

# Health, Safety & Wellbeing Awards 2017

Sharing best practice and  
celebrating success

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# Foreword

Following the success of our first ever Health, Safety and Wellbeing awards, I am delighted to celebrate and share the innovative ways of thinking that the winners and highly commended entries demonstrated in making things safer for those working on and using our strategic road network.

We opened nominations for our awards scheme in the summer of 2017 and in early March we held our awards ceremony, at the iconic Grand Connaught rooms in London. Over 200 people from both Highways England and our supply chain came together to celebrate the efforts made in delivering our first imperative – **Safety**.

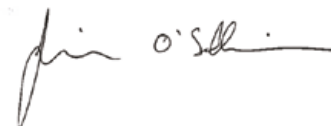
We had over 100 submissions across six categories describing and promoting the initiatives and changes we have made over the last year. I had the pleasure of being involved in judging the 38 shortlisted entries, along with Elaine Holt (Non-Executive Director), Alan Cumming (Non-Executive Director), Mike Wilson (Chief Highways Engineer), Lucy Fell (Health & Safety Director Supply Chain), Dave Wright (Executive Director, Kier) and Ian Rylatt (Chief Executive Officer, Balfour Beatty). It was incredible to see people's passion in making our roads safer shine through in all of the submissions.

My own favourites were some of the innovative programmes on mental health as well as some of the behaviour-focused programmes encouraging people to work safely and showing how to challenge those people who weren't working safely or were endangering themselves or others.

What matters now is to continue to inspire outstanding health, safety and wellbeing performance by showcasing the detail behind each of our winners and highly commended finalists. Sharing this good practice is what will make a difference to safety. I encourage you to read the nominations and reflect on how you can make an improvement in health, safety or wellbeing.

Perhaps you could use these examples to start a conversation or spark a thought about improving the health, safety or wellbeing where you work. By working collaboratively and positively we can reduce the number of our friends, colleagues and customers who are harmed when working or travelling on our roads.

We will always have more to do to improve and I look forward to having a celebration of safety success next year that builds on what we have achieved so far.



**Jim O'Sullivan**

Chief Executive,  
Highways England

# Winner

## Awards

# Health and Safety Innovation

**Winner** Carnell Support Services & Kier Highways

**Title** SAFETYCam collaboration between Carnell and Kier



## Summary

SAFETYcam is an intelligent site safety innovation. It protects road workers by using two complimentary vehicle detection systems to capture instances of dangerous driving, while providing a conspicuous visual deterrent and so actively changing driver behaviour.

Both the ongoing Highways England Innovation Designated Fund sponsored trials with Kier in Area 9 and the 2016 Incursion Group trials on the M25 junction 30 clearly demonstrate the improvement in the safety of road workers and road users when a SAFETYcam unit is deployed on a worksite. Evidence to date shows that SAFETYcam has also changed the behaviour of site vehicle drivers in Highways England Area 9, achieving a 50% month on month reduction in drivers registered at speeds in excess of 10mph. These achievements are a major step forward in helping Highways England achieve reductions in AFR and deliver actions 71 and 124 within their Health and Safety Five Year Plan.

## Result

- **Live Monitoring** – any incursions or vehicles driving above the specified threshold are immediately notified to the National Control Centre (NCC) and the Site Supervisor.
- **Daily Reporting** – data from the SAFETYcam vehicle is immediately uploaded to the server and processed by the office team. Within 12 hours of the shift being completed, clients are issued with a report.
- **Risk Reduction** – the number of site incursions recorded during the trial period is below all baseline incursion rates; representing:
  - An 84% reduction compared to the average baseline incursion rate of 12.6.

- An 88% reduction compared to incursions during the same 12 week period in 2015.
- An 89.6% reduction in incursions compared with the predicted number of incursions for the trial period (based on the normalised incursion rate by road closure from the same period in 2015).
- In absolute terms, four times fewer incursions than the lowest number of incursions reported in any consecutive 12 week baseline period.

## Benefits

SAFETYcam provides a comprehensive road worker safety solution which can be quickly mobilised and deployed in any highways maintenance scenario, day or night. The feedback has been extremely positive and it has been shown to deliver the following benefits:

- Live monitoring, enabling immediate response to serious offenders.
- Daily reporting, providing robust evidence for management of site vehicles.
- Video evidence that can be used to support police action.
- Conspicuous visual deterrent effects that reduces risk of unauthorised vehicle incursions.
- Speed reduction, driving a positive change in site driver behaviour.
- Support to reducing the number of people killed or seriously injured at road works.
- Effective monitoring of work site safety and vehicle movements.
- Cost savings.



### SITE VEHICLES USING EXCESSIVE SPEED THROUGH WORKS CLOSURES.

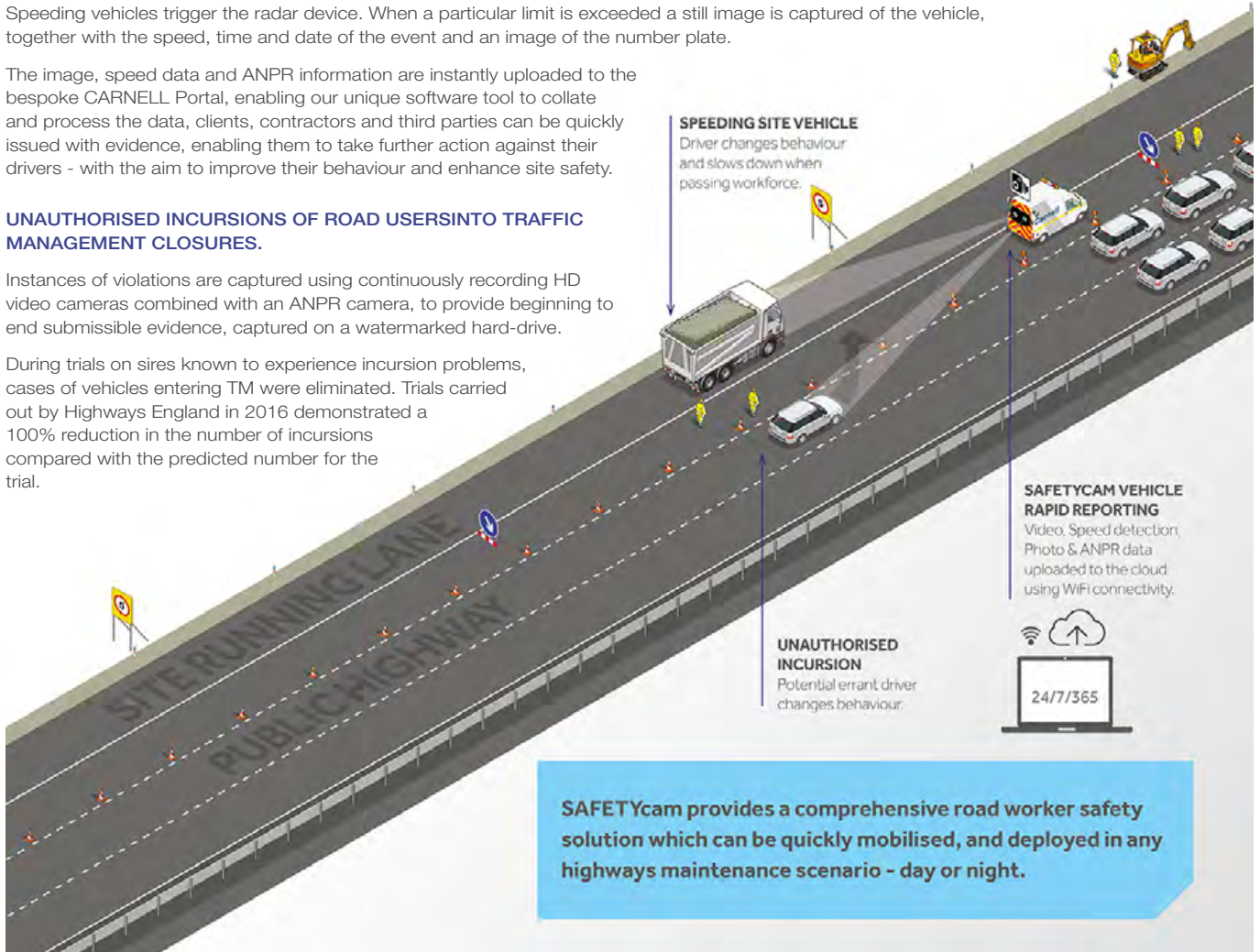
Speeding vehicles trigger the radar device. When a particular limit is exceeded a still image is captured of the vehicle, together with the speed, time and date of the event and an image of the number plate.

The image, speed data and ANPR information are instantly uploaded to the bespoke CARNELL Portal, enabling our unique software tool to collate and process the data, clients, contractors and third parties can be quickly issued with evidence, enabling them to take further action against their drivers - with the aim to improve their behaviour and enhance site safety.

### UNAUTHORISED INCURSIONS OF ROAD USERS INTO TRAFFIC MANAGEMENT CLOSURES.

Instances of violations are captured using continuously recording HD video cameras combined with an ANPR camera, to provide beginning to end submissible evidence, captured on a watermarked hard-drive.

