

August 2014

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# Executive Summary

Cambridgeshire Highways is a partnership between Cambridgeshire County Council and Skanska. We provide design and operational services to Cambridgeshire County Council for a variety of highway maintenance and major infrastructure work. This report looks back at the last twelve months and provides a summary of how the contract has performed.

Throughout 2013/14, we have continued to design and deliver major projects. Examples include the £5 million link road to the west of Huntingdon town centre, the Freedom Bridge flood defence scheme in Wisbech and the refurbishment of some of the footbridges in Cambridge city centre. Design work is underway on several other projects, including the Ely crossing and arterial cycleways in Cambridge.

We continue to find ways of providing a better quality and more efficient service. Key improvements that we have implemented over the course of the last year include developing a more holistic and collaborative approach to programming works, making more efficient use of the street works function that issues licences for activities on the network, improving the effectiveness of the team that manages congestion and events and implementing cost reduction measures to the cyclic maintenance programme.

In addition, a new Highway Asset Management Policy and Strategy has been approved which promotes a preventive rather than reactive approach. This will maximise the life of highways assets and deliver financial efficiency savings. It will also allow a more structured approach to programming works through the introduction of a Transport Delivery Plan covering the next two years.

By continuously re-examining the way we work, we have realised just under £1.4 million of efficiency savings during 2013/14. Savings have been made in a variety of ways, including considering the use of different materials, plant and equipment.

We are constantly striving to look for innovative practices. Innovations have been introduced in several areas and include implementing initiatives to improve surfacing works, carrying out a structured trial of a new approach to filling potholes and installing safety cameras on our vehicles to improve the visibility of cyclists to drivers.

The health and safety of our employees, supply chain and the general public remains a key area of focus for us. Investment in fostering a proactive safety culture at our sites, depots and offices has been made through the rollout of an alternative approach to conventional health and safety training. The interactive sessions have been delivered to our supply chain partners as well as Cambridgeshire Highways employees.

# 1. Introduction

Cambridgeshire Highways is a partnership between Cambridgeshire County Council and Skanska. It operates a simple governance structure comprising of the Cambridgeshire Highways Supervisory Board (CHSB) and the Cambridgeshire Highways Management Team (CHMT). The purpose of the Supervisory Board is to provide strategic direction, monitor the performance of the Management Team and make decisions on items reported from the Management Team and others. The Management Team are responsible for leading and managing all aspects of service delivery and performance, influencing and informing strategic direction and engaging with delivery teams.

Cambridgeshire Highways provides a full range of design and operational services to Cambridgeshire County Council, including design of new roads and bridges, gritting, patching and resurfacing of roads and footways, cutting back vegetation and supervising works.

On average, we spend £5.5 million per year maintaining our highway network. This includes all repairs and maintenance from grass cutting to pothole filling. A further £10 million is typically spent each year on improving the network, covering activities such as major road resurfacing and bridge strengthening. Around £2 million is spent each winter on gritting roads and footways. Cambridgeshire County Council have committed an additional £90 million to fund further improvements to the highway network over a five year period, which began in 2012/13. Proposals are currently being considered, which would result in the remainder of this sum being spent over a longer period, ending in 2022/23. When all of these activities are combined with the development and design of major projects, the annual spend over 2013/14 was £35 million.



The last twelve months have seen considerable change, with the purchase of the Atkins Highways Services business by Skanska. Cambridgeshire Highways has been able to deliver a consistent level of service throughout a smooth transition period, using the acquisition as a springboard to improve performance and signify a step change in service.

This report takes a look back at the last twelve months and provides a summary of how the contract has performed. It covers aspects such as infrastructure improvement works, improvements to delivery of the service, health & safety performance and communications.

## 2. Major Improvements

### 2.1. Introduction

Cambridgeshire Highways has provided design, construction and supervision services, throughout 2013/14, to successfully deliver a number of major projects.

### 2.2. Huntingdon West of Town CentreLink Road

The new £5m link road in Huntingdon was designed and project managed by Cambridgeshire Highways. Jackson Civil Engineering constructed the project, which is now complete. Edison Bell Way was officially opened on 8<sup>th</sup> April 2014 and opens up a significant area of brownfield land for development, helping economic regeneration and increasing employment opportunities.

The link road connects the northern parts of Huntingdon to the local hospital, school and railway station, avoiding the need to travel around the inner ring road. A shared use footway and cycleway will further encourage more sustainable and healthy modes of transport.

The original site presented a number of challenges, which required early planning and liaison with stakeholders such as Network Rail, National Grid and Sainsbury's. This enabled constraints to be identified and integrated into the construction programme.



