidance which provides minimum standards for the management of risks associated with night working and fatigue
- Amendments to the Highways England tender process to make Health and Safety more prominent in the selection of suppliers
- Development of a supply chain Health and Safety Maturity Matrix, used to ensure that the principles advocated by Highways England with regards to health and safety compliance are adhered to by our supply chain

Our current position is strong. Our progress through the safety culture maturity model has shown an improvement and we are building a strong health and safety culture throughout the company. This is however only the beginning and to ensure we improve our approach to safety and our performance, we can't afford to be in any way complacent. We all still need to ensure that health and safety remains our first imperative. We must keep ourselves and others safe above all else, and achieve our aim; that no one should be harmed when travelling or working on the strategic road network.

Over the coming pages, we have detailed those actions which are to be completed during 2017-18 through to 2020-21.

For more information on the completed actions please contact the Health and Safety team via [H&S\\_Plan@highwaysengland.co.uk](mailto:H&S_Plan@highwaysengland.co.uk) or visit the health and safety page on the Highways England intranet.

# Leadership and culture

Leaders at all levels need to appreciate a wide range of health and safety risks. Our leaders will play an important part in shaping the safety culture of Highways England and embedding health, safety and wellbeing into the DNA of our business.

## The key issues addressed in years 1 and 2 were:

1. The move from Highways Agency to Highways England has been embedded and is understood by all stakeholders. The safe behaviours expected of those who work for Highways England are now being more widely deployed across all parts of the business through our safety leadership training.

2. Ensuring that leaders have access to relevant, organised and accurate data to enable them to set health, safety and wellbeing priorities and monitor the effectiveness of risk controls.
3. The health aspects of risk management have been developed and are now being embedded into the business.

## The key issue to address in years 3 to 5:

1. The continued development and understanding of safety maturity for our leaders and all employees.

<b>6</b>	Advance sequentially through the safety culture maturity model presented in figure 3 of the 5 year plan by building on the strengths and removing the weaknesses of the previous level. The 5 year plan will provide the direction of travel. Progress will be measured at annual intervals to achieve a Level 3 by 2017 and Level 4 by 2020	
Start date: April 2015	Target end date: Ongoing	Owner: Executive Director Safety, Engineering and Standards
<b>15</b>	Develop and implement an assurance approach that will align with the supply chain safety maturity matrix.	
Start date: April 2016	Target end date: June 2017	Owner: Executive Director Commercial and Procurement
<b>18</b>	Hold biannual health, safety and wellbeing forums to share best practice across the supply chain.	
Start date: January 2016	Target end date: Annually	Owner: Executive Director Commercial and Procurement
<b>26</b>	Using a subset of the Customer Operations health and safety leadership and behavioural safety programme, develop a proportionate and relevant corresponding initiative for office based employees.	
Start date: April 2016	Target end date: April 2017	Owner: Executive Director Safety, Engineering and Standards

# Competent people

Competence is demonstrated when everyone recognises the risks in operational activities and then applies the right measures to control and manage those risks.

## The key issues addressed in years 1 and 2 were:

1. Engagement of stakeholders to support delivery of the plan (such as our work with the police to understand the causes of incidents to improve enforcement).

2. A review of the way in which we select and manage contractors through an amended tender process.
3. Ongoing development of different skills required to reflect the evolving needs of Highways England via new job and role profiles and the competency framework.
4. All roles now have clearly defined health and safety responsibilities and corresponding objectives.

**The key issue to address in years 3 to 5** is the ongoing development of resources and training to ensure that all our people have the right skills and competencies to undertake their health and safety duties.