During trials on sites known to experience incursion problems, cases of vehicles entering TM were eliminated. Trials carried out by Highways England in 2016 demonstrated a 100% reduction in the number of incursions compared with the predicted number for the trial.



### Contact details

If you would like further information on this item of best practice, please contact:

**martin.parry@carnellgroup.co.uk** or call **07875 979879**

[www.carnellgroup.co.uk](http://www.carnellgroup.co.uk)

[www.kier.co.uk](http://www.kier.co.uk)

# Health and Safety Innovation

**Winner** Highways England's Incident Prevention Team

**Title** Vehicle Load Security working with the Health and Safety Laboratory (HSL)



## Summary

The Incident Prevention Team's entry was about their programmes of work aimed at reducing the number of commercial vehicle related incidents on the strategic road network. Within the programme were a number of related projects which focused on the safe loading of vehicles.

- **Police Load Security Enforcement Training** – working in partnership with HSL to deliver load security training to police officers to help easily identify issues and offences with HGV loads, educate drivers and conduct enforcement when appropriate.
- **Straps research** – many HGVs load securing straps end up as debris on our network and are retrieved from the carriageway by Traffic Officers. Highways England's Incident Prevention Team were keen to understand the root cause and commissioned HSL to research what makes loading straps fail.
- **Load Security with private motorists** – commissioned the HSL to research and understand the issues and dangers of poor load securing, at the Nottingham IKEA store.

## Result

**Police load security enforcement** – Highways England's Incident Prevention Team worked with the HSL to fund the development and delivery of a two day load security training package for five police forces, in order to evaluate the benefit of enhancing police capability in this area. The training was well received and put to use on the strategic road network. For example, since receiving their training officers from West Yorkshire Police have issued 46 tickets for unsafe loads, prohibited 48 dangerously loaded vehicles from travelling on our roads and given advice

on load security to 19 drivers. The Incident Prevention Team are now working with the Health and Safety Executive, local authorities and the Police to develop and pilot a new approach to load security enforcement.

**Straps** – HSL carried out a multi-disciplinary assessment of the issues with the provision and use of webbing straps for securing loads. Work included data analysis, industry stakeholder engagement, examination of strap debris retrieved from our network and testing of straps. Highways England is now working with HSL to implement the recommendations of the research through the development and publication of revised load security guidance.

**Load security** – a number of traffic officers in our east midlands region reported they regularly attend incidents on the M1 motorway close to the Nottingham IKEA store which are caused by shed loads or debris. As a result of the research, a wider campaign will be implemented to educate motorists on correct load security and help reduce the number of shed load incidents.

## Benefits

Highways England and HSL have a proven and effective load security training programme for police officers which is succeeding in reducing the number of unsafe loads on our network and advising commercial vehicle drivers how to secure loads effectively.

Knowledge from assessing the loading straps recovered from the strategic road network shows evidence of overload failure at points of pre-existing damage, separation due to inadequate engagement with the ratchet mechanism, and high-speed, single-stage failure as might be seen during vehicle rollover or loss of control.

Research also showed that a rock salt and water mix, typical in winter conditions, could significantly weaken straps. This knowledge allows effective and evidence-based guidance to be given to commercial vehicle operators that will improve load security and lessen the risk of shed loads on our network and other roads.

Educating the public on load security reduces the numbers of incidents on the strategic road network.

All these projects positively contribute to:

- Highways England's road safety KPI of reducing the number of people killed or seriously injured (KSI's) by at least 40% by the end of the 2020.
- Highways England's traffic flow – network availability KPI of maximizing lane availability by reducing the number of shed loads/debris incidents on the SRN.
- Highways England's economic growth KPI by reducing journey time delays.



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## Contact details

If you would like further information on this item of best practice, please contact:

**[michael.higgins@highwaysengland.co.uk](mailto:michael.higgins@highwaysengland.co.uk)** or call **07525 800278**

**[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)**



# Excellence in Road User Safety Achievement

**Winner** Clancy Group

**Title** Clancy Work Related Road Safety Programme



## Summary

The Clancy Group operates a diverse fleet from several depots across the UK. It is made up of managers in company cars, skilled operatives in commercial vehicles, dedicated HGV drivers and a substantial amount of 'grey fleet' drivers in their own vehicles, all of whom are pro-actively engaged in Fleet Safety Management and Compliance Programme. The entire Clancy Group fleet covers approximately 60 million miles per year on a combination of motorway, urban and rural roads.

The Fleet Safety Management and Compliance Programme is run by a dedicated team with the full support of the Clancy Group Board of Directors. Over 12 months, the programme has achieved a 20% reduction in 'at-fault' claims, a 20% improvement in a driver performance score and a 3.6% reduction in fuel use per vehicle due to safer and more fuel-efficient driving practices. Clancy Group has also achieved Business Champion status with the *Driving for Better Business campaign* in recognition of the programme's success.

## Result

- **Risk management** – through collecting, analysing and acting on data over two years, Clancy has better managed the road risks for their own drivers, their brand and the financial implications of neglected fleet safety management.

- **Better understanding of workforce** – the data concludes that only 10-20% of Clancy drivers fall into a critically high risk rating. They have since developed behavioural based coaching programmes for both drivers and managers.
- **Better business support** – the dedicated Fleet Safety Management and Compliance team support the wider business to implement safety policies and risk assessments. This has included fitting forward facing cameras to company vehicles and telematics black boxes, and providing the services of a full time fleet safety data performance analyst.
- **Analysis of collision/incident data** – daily analysis is carried out of collision data and high risk groups are identified. A key performance indicator has also been developed in the Collision Frequency Rate.

## Benefits

- **Investment in organisational values** – the organisation has fully engaged in the strong business case of reducing road risk, reducing costs, reducing their carbon footprint and ensuring "we all go home safe every day".
- **Reduction in number of incidents** – the in-year rate of collisions for a fleet drivers is showing a downward trend.
- **Reduction of incident costs** – a 13% reduction of costs incurred for accident collision damage against the same period last year.

- **Reduced fuel costs** – a 3.2% reduction on average fuel purchased per vehicle due to better driving practices.
- **Better employee engagement** – since the new year, Clancy have increased communication of driver scores back to employees and across the wider business which has driven the average score across the fleet consistently downwards, reducing by 20% since January.
- **Reduction in 'At Fault' claims** – the number of 'at-fault' claims and overall claims has dropped by 20% and 15% respectively over the last 12 months.



## Contact details

If you would like further information on this item of best practice, please contact:

**[Colin.knight@clancyplant.com](mailto:Colin.knight@clancyplant.com)**

**[www.theclancygroup.co.uk](http://www.theclancygroup.co.uk)**

# Excellence in Road User Safety Achievement

**Winner** Highways England Marketing supported by George & Dragon

**Title** Vehicle checks campaign



## Summary

Highways England has set the goal of reducing people killed or seriously injured (KSIs) on the strategic road network by 40% before 2020.

George and Dragon marketing closely collaborated with the Highways England Strategic Safety Team to identify the top five driver behaviours that cause KSIs. The second largest cause of KSIs on the strategic road network can be attributed to drivers not carrying out basic vehicle checks in advance of long or significant journeys.

Our vehicle checks campaign demonstrated that by using humour in an unlikely context, we were able to engage our audience with a creative communication strategy that re-framed the current behaviour and led to both a reduction in breakdowns and a 15% increase in drivers performing vital vehicle checks. This collaboration extended to testing and developing materials with the extensive Strategic Safety Team stakeholder networks.

This in turn reduces congestion with economic benefits that significantly outweigh the campaign cost.

## Results

- **TV and Video on demand** – TV made use of SKY Adsmart, to be on air, in specific spots during family shows, such as 'The Voice' and 'Formula 1: Austrian Grand Prix' prior to schools breaking up for summer and Easter holidays – when breakdowns are most common.
- **Digital targeting** – this allowed us to reach our audience at relevant moments when they were accessing content related to planning a long drive or holidaying in the UK and prompt them to perform their pre-flight checks.

- **Radio adverts** – given that everyone is familiar with aeroplane pre-flight announcements, radio was the perfect platform to deliver in-car targeting (69% of our primary audience regularly listen to the radio in the car) and provided added relevancy to our messaging.
- **Site specific targeting** – advertising at petrol forecourts and motorway service stations also allowed us to nudge users to check their vehicles during trips and to check their tyre pressure, oil and fuel in an environment where it was possible to take corrective action.
- **Promotion at events** – a sponsored driving school at CarFest (a popular motoring event hosted by DJ and car enthusiast Chris Evans). This allowed us to engage the target audience with an interactive app that families could use to perform vehicle checks on a Highways England vehicle.
- **Seasonal adverts** – our very recent Santa sleigh animation (launched on Tuesday 13 December 2017) has continued the use of humour to deliver a very seasonally relevant message in advance of Christmas. It generated over 120,000 views in just over three days!