A key objective of the project was to ensure sustainability and minimise waste, which has resulted in savings of £150,000.

The early integration, improvement and collaboration of the project team provided focus and alignment of objectives, ensuring that the project was finished on programme, exceeded quality and sustainability objectives, had an excellent health and safety record and was delivered 16% under the target cost.

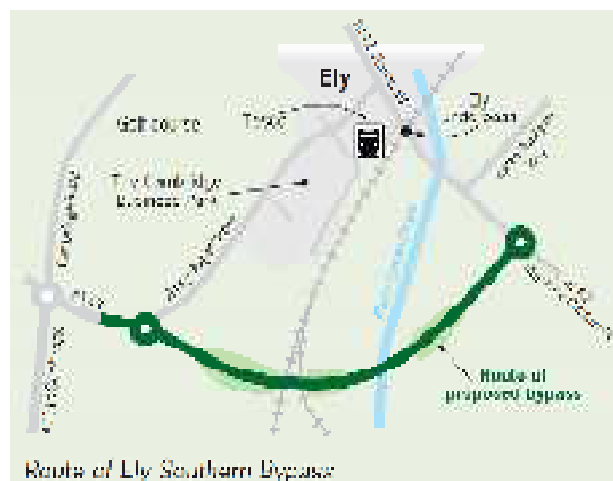
### 2.3. Ely Crossing

The development of proposals for the Ely Crossing has continued throughout 2013/14.

Following an Options Appraisal and public consultation in March 2013, the outline design for the favoured option has been developed and submitted for planning.

The new road will be 1.3km long with terminal roundabouts on the A142 Angel Drove and Stuntney Causeway, allowing traffic to avoid the existing bottleneck at the railway underpass and level crossing close to the railway station.

The proposal incorporates a new bridge over the adjacent railway lines and a viaduct crossing the River Great Ouse flood plain.







In addition to the outline design, a variety of supporting documents have also been produced, including an Sustainability Appraisal and a Flood Risk Assessment.

Consultation with key stakeholders including the Environment Agency, Network Rail, English Nature and English Heritage has been ongoing throughout the period.

Subject to planning approval and funding, the detailed design should commence later this year.

## 2.4. Nene Quay, Wisbech

February 2014 saw the completion of the Freedom Bridge Retaining Wall flood defence scheme in Wisbech. This critical work has addressed the capacity shortcomings of the structure and has increased the flood defence levels to protect the town centre from a 1 in 200 year flood event.

Freedom Bridge Retaining Wall links the only two bridge crossings in Wisbech along the east bank of the River Nene. The structure retains the B198, one of the main arterial routes into the town centre.

The River Nene posed some significant risks during construction, as it is a deep, fast flowing navigable river with a tidal range of around six metres. The busy Port of Wisbech is also located nearby and serves as Cambridgeshire's only gateway to the North Sea.



The project was designed and constructed by Cambridgeshire Highways. Wisbech Town Council were consulted on landscaping works. The redundant sluice gate was removed and reinstated as a design feature to retain the nautical heritage of the area.

Construction was completed using an improved methodology, which resulted in a safer working environment as well as reducing construction waste, cost, programme duration and future maintenance liabilities.

## 2.5. Cambridge Footbridges

A programme of general refurbishment works has been undertaken to three steel footbridges (Green Dragon, Jesus Green and Sheep's Green) over the River Cam in Cambridge city centre.



A fully encapsulated scaffolding arrangement was required due to the winter timing of the works and the requirement to remove the existing lead-based paints without contaminating the watercourse. This ensured that the environment was protected and allowed for suitable paint curing conditions. In addition, works have been restricted to one end of each structure at a time in order to maintain a navigable path along the river.

The locations of the works in the heart of Cambridge have resulted in significant public pressure to minimise the bridge closure period. This has resulted in extensive weekend and night working with overnight restrictions on noisy operations.

## 2.6. Cambridge City Cycleways

Cambridgeshire County Council has been successful in securing funding from the Department for Transport via the Cycle City Ambition Grant. The aim of the bid is to support increased cycle usage across the City of Cambridge.

The cycleways on the main Cambridge arterial roads – Huntingdon Road and Hills Road – aim to deliver a safe, direct, comprehensive network for cycling and walking between key destinations and to encourage more people to cycle and walk instead of using cars. They will link key residential areas with destinations such as the railway station, Addenbrookes Hospital, employment sites and schools.