<b>43</b>	Ensure that all Tier 1 contractors have a structured plan to address health, safety and wellbeing of 2nd and 3rd Tier contractors.	
Start date: October 2016	Target end date: June 2017	Owner: Executive Director Commercial and Procurement
<b>45</b>	Develop a series of campaigns to reduce the number of incidents resulting from poor vehicle maintenance and planning by 43,000 by 2020.	
Start date: October 2016	Target end date: March 2020	Owner: Executive Director Operations
<b>46</b>	Deliver a commercial vehicle incident prevention programme in recognition of the impact that this class of vehicle has when involved in an incident. 401 KSIs involved LGVs and HGVs in 2014. We will reduce the severity and number of HGV incidents by 20%	
Start date: April 2016	Target end date: March 2020	Owner: Executive Director Operations

# Managing risks

There is a need for a sensible and pragmatic approach to risk management. Wherever possible, risk should be eliminated. This may not always be possible and so where risk cannot be eliminated we shall recognise it, assess it correctly, and ensure that people are protected from it as far as is reasonably practicable.

## The key issues addressed in years 1 and 2 were:

1. Improved integration of road user and workforce safety systems.
2. Development of processes to improve the management of health and safety risks alongside other business risks, including those associated with delivery, quality, reputation and finance.

3. Ongoing identification and management of significant health and safety risks.
4. Development of health and safety audits and learning from incident investigations to drive improvement.

## The key issues to address in years 3 to 5 are:

1. To create a more collaborative relationship between Highways England and its supply chain.
2. Work more closely with the design community to design out health and safety risk, during both construction and operation.

<b>54</b>	Using current risk assessments, tool box talks and behavioural safety tools, create a resource library to support all contractors in the management of risk and promote the sharing of good practice.	
Start date: April 2016	Target end date: September 2017	Owner: Executive Director of Major Projects
<b>56</b>	Audit application of GD04 model entitled 'Safety Risk Management of the Strategic Road Network' which ensures that safety risks are considered through the lifecycle of a project.	
Start date: April 2017	Target end date: March 2018	Owner: Executive Director Operations
<b>74</b>	Develop a revised star rating system to enable customers to understand the level of safety that they can expect from each route standard to influence and moderate driver behaviour.	
Start date: December 2015	Target end date: March 2018	Owner: Executive Director Safety, Engineering and Standards
<b>76</b>	Implement improvements that ensure that more than 90% of travel on the strategic road network is on roads with a safety rating equivalent to 3* by 2020.	
Start date: April 2016	Target end date: March 2020	Owner: Safety, Engineering and Standards

77	<p>The Delivery Plan outlines the range of infrastructure measures that will be implemented to improve road safety. Interventions include:</p> <ul style="list-style-type: none"> <li>■ The introduction of expressways and smart motorways</li> <li>■ Providing better routes for non-motorised users</li> <li>■ Providing safer verges</li> <li>■ Upgrading unprotected lay-bys</li> <li>■ Improving signing and road marking; and</li> <li>■ Developing and deploying technology to prevent, detect and monitor incidents</li> </ul>	
Start date: April 2015	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards
80	<p>Invest £105m by the end of March 2020 in additional new cycling provision and facilities for vulnerable users on the strategic road network. This funding will be targeted to provide additional safe routes that encourage sustainable forms of transport.</p>	
Start date: April 2015	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards
82	<p>Continue to develop requirement and advice documents to improve design standards and to improve the effectiveness of road safety evaluations. The needs of vulnerable users must be fully considered.</p>	
Start date: April 2015	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards
85	<p>Further develop and refine command and control data to improve data quality, accuracy and consistency to support a broad range of interventions to reduce incidents on the strategic road network.</p>	
Start date: July 2015	Target end date: March 2018	Owner: Executive Director Operations
86	<p>Develop a suicide prevention group with key stakeholders and develop an action plan to reduce the number of suicide attempts across the strategic road network.</p>	
Start date: January 2016	Target end date: March 2018	Owner: Executive Director Safety, Engineering and Standards

# Measuring performance

Monitoring and reporting systems provide confidence that risk control systems are working as expected and highlight areas requiring improvement.

## The key issues addressed in year 1 and 2 were:

1. A review of data collection processes and development of new processes to improve this activity.
2. Development of more forward-facing indicators to drive improvement.