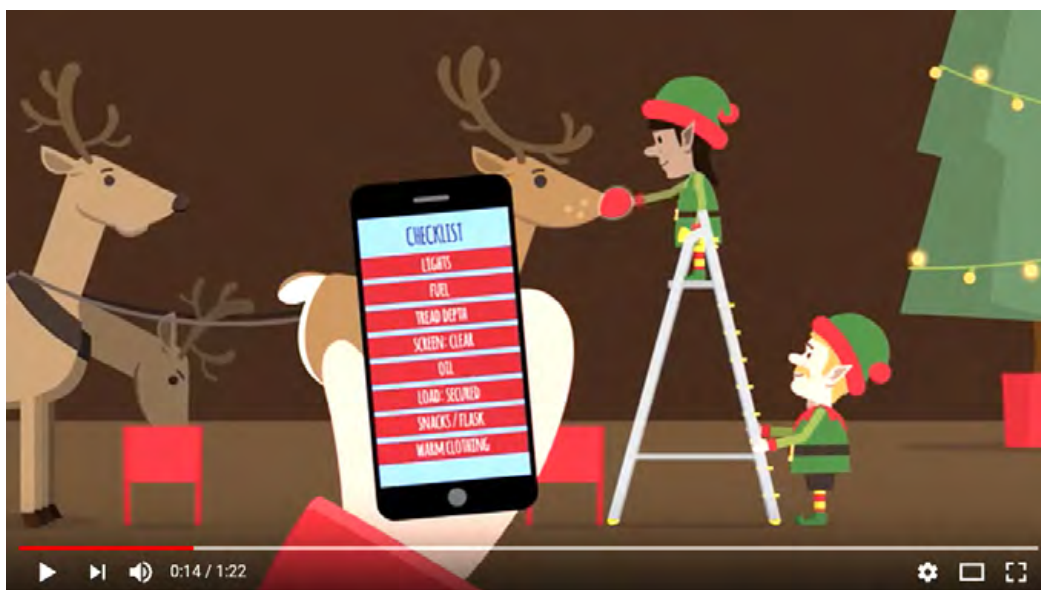
## Benefits

- **Increased driver awareness** – given the high baseline figure, evaluation has shown a 17% uplift in driver awareness when it comes to the need to check vehicles prior to long journeys.
- **Change in driver attitudes** – consumer attitudes towards the importance of vehicle checks have also started to change. The advertising campaign has resulted in 48% of our target audience saying they were more likely to perform vehicle checks having been exposed to the campaign.

- **Change in driver behaviour** – most positively, 15% of respondents have carried out vehicle checks prior to a recent journey having been exposed to the campaign. This shows a direct link between advertising and real-life action.
- **Evidence from external sources** – breakdown figures for August 2017, provided to Highways England by the AA, show a reduction of 1,722 breakdowns when compared to 2016. The number of breakdowns in August 2017 was lower than the same month across the previous five years. Breakdown data from the RAC also

shows a significant decline in breakdowns during the Easter period from the previous year.

- **Reduced costs due to congestion** – finally, the cost of congestion on the strategic road network due to incidents is difficult to quantify but credible estimates are of £750 million or more each year. A 5% saving in that figure as a result of this initiative would result in a yearly saving of over £30 million to the country.



## Contact details

If you would like further information on this item of best practice, please contact:

**Annemarie.Hennessy@highwaysengland.co.uk** or call **0300 470 1310**

[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)



# Project of the Year

**Winner** Balfour Beatty Skanska Joint Venture

**Title** M25 J30/A13 Corridor Relieving Congestion Scheme

**Balfour Beatty**

**SKANSKA**

## Summary

The Balfour Beatty Skanska Joint Venture has been in operation for several years. Both parent companies have flagship health, safety and well-being initiatives. Balfour Beatty has the Zero Harm programme and Skanska the Injury Free Environment approach. While both initiatives have been successful in their own right, the Balfour Beatty Skanska Joint Venture took a relentless approach in applying initiatives intended to ensure that this particular scheme fulfilled its absolute potential in creating an environment that can support everyone's health, safety and well-being.

## Results

The journey to achieve this included initiatives such as 'Living our Values' week, 'Health' focused day, free food initiatives, mood measurement devices, managing incursions, LED high visibility vests, over height vehicle detection, improved communication of key safety documents and 'Safe to the Finish' workshop.

Balfour Beatty Skanska are proud to have created a workplace where everyone could take responsibility for their own and their colleagues' health, safety and wellbeing. They were equally proud that the team's efforts also reflected in the schemes excellent all round safety statistics with an AFR of 0.00 at the conclusion of the scheme.

It was immensely satisfying for the joint venture that the safety statistics reflected the dedication and effort put in by those involved.

Some of the highlights are listed below:

- AFR Zero.
- 12 months RIDDOR free.
- Over half a million man hours since the last reportable incident.
- Injury free on nights since the projects inception.

## Benefits

Balfour Beatty Skanska created a workplace for the M25/A13 project where everyone could take responsibility for their own and their colleague's health, safety and wellbeing. But it was more than just that, as it has driven the ongoing desire not to accept that we have ever done 'enough' and relentlessly develop initiatives and an environment which together facilitate continual improvement. The most important resource on any site is its people. Those same people need to truly believe that their own and their colleagues health, safety and well-being is an absolute and core imperative for the project to be successful. The reason we are doing this is because we care.



## Contact details

If you would like further information on this item of best practice, please contact:

**kieran.mcginibon@balfourbeatty.com** or call **07900 691619**

[www.balfourbeatty.com](http://www.balfourbeatty.com)

[www.skanska.co.uk](http://www.skanska.co.uk)

# Graduate/Apprentice of the Year

**Winner** Jessica Dunn

**Title** Graduate/Apprentice of the year



## Summary

Jessica Dunn is a graduate engineer in AECOM's Strategic Highways team in Chesterfield. She has been working as an Assistant Project Manager delivering the Regional Investment Programme schemes in the Midlands. Over the last 12 months, Jessica has championed better awareness, education and support for mental health and wellbeing in the workplace and has driven Chesterfield to be AECOM's leading office for mental wellbeing initiatives.

Health and Safety has traditionally focused on safety only. There is a need for more action on both physical health and mental wellbeing when considering health and safety in the construction industry.

Jessica has used a variety of methods to reach a wide range of team members across the Chesterfield office (which comprises around 350 staff) to promote open discussions on mental wellbeing, tackle stigmas and train staff.

Key features were:

- Incorporating wellbeing into weekly safety stand-downs.
- Providing training to line managers and team leaders through local partners.
- Using lunch-and-learn sessions with staff.
- Campaigning for mental health first aiders to be provided in the office.

Jessica has proactively undertaken this role as a well-being champion through her own initiative, in addition to her usual project-related duties.

## Results

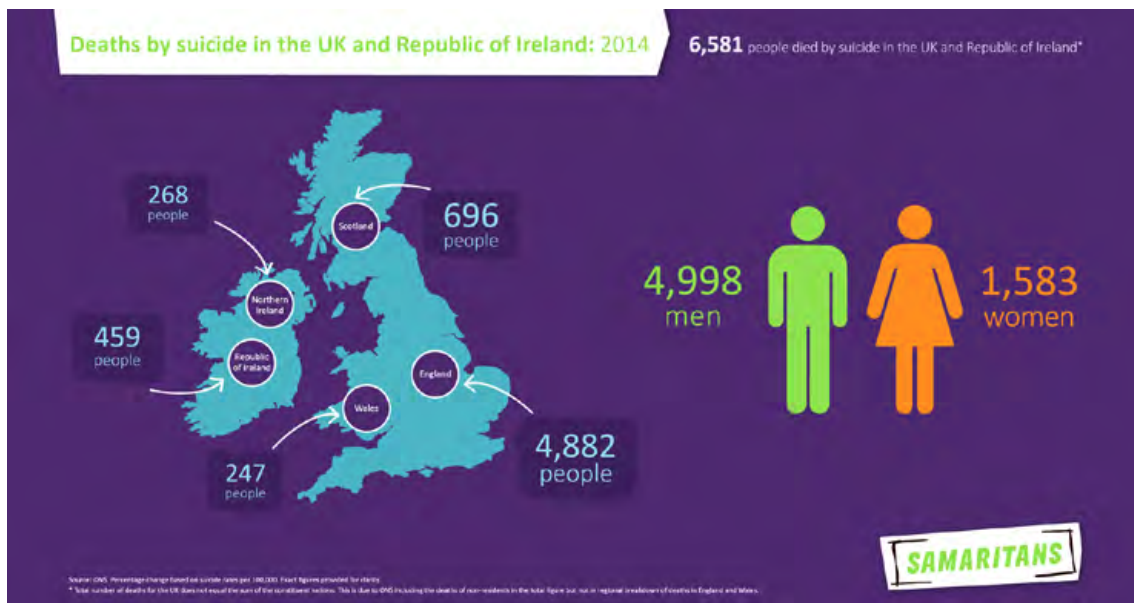
- **Safety Stand Downs** – the Strategic Highways team hold a 15 minute Safety Stand-down on a Monday morning – the aim being to start the week with safety in mind. Jessica was the first member of the team to present mental wellbeing in the workplace as a safety moment. Jessica has also supported other staff members who presented on other areas of mental health and wellbeing, building upon the awareness of these issues in the workplace.
- **Partnering with others** – Jessica identified an opportunity to reach a wider audience than the Highways teams through working with local partners to provide more formal awareness and training sessions. She worked with Derbyshire County Council, and local counselling charity, Derwent Rural Counselling Service (DRCS), to provide a series of workshops for line managers and lunchtime awareness sessions for the wider office.
- **Mental Health First Aiders (MHFA)** – Jessica has worked closely with AECOM's HR team to determine the best approach to rolling out a pilot of MHFA across AECOM.