Hills Road cycleway comprises a segregated cycleway on both sides of the carriageway. Huntingdon Road cycleway is on the inbound side to Cambridge only but also incorporates a Tiger Crossing– a new style of crossing, similar to a zebra crossing, which allows cyclists to use the crossing without dismounting. The schemes will be used as examples of cycling design excellence.



## 3. Improving the Way We Work

### 3.1. Introduction

We are continuously looking to improve the way we work. Over the course of 2013/14, we have implemented a number of improvements to our working practices. Our key improvements are detailed below.

### 3.2. Planning and Programming of Works

A review of our approach to planning and programming works was undertaken. This was driven by a desire to improve operational efficiency and delivery, as well recognising that there was scope for a longer term and less reactive approach.

The review has resulted in a new approach, which takes a more holistic view of programming by examining the constraints and challenges which occur when the process crosses organisational or departmental boundaries. This is supported by a new software package, which has enabled a more integrated programme to be produced.

Benefits of the new approach include:

- Greater delivery focus
- Increased programme certainty
- Financial efficiencies (in terms of the opportunity to share traffic management, let larger subcontract packages, etc)
- Better community support (by coordinating traffic management, reducing impact of works on the public and delivering programme certainty)
- More focused coordination of resources, minimising expensive peaks and troughs in workflow



### 3.3. Street Works

The street works team manage activities on the highway that require a licence, such as roadworks, road closures and placement of skips and scaffolding.

A wide ranging review of the street works function has been carried out with input from a number of different stakeholders. The recommendations have the potential to improve the County Council's performance in managing street works, as well as generating possible savings, by:

1. Establishing appropriate performance data
2. Establishing clear processes and decision structures
3. Documenting and advertising processes and decision structures
4. Building online processes for self-service
5. Providing greater focus on inspections rather than approvals
6. Monitoring data

The benefits allow Cambridgeshire Highways to target resource to the most appropriate areas, speed up end-to-end process times, increase the level of compliance and be more responsive to emerging trends.

A key recommendation has led to improvements to the co-ordination and management of works on the highway network. The approach recommended by the review has already started to be adopted by the Street Works team. Over the last few months, there has been a step change in how the team interacts with those wishing to work on the highway and the subsequent coordination of such works.



### 3.4. Asset Management Strategy

The County Council has produced a new Highway Asset Management Policy and Strategy and this was approved by Cabinet in March 2014. The strategy:

- adopts a preventive approach to the way we maintain our roads and footways, moving away from a more costly and unsustainable reactive approach.
- maximises the life of highway assets by adopting a longer term approach in the selection of optimum maintenance interventions.
- recognises the importance of all types of roads, not just strategic roads.
- allows geographical considerations to be made on funding choices.
- will help improve residents' expectations of network condition and maintenance works to our Highway network.
- will deliver financial efficiency savings.

One outcome of this is the emergence of a Transport Delivery Plan for the next two years, allowing for a more structured approach to programming works.

### 3.5. Integrated Highways Management Centre

The Integrated Highways Management Centre (IHMC) and Events team was established in 2009 to help keep congestion under control by communicating real time traffic information to network users. The role of the team also includes responsibility for advising on public events that affect the highway, heavy commercial vehicle routing, intelligent transport systems and real time passenger information for buses. A review was commissioned to examine the current operational effectiveness and benefits of this team.

Based on the analysis, it was recommended that a 'more with less' approach should be adopted and funding should continue at the current level. An action plan was proposed setting out how this could be achieved.

Fundamentally, the project agreed a two stage approach; promoting the maximisation of current capability with existing resources whilst seeking to secure outside funding through increased partnership working.

The key benefits include more efficient use of existing resources, greater collaborative working, better community engagement and a contribution to the Digital by Default agenda.

### 3.6. Effective Management of Resources

Major changes have been made to the way in which cyclic maintenance activities are delivered. These activities include verge maintenance in rural and village areas, gulley emptying, surface dressing and road markings. A project has been undertaken to foster a more collaborative approach, ready for the 2014/15 cyclic season.

Cyclic maintenance activities have been restructured under a single Cambridgeshire Highways team rather than separate Cambridgeshire County Council and Skanska teams.

As a result, supervision duties are now carried out by both Cambridgeshire County Council and Skanska employees. The joined up approach extends to the supply chain and joint meetings have been held with a number of subcontractors.



## 4. Efficiency Savings

### 4.1. Introduction

By continuing to look at new ways of working, from scheme design through to operational practices, Cambridgeshire Highways has achieved significant in-year efficiency savings.