## The key issues to address in years 3 to 5 are:

1. Ongoing development of leading and lagging indicators.
2. Development of processes and reporting procedures to better use health and safety data and focus on the top risks identified by the business.

<b>90</b>	Review and revise the safety climate tool to ensure that questions relate to the changes and resulting progress that the <i>Health and Safety Five Year Plan</i> will bring.	
Start date: October 2015	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards

<b>93</b>	Develop and roll out a single incident management system for contractors and Highways England employees.	
Start date: October 2015	Target end date: September 2017	Owner: Executive Director Safety, Engineering and Standards

<b>94</b>	Establish a competent resource to audit and facilitate best practice sharing throughout the Highways England supply chain.	
Start date: October 2015	Target end date: September 2017	Owner: Executive Director Safety, Engineering and Standards

<b>95</b>	Work with the Standing Committee for Road Accident Statistics (SCRAS) to improve the quality of data entered by the police following a road traffic personal injury collision (STATS 19 form).	
Start date: April 2017	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards

<b>96</b>	Liaise with Department for Transport (DfT) and police to promote the development and roll-out of collision recording and sharing (CRASH) to monitor the quality and consistency of casualty and collision data. Support the development of an online public self-reporting system to further strengthen collision reporting and enhanced data collection.	
Start date: July 2015	Target end date: March 2018	Owner: Executive Director Safety, Engineering and Standards

<b>97</b>	Develop improved monitoring capability to ensure incidents on the all purpose trunk roads (APTR) are captured (ie breakdowns, damage only accidents etc.).	
Start date: April 2015	Target end date: March 2018	Owner: Executive Director Operations

<b>100</b>	Develop an annual report about asset contribution to KSI reduction.	
Start date: July 2015	Target end date: Ongoing	Owner: Executive Director Network Delivery and Development

# Engaging stakeholders

Involving stakeholders is key to integrating health and safety as part of everyday business, rather than it being seen as something to be done by somebody else.

## The key issues addressed in years 1 and 2 were:

1. Integration of Highways England's approach to collaborative relationships with the supply chain and other stakeholders.

## The key issues to address in years 3 to 5 are:

1. Ongoing engagement with the supply chain at all levels.
2. Greater interaction with customer forums to influence driver behaviours.
3. Greater interaction with health and safety forums both internally and externally to better share best practice across the industry.

<b>102</b>	Review existing Highways England safety forums and determine their effectiveness. There are over 43 safety forums attended by employees, creating duplication and ineffective use of resources.	
Start date: January 2016	Target end date: June 2017	Owner: Executive Director of Major Projects

<b>105</b>	Publish annual revisions of the Highways England health and safety five year plan and include a section regarding 'communities affected by our activities' within the 2016 update and onwards.	
Start date: October 2015	Target End date: Annually	Owner: Executive Director Safety, Engineering and Standards

<b>107</b>	Review and revise regional safety forums attended by principal contractor representatives and monitor attendance.	
Start date: January 2016	Target end date: June 2017	Owner: Executive Director Network Delivery and Development

<b>108</b>	Review and revise the Road Worker Safety Forum (RoWSaF) Strategy to ensure that it effectively addresses catastrophic risks.	
Start date: October 2015	Target end date: June 2017	Owner: Executive Director Safety, Engineering and Standards

<b>109</b>	Develop and deliver targeted driver awareness campaigns working with key partners focusing on high risk groups, (such as young motorists and older drivers) to reduce KSI's across these groups by 10% in the period 2014 to 2019.	
Start date: April 2016	Target end date: December 2019	Owner: Executive Director Safety, Engineering and Standards

<b>110</b>	Reduce levels of poor compliance through enforcement and education initiatives. Take forward hard shoulder and red X activities and send at least 50,000 warning letters in 2016/17.	
Start date: April 2015	Target end date: March 2020	Owner: Executive Director Operations