## Benefits

- **Safety Stand Downs** – including mental wellbeing into the weekly safety briefings takes one step towards bringing mental health into everyday considerations that designers take to reduce risks to workers in construction as well as AECOM staff. Since these presentations, staff have been more willing to discuss mental health matters openly, enabling line managers to take action without stigma.

- **Partnering with others** – it has been noted that an increased number of staff have felt comfortable to approach their line managers and colleagues in confidence to voice concerns over stress levels, avoiding absence from work.

- **Mental Health First Aiders** – the pilot will see 12 major offices across the UK and Ireland provide a member of staff with a two day training course to become a mental health first aider. Chesterfield is one of the offices to participate in the pilot, which is scheduled to commence in early 2018.



## Contact details

If you would like further information on this item of best practice, please contact:

**nicola.coleman@aecom.com** or call **0115 907 7086**

[www.aecom.com](http://www.aecom.com)

# Graduate/Apprentice of the Year

**Winner** Amelia Kirwan

**Title** Graduate/Apprentice of the year



## Summary

Amelia Kirwan joined Highways England in November 2016 as a Project Manager Apprentice. Shortly after joining the team she was allocated her own project and quickly started supporting other project managers within the team.

She is a very keen and enthusiastic person who works extremely hard and deals with every task in line with Highways England values of safety, teamwork, ownership, integrity and passion. Amelia is always keen to learn and expand her knowledge in all areas and often steps out of her comfort zone with great results. She has recently undertaken her Level 4 APM exam and passed. Amelia is a real asset for the team and was recently successful in securing promotion.

Since joining the team a year ago as a 19 year old straight from school, Amelia has developed into a really confident and competent project manager who is now a valuable member of the team.

## Results

- **Engagement across the organisation** – in March 2017, during Apprenticeship takeover week, Amelia shadowed our CEO before writing his blog for the week. The blog received the most likes and comments ever received on the Portal and demonstrated Amelia's ability to engage with staff at all levels across the company.
- **Driver Vehicle Standards Agency/Highways England Joint Working Pilot at Doxey** – Amelia developed an electronic feedback form which involved liaison with traffic officers, in-vehicle technology team and DVSA. Amelia took ownership for the development of a sign to be placed on traffic officer vehicles working in partnership with DVSA.
- **Driving in the UK** – Amelia has used her own initiative on this project and carried out some research to identify suitable "hooks" for communication materials which look very promising.
- **Drivers Hours** – Amelia took on responsibility for day to day management of our Police Drivers' Hours Enforcement project. Amelia ensured that the 21 police forces involved adhere to their commitments under a grant agreement. She collates their results for reporting and has developed a spreadsheet to monitor all the drivers' hours' offences, allowing easy retrieval and highlighting of common themes for reporting and progression purposes.



## Benefits

- **Better relationships with Communications** – a key success achieved by Amelia in her first year as an apprentice has been building a really good relationship with our Communication colleagues. She spent time understanding the role of all the communication teams and has used this knowledge to help the commercial vehicle team take forward not only her own projects but other projects managed by members of the team. In fact her understanding of Communications is so good she has created a communications project guide for the team.
- **Valuable contributions to teams** – since Amelia joined Highways England as a Project Management Apprentice she has very quickly become an integral and respected part of the Incident Prevention Team and been enthusiastic to engage and learn from her colleagues.
- **Improved team morale** – Amelia has also taken on the responsibility of organising team social activities such as the Christmas meal which make a real contribution to team morale and engagement.



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## Contact details

If you would like further information on this item of best practice, please contact:

**John.walford@highwaysengland.co.uk** or call **07710 958 437**

[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)

# Health & Wellbeing Initiative of the Year

**Winner** John Graham Construction Ltd

**Title** **connect** – an innovative, ROI focused whole person development programme



## Summary

Graham Construction has developed 'connect' – a unique, leading edge programme to drive employee wellbeing. The most pivotal and innovative aspect of connect is a focus on whole person development. No other UK construction organisation has succeeded in developing a programme with the potential of the connect programme to deliver personal and organisational resilience with bottom line return on investment.

Connect has been developed with the collaboration of recognised experts, but most importantly is designed and driven by continuous employee feedback. Led and modelled by senior management, connect has delivered positive personal wellbeing results, significantly reduced staff turnover and increased employee engagement against all KPI measures. Graham Construction will invest over £1 million during 2018/19 to roll the connect programme out to all employees.

Connect is simple to follow, adaptable to other construction companies and can significantly impact the attraction and retention of talent within our industry. It has the potential to be a unique, breakthrough model programme for wellbeing in the UK workforce.

## Results

There have been a number of key results from the initial pilot programme;

- 100% take up of the programme by selected pilot group post an initial information workshop.
- 85% of participants rated the programme as excellent on an independent survey.
- 80% of participants signed up to make personal wellbeing changes.
- 70% of participants took advantage of additional voluntary feedback and specific expert sessions.
- 95% rated the personality profiling/behavioural coaching as excellent and that it would drive personal development and performance.
- Turnover for this group has fallen to 1% (against company average of 10%).

In the 2017 employee engagement survey the participating cohort:

- Increased their overall engagement index score by 15%.
- Outscored all other employee groups on every engagement indicator by at least 10%.
- Increased their positive opinion on company commitment to development by 20%.
- Increased their opinion on their managers ability to support and develop them by 27%.

## Benefits

Graham Construction has established connections with the Highways England Human Resources and Equality Diversity and Inclusion (EDI) teams by sharing programme development and extended an invitation for a select Highways England team to participate in the upcoming programme as a 'real life' learning collaboration.

Graham has been recognised by Investors in People as a leader for wellbeing development across the UK and are currently participating in a number of wellbeing conference presentations along with specific mentoring of businesses who want to take wellbeing to the next level.

Graham Construction believe the programme has a significant impact on attracting and retaining talent to the industry. They have been actively involved with sharing their practice within the Highways England Supply Chain partners through their membership of the various EDI working groups.

Currently, Graham are encouraging partners to participate in 'busman holiday' placements and learning circles to embed this new thinking within the industry. They will look to all opportunities to share the learning for mutual advantage.



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## Contact details

If you would like further information on this item of best practice, please contact:

**michael.smyth@graham.co.uk** or call **028 9268 1725**

[www.graham.co.uk](http://www.graham.co.uk)

# Excellence in Health & Safety Performance

Winner Mway Comms

Title Mway Comms Health and Safety Journey



## Summary

By 2015, Mway Comms had expanded rapidly over the previous year through winning two major projects. In July 2015 Mway Comms suffered the fatality of a subcontractor, and this changed everything. For two years following, Mway Comms implemented a progressive health and safety improvement program to change their health and safety maturity.

All staff are proud of their health and safety performance, as much as they are proud of the quality and expertise of their technical skills. With the commitment from senior management and being cascaded down through the business, every single employee “upped their game” for the benefit of all. Moving from a company that is ‘managing’ to a company that is ‘cooperating’ is an achievement and provides a great example of what happens when health and safety is no longer ‘lip service’ but is considered a proven and useful tool for driving continuous improvement.

## Results

- In 2015 Mway Comms health and safety maturity score was 31%.
- The health and safety improvement programme involved a new health and safety system, an in-house health and safety advisor and a massive commitment from managers, supervisors and operatives to comply with policies and procedures.
- The last RIDDOR was in July 2016.
- In 2017 Mway Comms have had zero RIDDOR's, making our AFR zero.

- For 2016 and 2017 Mway Comms won the Manchester Smart Motorway health and safety award for Contractor of the Year.
- Safety observations recorded from 2006 to 2014 was zero, after the introduction of the award scheme 1262 have been submitted across 2015, 2016 and 2017.

## Benefits

The health and safety improvement programme included the following:

- Give employees responsibility.
- Communicate the need for change.
- Engage the team.
- Series of workshops with departments about health and safety systems and behaviour, including the supply chain.
- Safety observation award scheme to encourage reporting.
- Employees invited to feedback on the safety culture.
- Safety representatives voted for by employees and safety forum.
- Monthly health and safety reporting introduced and health and safety targets established.
- Health and safety performance discussed in employee appraisals.
- Health and safety inspection schedule created and started a regime of safety tours by leaders.



- High potential events investigated as if RIDDOR reportable.
- Annual health and safety review to produce targets for the following year.
- Random drugs and alcohol testing regime.
- iPad based paper less system to make HandS easy.
- Subcontractors assessed and added to approved supplier database.
- Employee assistance programme provided for employees.
- RAMS training for all managers and supervisors.
- Competency profiles created for roles and skills gap analysis conducted.
- Wallet card for employees with our “fatal risks”.
- Right to Refuse to Work policy created.
- Annual subcontractor health and safety reviews.
- Discretionary awards for excellent performance introduced.
- Annual health questionnaire for safety critical workers.
- Standard Operating Practices and Standard Risk Assessments.
- Hazard spotting skills workshop delivered to all levels.