### 4.2. Summary of Efficiency Savings

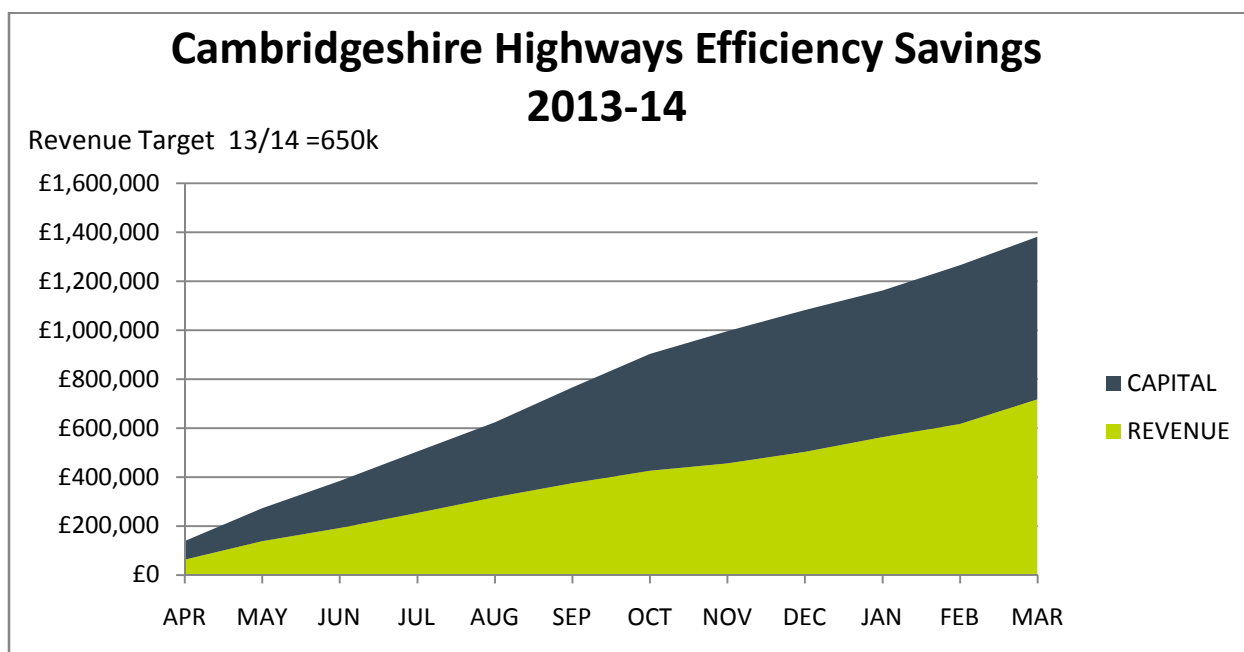
Table 1 below provides a summary of the efficiency savings during the period April 2013 – March 2014.

**Table 1. Summary of Efficiency Savings 2013/14**

	Revenue	Capital	Year to Date
Sustainability	£147,998	£3,662	£151,659
Operational Performance/ Process	£488,344	£531,965	£1,020,309
Financial/ Commercial	£65,327	£145,256	£210,582
<b>Savings</b>	<b>£701,668</b>	<b>£680,883</b>	<b>£1,382,551</b>

Table 1 shows just under £1.4m of efficiency savings have been realised during the year. These savings are split between Revenue and Capital (51% Revenue to 49% Capital).

A challenging target of £650,000 for revenue saving for the year had been previously agreed. The target was exceeded by 7.9%.



### 4.3. Key Initiatives

These efficiencies have been realised through a number of initiatives. Examples of some of these initiatives are summarised below.

#### Use of Materials

The use of different materials for sign manufacture, crack sealing and pothole filling has resulted in combined savings of £143,000 throughout 2013/14.

Recycling of waste material for footway reconstruction has resulted in savings of £36,000 between January and March. An additional £25,000 was saved through the reuse of material on the Mill Lane carriageway in Croydon.

### **Plant & Equipment**

Savings have been made through identification of alternative items of plant:

Use of a multihog machine for patching works has resulted in a saving of £25,000.

Use of an adapted JCB for surfacing works has negated the need for a separate planer to be hired. This has resulted in savings of £15,000 between December 2013 and March 2014.



Savings of £40,000 were realised following a detailed cost assessment during the planning phase of the Huntingdon Town Centre project. We identified that purchase rather than hire of fencing would prove to be significantly more cost-effective.

### **Cost Reduction**

The cost of our overheads was reduced by £41,000 from 2012/13 rates.