<b>111</b>	Further develop our compliance capability with partners to address a broader range of anti-social behaviours including close following and mobile phone use.	
Start Date: April 2016	Target End Date: March 2020	Owner: Executive Director Safety, Engineering and Standards
<b>112</b>	Expand our engagement and collaboration with road safety partners, developing targeted enforcement and education interventions to address a wide range of non-compliance issues, such as fatigue, distraction, alcohol and drugs.	
Start date: January 2017	Target end date: June 2017	Owner: Executive Director Operations
<b>113</b>	Work with car manufacturers and other organisations to develop technologies that improve safety, such as collision avoidance technology and autonomous vehicles which mitigate against key contributory factors in accidents.	
Start date: October 2017	Target end date: March 2020	Owner: Executive Director Safety, Engineering and Standards

## Wellbeing

Good health is good business. Healthy workplaces, designed to protect and promote health and wellbeing, are key to preventing illness arising in the first place. Good health improves an individual's quality of life and can add value to our organisation by increasing motivation and therefore reducing the costs of absence or poor performance. This Five Year Plan aims to support employees to lead a healthy lifestyle and maintain a healthy workplace.

### The key issues to address in years 3 to 5 are:

1. Creating a strategic, proactive and holistic approach to wellbeing informed by leading business practice.
2. Increasing interaction with colleagues to create more innovative and bespoke wellbeing strategies for Highways England that support modern working practices.

<b>116</b>	Ensure all managers attend a stress management course, as on average each employee is absent from work one day per year due to stress.	
Start date: January 2016	Target end date: December 2017	Owner: Executive Director Human Resources
<b>118</b>	Hold a health and safety week with a focus on two wellbeing themes, such as smoking cessation and mental health.	
Start date: April 2016	Target end date: Ongoing	Owner: Executive Director Safety, Engineering and Standards
<b>122</b>	Hold a health and safety week with a focus on two wellbeing themes such as smoking cessation and mental health.	
Start date: April 2016	Target end date: Ongoing	Owner: Executive Director Human Resources

# New Actions

When the *Health and Safety Five Year Plan* was published in October 2015, it included 122 actions to be delivered over the 5 year period. These actions were developed based on what were deemed the key risks and issues at that time.

Given the nature of improving our approach to health and safety, we always envisaged that the plan would be an evolving document. As anticipated and as time has progressed, these additional actions have been added.

The following new actions have been included, following close liaison with the executive directors, to ensure that the actions reflected what they believe to be the key risks, issues and priorities, based on their knowledge, expertise and operational intelligence of the business areas that they are responsible for.

<b>123</b>	Develop a consistent corporate standard for provision of information, including: <ul style="list-style-type: none"> <li>▪ asset data – type and location</li> <li>▪ asset incident data</li> <li>▪ health and safety file format</li> </ul> and develop a process for asset data collection.	
Start date: April 2017	Target end date: Ongoing	Owner: Executive Director Safety, Engineering and Standards
Scope	To provide a consistent corporate standard for all information, setting out the required fields and metadata to enable easy data searches, simpler data analysis and more informed decision making abilities. Information will use a common language and have consistent referencing.	
Golden thread	Managing risks	

<b>124</b>	Undertake analysis of incursion incidents and put in place initiatives to reduce the risks.	
Start date: September 2016	Target end date: March 2018	Owner: Executive Director Safety, Engineering and Standards
Scope	This is a follow on to Action 71 which focused on the use of signage to reduce the impacts of incursions. Further work is required to influence driver behaviour and make roadworks more intuitive for road users so that incursions do not occur.	
Golden thread	Managing risk	

<b>125</b>	Undertake a review of the process for understanding incidents on the network, focusing on smart motorways, and how this is used to improve operational processes (building on the CLEAR – collision, lead, evaluate, act, and reopen – initiative) and design and customer standards.	
Start date: April 2017	Target end date: December 2017	Owner: Executive Director Safety, Engineering and Standards
Scope	This action will build on our current understanding of incidents on the network and ongoing programmes of work being undertaken through the wider Health and Safety Five Year Plan actions. We will identify gaps in our current understanding of incidents of the network, this will consider our understanding during an incident as well as post-incident, and identify areas where improvements could be made to enhance our operational response to network incidents and to improve scheme design and customer standards.	
Golden thread	Managing risk	