## Contact details

If you would like further information on this item of best practice, please contact:

**info@mwaycomms.co.uk** or call **01709 720 550**

[www.mwaycomms.co.uk](http://www.mwaycomms.co.uk)

# Highly Commended Awards

# Health & Safety Innovation

Highly Commended Balvac Ltd  
Title Breaking Down Hand Arm Vibration

**Balvac**  
Balfour Beatty

## Summary

Eliminating the latent development of ill health due to industrial diseases is a huge challenge for all within the construction industry. Hand Arm Vibration Syndrome is one such disease that could become much more prevalent in the concrete breakout and repair sector, within which Balvac operate.

Balvac have been focused for many years on reducing and managing the vibration that its personnel are exposed to. Today, the application of innovative, robotic tools, used in a planned and managed way and with the right direction is key to achieving this. Balvac believe this will help lead the way in pushing the boundaries to keeping personnel as healthy as possible, not just in the short term, but also the long term, including retirement.

## Results

With an aging workforce and an increasing risk of work related illnesses, Balvac recognised in 2016 that whilst working within the concrete repair industry they needed to drastically change their approach to carrying out this type of work. With an eye on potential future health and safety legislation changes in relation to Hand Arm Vibration Syndrome (HAVS), Balvac saw this as an opportunity to take a positive step forward in terms of the health, safety and wellbeing of its personnel.

The key driver was the reduction in exposure to vibration of our personnel and a robust system in place to monitor and control this. The simple way of reducing exposure was to cut the time that the personnel spend using vibrating tools. This reduction in tool time vastly reduced the amount of time personnel could spend on tools

therefore reducing production levels for the day. Balvac therefore had to think differently in how they carried out concrete breakout in order to stay competitive when pricing concrete repair tenders. For concrete break out there are a limited number of existing methods available, predominantly hand held percussive tools or hydro-demolition. While there will always be a place for hydro-demolition, this method is not suitable for every location and also introduces other significant health and safety risks.

The use of hand held percussive tools is a major cause of HAVS for operators, possibly leading to them being removed from using vibrating tools altogether. This was therefore the key area to try to address. Balvac quickly targeted the use of robotic tools as the way forward. Although there was a high initial investment in the equipment, the potential benefits outweighed this, including:

- Reduction in the vibrating levels the personnel would be exposed to.
- Reduction in the time that our personnel are exposed to vibration.
- Increase productivity per person per day, therefore reducing exposure to vibration as above.
- Reducing time spent on site due to increased productivity.

All of the above would lead to vastly reducing the risk of our personnel developing HAVS as a result of exposure to vibration.

In August 2016 Balvac invested in two robotic machines, or Positioner-Actuator-Manipulators "PAM". The breaker is secured to an air-over-hydraulic powered two-piece arm which almost completely isolates vibration from the PAM's hand controls, with typical vibration levels of just 2.5m/s<sup>2</sup>, compared with 7.5 to 13m/s<sup>2</sup> with traditional equipment. The arm is mounted on a central plate that gives a 360 degree working area. This is mounted onto a frame with four castors or removable road wheels to enable it to be pushed into position prior to applying the brake and deploying a pair of outrigger legs for maximum stability.

It can also be removed from the frame and bolted directly into pontoons or other structures and carriers to suit the situation. Having invested in the equipment Balvac carried out specialist training with the supplier. The next challenge was in using the PAM in as many opportunities as possible. Prior to the actual procurement Balvac had already identified a number of potential schemes that they were pricing at the time where they could deploy PAM. Balvac were able to realise the benefits immediately.

M1 Kislingbury was the first scheme where the PAM was used. This was a scheme awarded under the Highway England Area 7 framework, the scope covering concrete repairs to the soffit of a farm access culvert under the M1 near Northampton. The repairs included the removal of 1m<sup>3</sup> of concrete in a phased sequence. From a suitable scaffold access platform, Balvac removed the concrete over five days with just one operative using the PAM equipment. With hand held percussion tools, it takes around 150 man hours to break out a cubic metre of concrete. Therefore, if these works had been carried out using hand held percussive tools then it would have taken the equivalent of 450 man hours.

The amount of vibration that the personnel were removed from being exposed to was in the order of 15,000 points.

## Benefits

The investment in its personnel has been a success for both the individuals and Balvac. They have changed the behaviours of its estimating team and site teams and they now constantly challenge themselves to look at ways of reducing the exposure of its personnel to vibration on site. The first thought now with all concrete breakout is how can Balvac utilise PAM to continue this success. With this approach on eliminating exposure we will reduce the risk of ill health from HAVS in the future. Balvac have shown that its personnel now see this as the best tool for the job, Balvac overall are getting a return on this approach and the clients that they work for also recognise and acknowledge this approach. As technology improves going forward, Balvac will continue to research and seek-out the best tools and innovative methods to reduce the impact of the work that we do on our people, and to keep Balvac at the forefront of concrete repair works, with the emphasis on improved health and technical excellence.



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## Contact details

If you would like further information on this item of best practice, please contact:

**David.Crosby@balvac.co.uk** or call **07870 882 742**

[www.balfourbeatty.com/balvac](http://www.balfourbeatty.com/balvac)



# Excellence in Road User Safety Achievement

Highly Commended Skanska  
Title Driving for Better Business

**SKANSKA**

## Summary

Skanska align themselves with Highways England's road safety strategic pillars – safer roads, safer vehicles and safer people. With a target to reduce people killed and seriously injured (KSI) figures on the strategic road network, Skanska is also fully committed to ensuring that all of their drivers and vehicles on the road are safe. Nearly one in three (31%) of all fatal crashes and one in four (26%) of serious injury crashes in the UK involve someone driving for work.

Skanska are proud champions of 'Driving for Better Business', a campaign promoted by the Department for Transport to raise awareness and share good practice in relation to the management of occupational road risk. This initiative supports the Skanska value 'Care for Life'.

## Results

In November 2017, Skanska's Fleet Manager Julie Maduoi won Commercial Fleet Manager of the Year. Julie's contribution was recognised by the judging panel, chaired by Christopher Macgowan OBE, former Chief Executive of the Society of Motor Manufacturers and Traders. In 2017 Skanska Fleet Services were also named Safe Fleet of the Year at the Fleet News Awards for the second year running. The judging panel recognised the work that Skanska did over the previous year to help reduce incidents and accidents through safety initiatives.

These awards come on the back of a very successful year in 2016, where Skanska won three industry accolades in total, including Safe Commercial Fleet of the Year at the Commercial Fleet Awards.

Skanska has a mixed fleet consisting of company cars, grey fleet and light commercial vehicles. The predominant use of these vehicles is for transportation of its workforce and equipment to work sites. Skanska's fleet expands each year, as shown in the table below.

| Company cars |        | Under 3.5 t (Vans) |         |
|--------------|--------|--------------------|---------|
| Year         | Number | Year               | Numbers |
| 2016         | 1,943  | 2016               | 539     |
| 2017         | 2,059  | 2017               | 739     |

Skanska has worked hard to reduce the collision rate over the last three years. Its latest data report shows they are continuing to drive down the number of incidents. From April 2016 to April 2017 the annualised incident rate across the whole fleet has been reduced by 14.5%.

The fleet insurance premium has been reduced by £266k for the period 2013-2017.

Skanska's ultimate goal is zero accidents in line with Skanska company values. Its Injury-Free Environment programme which runs alongside Skanska's occupational road risk strategy, is designed to make sure that everyone looks out for each other and gets home safely at the end of every day. Skanska recognises that safety does not stop when people leave the project site or office. Improving how employees drive to and from their place of work will make the roads safer for everyone else using the network.

Skanska UK has developed and implements the following policies and procedures:

- Commercial vehicle drivers manual.
- Company car and car allowance driver's manual.
- Company vehicle policy.
- Occupational road risk policy.
- Motor vehicle road traffic procedure.
- Skanska green car policy.
- DVLA checks through Licence Bureau.
- Driver's risk assessment and identified training based on risk rating (through peak performance).
- Drug and Alcohol Policy.

Annual online risk assessment is a requirement for all company vehicle drivers in addition to any specific classroom training and related tool box talks delivered in person.

## Benefits

Fleet safety has always been important to Skanska, who have learned that it needs to be a living and breathing part of the overall safety culture of the business. Its drivers are already skilled and know how to drive safely, but they sometimes choose not to do so. Changing driver behaviours is the only sustainable way to improve the culture long term and in a sector with an ever changing and dynamic workforce, this is a journey of continuous improvement and progress. Skanska's overall road risk strategy is now going beyond compliance into excellence.



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## Contact details

If you would like further information on this item of best practice, please contact:

**[becky.martin@skanska.co.uk](mailto:becky.martin@skanska.co.uk)** or call **07341 127 317**

**[www.skanska.co.uk](http://www.skanska.co.uk)**

# Excellence in Road User Safety Achievement

**Highly Commended** Operations and the North West Traffic Officer Service  
**Title** Traffic Officer Road Safety Leads



## Summary

The Regional Road Safety Coordinator (RSC) and the Traffic Officer Service identified seven Traffic Officer Road Safety Leads (TORSL) who are collaborating with the five regional road safety partnerships.

The TORSL's are working alongside the RSC to deliver road safety customer engagement, education, training and publicity initiatives with the local authorities, Police, Fire and Public Health partners with the sole aim to reduce Killed and Seriously Injured (KSI) casualties. All initiatives are delivered within the safer roads, safer vehicles and safer people strands of our safe system approach to road safety. Since January 2016 over, 300,000 customers have been exposed to road safety messages.

## Results

The Regional Road Safety Coordinator is responsible for the development and implementation of the Incident and Casualty Reduction Plan with the main performance indicator to reduce KSI casualties by 40% by 2020.

This is a significant challenge and alongside engineering schemes and targeted enforcement activity, they work with the five local road safety partnerships in the region to coordinate and deliver education and engagement initiatives.

The Highways England Delivery Plan 2015 - 2020 states 'To achieve our 40% reduction target we will need a higher level of commitment not just from ourselves but also from our partners who

have a huge part to play. We will work closely with them to develop targeted enforcement and education interventions to address a wide range of non-compliance issues which impair driving, such as fatigue, distraction, alcohol and drugs.'

The TORSL's are now working alongside the road safety partnerships which include the local authorities, police, fire and public health services. Priorities are identified and collaboratively, a programme of education and engagement activities are being delivered. Over 300,000 customers have seen our road safety messages and have been engaged with since January 2016.

## Benefits

Although there is still a significant way to go to achieve our 40% reduction target, indications show that the north west region is only marginally over its 2016 monitoring point which is significantly lower than other regions. The five-year rolling average shows a steady decline in KSI 2009 to 2013, where the figure seems to plateau. This is echoed in other regions. The multi-agency collaboration is gathering momentum and one of the TORSL presented at the north-west Road Safety GB meeting in January 2018.



## Contact details

If you would like further information on this item of best practice, please contact:

**[lisa.scott@highwaysengland.co.uk](mailto:lisa.scott@highwaysengland.co.uk)** or call **0300 470 6110**

**[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)**

# Project of the Year

Highly Commended Skanska

Title M1 Junction 19 project

**SKANSKA**

## Summary

The M1 junction 19 improvement project constructed direct free-flow links to ease traffic movements at the intersections linking the M1, M6 and A14. With over 150,000 vehicles using this junction daily users suffered congestion and delays, with the junction forming a barrier between local people that was difficult and dangerous to navigate and challenging to maintain. Highways England required that the work to improve the junction would have minimal impact on the travelling public and the surrounding communities and there was a need to ensure the junction remained operational and open during the complex reconfiguration work needed for the junction improvement project.

## Results

Skanska focused on end-to-end workforce safety. They placed design for safety at the forefront of pioneering and the project delivery team reinforced the project strap line of “Everyone home safe – every day”. Skanska embraced all delivery partners associated with the scheme in safety initiatives which enabled a wide reach into the industry sector service providers and alignment of changes at more than just project level.

The Skanska team displayed that a collaborative, cooperative and integrated approach to health, safety and the wellbeing of its workforce meant they were able work safely to deliver the complex project while also producing significantly more reliable journeys for over 150,000 road users each day, both at a local and national level.

The project was completed within budget and provided enhanced scope items, such as the provision of (Smart) All Lane Running on the M1. The team consisted of Skanska, Jacobs, AECOM, WSP PB and Highways England. The project was also featured in the BBC documentary – ‘*The Motorway: Life in the fast lane*’.

## Benefits

This is an exemplar project where the project team ensured that effective health and safety planning, execution and innovation activities at all stages of the delivery were aligned with the community and all other stakeholders, ensuring everyone was working safely together. This is proven by Skanska’s objective of creating safer conditions and evident in their approach to adopt an early design initiative to build temporary carriageway alignments away from the main construction work which allowed existing traffic volumes to be maintained safely throughout the construction period.

In addition, all project personnel including all supply chain tiers attendance at the IFE orientation workshop shows that there was real commitment to develop trustful relationships between the workforce and senior management, and also encourage a positive transparent culture across the project team. Continual monitoring of all project activities provided details of compliance and performance against Skanska annual leading and lagging KPI’s. The encouragement around ‘observation cards’ and ‘monthly sub-contractor awards’ proves that the project team exhibited the correct cultures and beliefs to deliver the project safely.





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## Contact details

If you would like further information on this item of best practice, please contact:

**[becky.martin@skanska.co.uk](mailto:becky.martin@skanska.co.uk)** or call **07341 127 31**

**[www.skanska.co.uk](http://www.skanska.co.uk)**



# Project of the Year

Highly Commended Tarmac

Title A1 Darrington to Dishforth DBFO Project



## Summary

The A1(M) Darrington to Dishforth project was a long-term maintenance and operation contract. It was delivered by Tarmac on behalf of Road Management Services (RMS), the Design, Build, Finance and Operate concession company. The 33-mile stretch of motorway, crossing West and North Yorkshire, is an extraordinary example of what can be achieved through positive action to embed health and safety at the heart of a project. Methods had been employed at every level of the business to ensure the physical and mental wellbeing of operatives and the safety of the public.

## Results

Tarmac brought their contracting and construction expertise to the design process. With their significant and hands-on approach to health and safety they proactively identified safety hazards so they could design out any risks at an early stage, and foster a collaborative approach to tackling safety issues across the supply chain. Safety is at the core of all Tarmac's operations and their ultimate goal is zero harm: to ensure that everyone can return home unharmed at the end of each day, including customers, contractors, employees and the public. In support of this goal, a comprehensive health and safety culture had been created that supported the workforce while ensuring that proactively identifying and correcting potential hazards is second nature.

Highlights listed are:

- Full compliance with recent HSE Initiative on fatigue risk management and sharing working practices with the Highways England Yorkshire and North East region.
- Significant reduction in number of live lane crossings and working.

## Benefits

The commitment to health and safety begins with a proactive approach driven from the very outset of every project. Early contractor involvement is vital to allow risks to be mitigated and, where possible, eliminated in the preliminary design stages.

On the Darrington to Dishforth project, Tarmac worked extremely closely with its client RMS as well as the key supply chain to minimise risk throughout the project. This "one team ethos" puts collaboration and collective responsibility at the heart of meeting the safety challenge, ensuring that best practice can be shared. Frequent joint operations meetings on the project helped to highlight and manage health and safety concerns.



## Contact details

If you would like further information on this item of best practice, please contact:

**ed.thompson@tarmac.com** or call **07793 165615**

[www.tarmac.com](http://www.tarmac.com)

# Graduate/Apprentice of the Year

**Highly Commended** Claire Stacey

**Title** The next generation of exceptional safety leadership

**A14** Integrated  
Delivery Team

## Summary

The A14 Integrated Delivery Team (IDT) is a collaboration joint venture between Costain-Skanska, Balfour Beatty-Carillion and Atkins-CH2M Design. They are all committed to delivering the £1.5 billion upgrade of the A14 between Cambridge and Huntingdon. Claire Stacey was nominated for this award by the A14 IDT. Claire joined the IDT team in 2016 and very quickly made a considerable impression on the project management team. Her enthusiasm and ability to adapt her considerable knowledge and skills, gained in her service background (Army Air Corps), were quickly recognised as an asset to the A14 project.

## Results

Claire showed a 'free thinking', inspiring attitude which is clearly seen in her ability to progress improvement to the health and safety message. When she identified the use of looped televisions at various points throughout the project, she worked continuously across several disciplines to introduce various styles of the safety messages to be added, providing consistency throughout the project.

Claire closely assisted the section supervisors with toolbox talks and the daily morning briefings, which meant they were being delivered effectively and that most importantly people understood the information. She has played an active role as part of one of the six A14 Fatal Risk Working Groups, looking at People Plant Interface.

As part of this dedicated team Claire supported the removal of forward facing dumpers on our project. Claire has been part of the team who had created the Be Safe; Injury Free programme, which is being rolled out to the entire A14 workforce in the project team's strive for continual improvement.

## Benefits

Claire's mature attitude and wealth of experience from her Army service has provided the A14 IDT with an exceptional talent. She has an inexhaustible and continuous willingness to learn, which has seen her become an invaluable member of the site safety team and a leader in improving the wellbeing of everyone on site.

David Bray, Highways England Project Director said:

*"Claire's hard work and desire to make a difference is fantastic to see at such an early stage in her career. Her drive and passion for the health, safety and wellbeing of everyone around her is truly commendable."*



## Contact details

If you would like further information on this item of best practice, please contact:

**pam.hobson@thea14.com** or call **07753 972 705**

[www.linkedin.com/company/a14-integrated-delivery-team](http://www.linkedin.com/company/a14-integrated-delivery-team)

# Graduate/Apprentice of the Year

**Highly Commended** Ryan McClean  
**Title** Mway Comms Health and Safety Advisor



## Summary

Ryan McClean joined Mway Comms in November 2016 as part of the organisations commitment to become a high-performing company and improve its health and safety profile. Ryan was offered a graduate health and safety advisor role and at the time was undertaking a self-funded part-time degree in environmental safety.

Ryan has spent a year on a rigorous training regime learning many industry specific skills. He has developed an expansive set of personal key skills which he applies in all of his roles and responsibilities which have been completed to an excellent standard. Ryan has been instrumental in Mway Comms achieving an excellent health and safety performance for 2017.