<b>126</b>	Develop and roll out targeted mental health support schemes and channels, to provide mental health 'first aid'.	
Start date: September 2016	Target end date: September 2017	Owner: Executive Director Human Resources & Organisation Development
Scope	Design schemes, in conjunction with occupational health providers and employee networks, to support Highways England employees in preventing and addressing common mental health issues. Implement support mechanisms through identification and training of local mental health 'first aiders' among Highways England employees.	
Golden thread	Managing risk	

<b>127</b>	To develop a campaign of mature occupational safety messages, in support of our first imperative.	
Start date: May 2017	Target end date: Annually	Owner: Executive Director of Corporate Affairs and Communications
Scope	Messages should use insightful analysis and creative means, to target audiences internally and externally, and with our customers and suppliers alike. The messages and methods should be refreshed regularly to match our maturity and needs.	
Golden thread	Engaging stakeholders	

<b>128</b>	Enable safety communications to be used proportionately (in line with our first imperative) across the estate and provide a visible affirmation across the estate that safety is our first imperative.	
Start date: May 2017	Target end date: October 2017	Owner: Chief Finance Officer
Scope	Facilities will work with Communications colleagues to agree the format of the estates safety communications and will then fix them in prominent positions within our buildings to ensure we emphasize our first imperative to all colleagues, contractors and general public entering our buildings.	
Golden thread	Engaging stakeholders	

<h1>129</h1>	Working with Information Technology colleagues, ensure future estates and facilities have safe and ergonomically designed meeting rooms, with a focus on streamlined cabling and good cable management to avoid trip hazards.	
Start date: May 2017	Target end date: October 2017	Owner: Chief Finance Officer
Scope	Estates and Facilities will work together with IT to agree a generic specification for any meeting room fit out which will include cable management. Facilities will maintain room inspections to identify hazards and seek to rectify or take rooms out of circulation should extensive works be required.	
Golden thread	Managing risk	


<h1>130</h1>	Implement a requirement for every significant meeting across the company to open with a safety moment/discussion – to encourage discussion and raising the profile of our first imperative.	
Start date: May 2017	Target end date: August 2017	Owner: Executive Director of Corporate Affairs and Communications
Scope	Internal Communications will work with the secretariat and executive teams to identify all significant meetings that take place across Highways England and ensure that a safety discussion is the first item on every standing agenda. We will work with the health and safety team to produce and communicate guidance on what an effective safety discussion looks like – while looking for opportunities to communicate case studies of effective safety discussions and how they have driven health and safety improvements. Internal Communications will also continue its work to ensure that all leaders and managers are using <i>Leadership Link</i> to have regular discussions about company performance with their teams, and reiterate the importance of starting each of these with a safety discussion – using the suggested topic within <i>Leadership Link</i> .	
Golden thread	Leadership	



**Your notes:**







This document is also available on our website at [www.gov.uk/highways](http://www.gov.uk/highways)

If you have any enquiries about this publication email [info@highwaysengland.co.uk](mailto:info@highwaysengland.co.uk) or call **0300 123 5000**\*. Please quote the Highways England publications code **PR01/17**

Highways England, Creative S160494

\*Calls to 03 numbers cost no more than a national rate call to an 01 or 02 number and must count towards any inclusive minutes in the same way as 01 and 02 calls. These rules apply to calls from any type of line including mobile, BT, other fixed line or payphone. Calls may be recorded or monitored.

© Crown copyright and database rights 2017 OS 100030649

Registered office Bridge House, 1 Walnut Tree Close, Guildford GU1 4LZ  
Highways England Company Limited registered in England and Wales number 09346363