## Result

Ryan had been put onto a very intensive series of training courses to give some more targeted training to align his skill-set with the Mway Comms health and safety strategy. Ryan reports directly to the IMS Director and has been very influential in transforming the safety culture at Mway Comms. His role and expertise have been demonstrated in development of processes, as well as directly via the functions that he has had direct involvement in. Ryan provides a dynamic perspective and professional outlook in the areas of:

- Reviewing risk assessments.
- Site inspections.
- Investigating accidents and incidents.

- Providing technical health and safety advice.
- Attending collaborative meetings with client and supply chain members.
- Production of performance and risk reports.
- Delivering of specific health, safety and wellbeing training programmes.

## Benefits

The decision to employ Ryan as Mway Comms health and safety advisor has proved very beneficial to the culture and health and safety performance of the company. Ryan has become an archetype for the quintessential progressive health and safety advisor. His dedication to the role has been noticed by all staff across the company and there are often compliments passed back to the directors.

Combining his personal skills with the knowledge acquired from his education and training has meant that he hit the ground running and still continues to drive improvements in health and safety performance across the company.



## Contact details

If you would like further information on this item of best practice, please contact:

**info@mwaycomms.co.uk** or call **01709 720 550**

[www.mwaycomms.co.uk](http://www.mwaycomms.co.uk)



# Health & Wellbeing Initiative of the Year

**Highly Commended** RIP Yorkshire North and East Open for Traffic Team  
**Title** Health and Wellbeing Programme for RIP Yorkshire North and East



## Summary

The Regional Investment Programme (RIP) Yorkshire North and East Open For Traffic Team has made an outstanding contribution to improve the general health and wellbeing of their colleagues, as part of their commitment to the Highways England Five Year Health and Safety Plan. This is on top of their demanding project delivery workload.

To understand the current culture for health and wellbeing, a pulse survey was circulated to colleagues in all directorates across the north, covering a range of health topics including stress, work/life balance, sleep patterns and feeling valued. When the results of the survey were collated, our team carefully analysed the responses and identified key areas for improvement which they kick-started with a two week programme in October 2017.

## Results

The team carefully designed the programme to address concerns identified from the survey. This involved team members taking ownership for key areas including a communications lead responsible for director briefings, emails, supporting information and a speaker lead responsible for securing speakers including PAM Assist (the employee assistance service), a mental health first aider and Highways England Directors for workshops. The team re-prioritised other pieces of work to meet the timescales and had regular meetings to run through the plans ahead of the launch.

The feedback received from our survey shaped the sessions in the programme and in October,

as part of the wider wellbeing programme, the team developed a two week programme to target the issues. Each day had something different planned and everyone was encouraged to get involved. Daily sessions were initiated between 30 and 60 minutes and aimed to be as interactive as possible. To get people involved it needed to be fun, inspiring, different, interactive and varied. The team also introduced an 'email reduction challenge' and also built a 'Mindfulness Tree' where 'mind boosting' activities were incorporated as part of each individuals daily routine – a similar concept to the 'five portions a day' challenge from the NHS.

## Benefits

Lorraine Cook, Assistant Project Manager said:

*"It was a really fun and varied few weeks. I particularly enjoyed the mind apples session and thinking how the five things can help me relax after a busy day. It was a challenge to set everything up; with short timescales and getting the right people to support. The rewards however were worth the busy few weeks; seeing everyone come together, sharing their stories and enjoying themselves has cemented my drive to continue this important work".*



## Contact details

If you would like further information on this item of best practice, please contact:

**sandie.forte-gill@highwaysengland.co.uk** or call **07702 970 686**

[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)

# Health & Wellbeing Initiative of the Year

Highly Commended HW Martin (Traffic Management) Ltd

Title Breaking the Silence: Improving Mental Wellbeing in the Workplace



## Summary

In 2017 HW Martin took a decision to extend its existing occupational health and wellbeing policy and strategy, through the development of a mental wellbeing cultural change programme. Led internally by its Operations Director (David Shaw) and Head of Performance and Development (Kevin Richardson), HW Martin established a pilot scheme that began initially at the Thorney depot in Peterborough. HW Martin engaged the services of a local occupational health and wellbeing provider, Zen Life Wellbeing.

## Results

HW Martin's leadership team and Zen worked closely to share knowledge around learning, to support development as well as implementation of management led processes to empower and support their employees. This was done through education, advocacy and with the support of a personal wellbeing coach.

A six-hour course for the management team was developed to identify and handle wellbeing issues. Key subject areas included:

- Understanding the growing issues of mental health.
- How life issues impact our workforce.
- Exploring mental health stigma and how our own personal beliefs impact working with our employees.
- Introduction of the HOPE framework and how to create a consistent culture of support with employees.

- **H** - Having a conversation with your employee.
- **O** - Offering support options to employee.
- **P** - Putting together a plan.
- **E** - Evaluate the employees progress regularly.

In addition, a four-hour pilot course for the general workforce was initiated to consider self-awareness regarding wellbeing. It helped delegates understand how to identify triggers and issues encountered. Key subject areas included:

- Recognising burn out and fatigue.
- How to talk about stress and fatigue.
- Goal setting and work life balance.
- Self-care is essential to wellbeing and introduction to stress reducing tools Practicing self-care and mindfulness techniques.

## Benefits

As HW Martin continues to implement its wellbeing system, the benefits are already becoming self-evident. This is demonstrated by feedback from their workforce surveys. Key themes include:

- Improved support for our employees.
- Improved productivity.
- Reduced absence levels and staff turnover.
- Improved employee satisfaction.

HW Martin's approach to combatting issues around mental health were initially aimed at raising awareness, addressing the stigma of poor mental health and improving positive mental wellbeing within our own workforce.

## Contact details

If you would like further information on this item of best practice, please contact:

[jhunt@hwmartin.com](mailto:jhunt@hwmartin.com) or call **07769 886 113**

[www.hwmartin.com](http://www.hwmartin.com)

# Health & Wellbeing Initiative of the Year

Highly Commended CHC Highways

Title Better Health at Work



## Summary

CHC Highways is a joint venture between CH2M and Costain. They are the maintenance and response contractors in Area 14 responsible for the preservation, response and winter service on the main trunk roads within the north-east from Dishforth to the Scottish borders; and from Cumbria over to Teeside. As part of the mobilisation of CHC, the team recognised that the health and wellbeing of staff was of the utmost importance so they registered CHC Highways with the north-east Better Health at Work Award.

In May 2017 all of their staff members were invited to complete a survey to find out which health and wellbeing issues they were interested in. With over a 71% response rate for the initial survey, three campaigns were identified by colleagues and interests were shown in these particular areas of health:

- Spinal care.
- Heart – a healthy heart.
- Men's health.



## Results

CHC engaged with a local chiropractor, who delivered awareness sessions of general back health, along with free spinal assessments and discount on any follow-up treatments. Along with this campaign CHC introduced a number of programmes across the year. Highlights include:

- Sleep management campaign.
- The effects of dehydration.
- Defence against UV Rays.
- British Heart Foundation – healthy eating survey.
- Cancer Research UK visit.
- Mental Health awareness week.
- Line manager mental health training.
- Time to Change action plan.

## Benefits

CHC recognise the value of action on health and wellbeing and are committed to the importance of this which is recognised from CHC's operational teams to the senior management teams.

Everyone identifies they have a role to play in their own wellbeing and in the support of others.

## Contact details

If you would like further information on this item of best practice, please contact:

**[peter.hancock@chchighways.com](mailto:peter.hancock@chchighways.com)** or call **07720 805 461**

[www.ch2m.com](http://www.ch2m.com)

[www.costain.com](http://www.costain.com)

# Excellence in Health & Safety Performance

Highly Commended Kier Highways Ltd  
 Title Development of a Safety Excellence Culture



## Summary

2015 was a transformational year for Kier Highways following the acquisition of EM Highway Services. This brought a significant increase in capacity and capability across the newly combined Highways business, together with elevated operating opportunities that come from being part of a plc. Every opportunity brings challenges. Integrating the businesses post acquisition meant significant changes to align systems, processes and cultures. Kier Highways' Executive led from the front to drive and embed excellence within the business. One significant area identified for improvement was safety, with a step change required to drive safety excellence into the DNA and culture of the business. This was achieved through a well-defined strategy and plan allied with the engagement and collaboration required to successfully implement and embed into the business.

## Results

**The Issue** – in November 2015 Kier Highways was responsible for managing Area 1 MAC (south-west), Area 3 ASC (south-east), Area 9 ASC (Midlands) and Area 13 (north-west) ASC on behalf of Highways England's Operations directorate. At the time, Kier Highways operated with a head count of 3,160 and unfortunately had 12 significant learning events in the preceding 12 month period which were reportable under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).

**The Challenge** – the Board set the safety team a challenge to review and challenge current practices and to produce and promote a plan to drive collaboration with the operations team and supply chain community in order to deliver:

- A 20% reduction in the number of RIDDOR reportable incidents and Lost Time Incidents year on year, aiming towards the Kier Group Vision 2020 target of 0 AFR.
- To improve the health and wellbeing of its workforce, based upon behavioural change and influence programmes.
- Staff at every level to take ownership of all aspects of safety, health and environment (SHE) performance.
- To deliver assured and improving SHE performance by integrating the best and most relevant documents from group, local and strategic highways into a highways SHE management system.

With these objectives in mind the team set out on a discovery exercise, reviewing statistics, visiting all contracts to understand current working practices and systems, increasing the number of audits and inspections and engaging with all levels of the business to collect issues, challenges and good practice. Armed with this data, a short, medium and long term plan was formulated. It focused on two key hazard groups – corporate management issues and operational hazards:

| Corporate Management Issues                            | Operational Hazards          |
|--|------------------------------|
| Unify multiple SHEMS                                   | Service strikes              |
| Reduce drugs and alcohol test failure                  | Manual handling              |
| Improve incident response and investigation techniques | Slips, trips and falls       |
| Ensure adequate SHE resource                           | Supply chain management      |
| Improve health and wellbeing to reduce absenteeism     | Scheme supervision           |
| Managing vehicle movements                             | People and vehicle movements |
|  | Complacency                  |



## Implementing the Plan – Safety Health and Environmental Management System (SHEMS)

The SHEMS integration team worked to align three management systems on three different platforms. This has involved engagement with Kier Group SHE Management, clients, staff, operatives, supply chain partners and industry peers. The outcome produced a SHEMS system, based on industry best practice and meets legal and group governance. The project was split into five phases, which were planned, coordinated and communicated through weekly governance teleconferences, e-mail updates, workshops, briefing sessions and training events across the country.

Throughout the project, the team consulted with Group SHE, clients and contracts, to ensure consensus and agree a final solution that fully met the needs of the business. This consultation was carried out in a collaborative manner with progress of the project reported weekly. Through collaboration with clients, the team was able to improve the wider Kier SHEMS using ideas

delivered elsewhere such as the Highways England “Raising the Bar” initiatives. Similarly, the team used some of the Kier best practice and forward thinking to share with clients. The involvement of internal subject matter experts on each contract allowed the project team to fully assess, challenge, amend and ultimately deliver SHEMS onto one new system. This was all achieved whilst gaining advocates for the new system from operational management teams, operatives and supply chain partners.

## Benefits

Over these periods Kier headcount and workload increased as did the positive near miss reports, baseline cultural surveys and employee feeling of engagement. Ultimately this led to 7,200,000 man hours worked on Kier networks without a significant negative learning event, fewer lost time injuries and fewer periods of absence. The safety excellence journey continues and we recognise there is still more to be done.



## Contact details

If you would like further information on this item of best practice, please contact:

**adam.garner@kier.co.uk** or call **07827 994 081**

[www.kier.co.uk](http://www.kier.co.uk)

# Excellence in Health & Safety Performance

Highly Commended Balfour Beatty Vinci  
Title Reducing the risk of Service Strikes



## Summary

Our utility co-ordinator team, headed by Barry Rowland and Steve Bakewell have successfully delivered over 50,000 hours worked to excavate in excess of 2,000 trial holes, 130 of which have been within exclusion zones, without striking a single service. This has been done by continuous engagement with both project designers and the operational delivery team to ensure safe planning and digging of trial holes, early engagement with statutory maintainers to obtain accurate drawings and the creation of a highly detailed Building Information Model (BIM) model.

The model allowed Barry and Steve to engage with the designers to perform detailed clash detection in relation to structures. This in turn allowed greater certainty of design without risk of a service strike. Ground penetrating radar (GPR) surveying, along with detailed cable avoidance scanning and non-intrusive digging techniques have successfully delivered the M4 junctions 3-12 site surveying works over the 51km length of the scheme without incident.

## Results

The project was achieved through continuous engagement with project designers and the operational delivery team to ensure a collaborative approach to working safely. Early engagement with statutory maintainers was also vital to success, to obtain accurate drawings which are used in the creation of a highly detailed BIM model and to notify them of the future project requirements for occupational health, competency, traffic management and people plant interface.

The utilities coordination team appointed deputies to liaise with on-site excavation supervisors and responsible persons for all breaking ground activities where services could be present. This was monitored using Permit to Break Ground procedures.

Individuals that demonstrated a positive attitude towards health and safety and engaged with the works and workforce in a proactive manner were selected to be these deputy utility coordinators. This follows a period of training to the standards of competency required for the role (New Roads and Street Works Supervisor training in addition to training in the safe use of RD8000 and TX3 cable avoidance equipment) by BBV. Once this training had concluded, each new deputy coordinator underwent a period of mentoring until they were fully empowered to perform their role. Twenty deputy coordinators were appointed and each individual working gang involved in breaking ground was led by a responsible person and managed by an excavation supervisor.

Upon receipt of the Permit to Break Ground, the responsible person was challenged to brief back the contents of the permit to the utility coordinator to demonstrate clear understanding of the extent and constraints of the permit. If at any time, the responsible person needed to leave the dig location all works ceased pending their return.

Success was driven by the Permit to Break Ground procedure which ensures that no uncontrolled breaking of ground takes place before desktop studies (using the BIM model), on-site GPR surveys and a detailed cable avoidance survey in all modes are performed. This ensures all information is accurate and in-date.

Any discrepancies between the BIM model and what GPR and cable avoidance surveying show is updated within the BIM model before any further actions are taken. Once an operation has been completed, As-Built information is reprogrammed into the BIM model weekly so that more detailed assurance clash detection can be carried out. All persons involved in the Permit to Break Ground process have also attended presentation workshops, detailing safe digging techniques and permit procedures. The utilities coordination team liaises with the project designers to perform detailed clash detection of services in relation to structures, complex ground loading, vibration as well as soil surcharges and overburdens.

In the operational planning stage, all trial holes which were identified as being within an exclusion zone (as a minimum within 1m of any service but which can be greater depending on statutory regulatory requirements), of which there have been over 50 to date, are undertaken using non-intrusive digging techniques (such as vacuum excavation or air lance excavation). Through early engagement with the project designers and use of the BIM model this allowed a detailed clash investigation to be carried out. This identified a programme of site investigation trial holes to be undertaken and allowed design alterations to be made at this early stage, prior to the main construction works.



## Contact details

If you would like further information on this item of best practice, please contact:

**[stephen.bakewell@balfourbeatty.com](mailto:stephen.bakewell@balfourbeatty.com)** or call **07769 642394**

<http://balfourbeattyvinci.co.uk>

# Excellence in Health & Safety Performance

**Highly Commended** Matthew Sykes/Martin Sunderland, Structures Delivery Group

**Title** Taking Health & Safety Seriously and not walking on by



## Summary

Matthew Sykes and Martin Sunderland spotted a potentially unsafe temporary structure constructed over the strategic road network, installed to protect customers on the road from the works required to replace overhead power-lines. At the time, they were unaware the structures had been considered by the Technical Approval procedures for highway structures.

Investigations discovered that Highways England's procedures had not been followed and that a number of these temporary structures had installed in a way that could put customers at risk. Matthew and Martin immediately took steps to ensure the structures were made safe, by working with the power company to ensure they understood the Highways England procedures and why they should be followed.

Matthew and Martin went on to share the lessons they had learned across Highways England. They developed a training package for project sponsors to learn the lessons and gain a better understanding of the procedures to follow.

## Results

During the summer in 2016 National Grid, through its supply chain erected a series of Scaffold Guard temporary structures over the Highways England network. It was quickly identified that the requirements of CHE 15/94 had not been followed correctly by the supply chain and the towers were installed without the correct formal agreement being in place. The CHE provides the minimum requirements which need to be met by the supply chain.

Matthew Sykes (Structures Delivery Team Leader) spotted one of these towers, whilst driving on our network in his own time, and was concerned that they had not been approved by his team. Matthew was particularly concerned that they appeared too close to the carriageway and were not protected by a temporary vehicle restraint (barrier). This meant that there was a risk if an errant vehicle were to strike the tower that the structure would most likely collapse on to our network. On further investigation, Matthew and Martin identified a number of locations where these structures had been erected and procedures not followed.

They also discovered a number of the structures had been designed for summer loading conditions and yet due to slippages in their program, the works would be required to continue into the winter months, where the design needs to consider the additional loading from ice formation on the net and support wires.

Matthew and Martin worked closely with National Grid and the supply chain to address the situation and mitigate the delays to their programme for the works required to strengthen the scaffolds for winter loading conditions and to protect these structures adequately with appropriate temporary vehicle restraint systems.

To address this situation they met with senior representatives from National Grid and their supply chain to explain our procedures and concerns. They worked with National Grid to create a safety alert to warn projects managers and the supply chain across Highways England of the risks identified and to remind them of the procedures they should follow. They are currently developing an e-learning training package to help explain the requirements of CHE 15/94 and where to go to get advice.



## Benefits

Matthew and Martin's work demonstrated all of our five Highways England values that we are guided by in Highways England, by looking out for safety issues, taking ownership of the situation to get it addressed, having the passion to care about our customers and our organisation, by showing integrity in being open and honest with all parties and by supporting the teamwork approach to promote the right and effective behaviours.

Their work helped ensure the safety of customers and prevent similar mistakes occurring in the future with these significant temporary structures.

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## Contact details

If you would like further information on this item of best practice, please contact:

**Peter.Hill@highwaysengland.co.uk** or call **0300 470 3066**

[www.gov.uk/government/organisations/highways-england](http://www.gov.uk/government/organisations/highways-england)

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