Reviewing and market testing our supply chain arrangements has resulted in savings. For example, our gulley cleaning contractor has reduced its prices which is expected to result in a saving of over £20,000 per year.

### **Efficient Design**

A review of the current requirements for road markings has been undertaken in conjunction with the safety group. This has led to savings of £71,000 this year with additional savings to be realised in future years due to a reduced maintenance requirement.

Consideration of different options during the design phase of the Ely Crossing has identified that attenuation ditches can double as balancing ponds, eliminating the need to purchase an additional 2 hectares of land. This could ultimately result in a saving of around £250,000 per hectare.

## 5. Contract Performance

### 5.1. Introduction

Quality of work and quality of service remains important to Cambridgeshire Highways and our performance is monitored through a number of measures, covering many different aspects of the partnership.

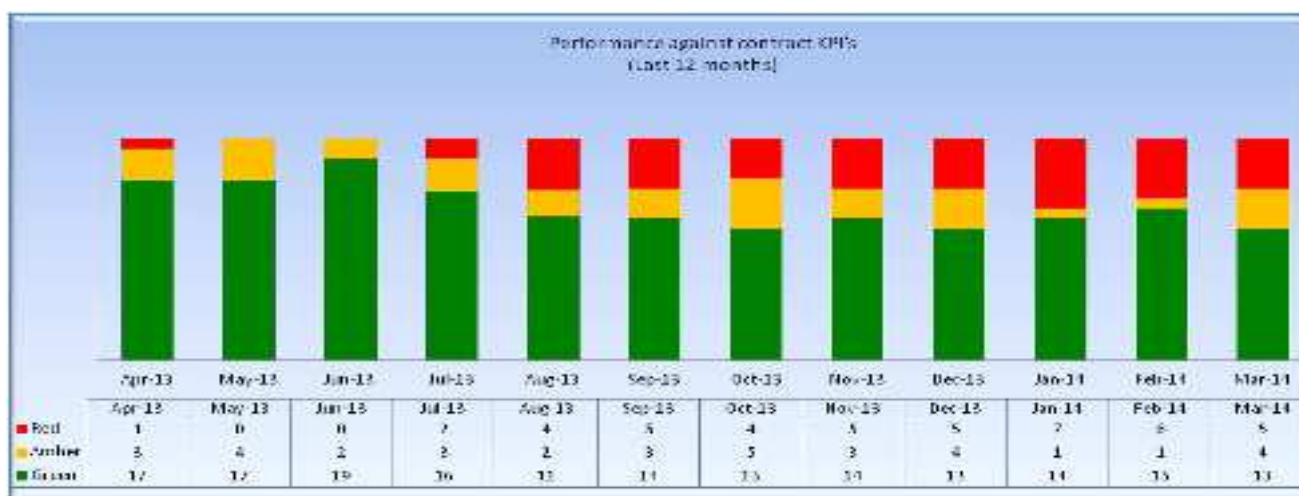
### 5.2. Key Performance Indicators

Cambridgeshire Highways measures its performance against 22 key performance indicators (KPIs). These are reported monthly and broadly cover the following areas:

- Engagement and skills of Cambridgeshire Highways employees
- Health & Safety of Cambridgeshire Highways staff, contractors and the public
- Environmental considerations
- Accuracy of and adherence to programme
- Timeliness of emergency response
- Quality of work
- Finance and efficiency savings
- Public perception of works

Targets are set for each of the indicators and reviewed annually. A traffic light system is utilised to give a picture of contract performance according to predefined parameters. Figure 5.1 below shows the proportion of red, amber and green metrics over the course of the last year.

**Figure 5.1 Cambridgeshire Highways performance against contract KPIs (2013/14)**



#### Engagement and skills of our employees

Skills, team working and engagement of Cambridgeshire Highways employees are measured through an annual employee survey.

This year's survey was conducted in October 2013 and demonstrates a steady increase in positive responses to questions relating to skills and behaviours. Indeed, 92% of employees feel that they take a collaborative approach to problem solving, suggesting that teams are working well together.

#### Health & Safety of our staff, contractors and the public

Health & safety measures account for six key performance indicators. Four of these measures relate to the Accident Frequency Rate<sup>1</sup>. Our employees and contractors have experienced four accidents, during 2013/14, that have resulted in absence from work exceeding one week. These incidents have had a

<sup>1</sup> Accident Frequency Rate (AFR) is an industry standard calculation. See section 8 for more details.

significant impact on the overall monthly scoring as the indicators take account of each accident for a full year after its occurrence.

Of the four accidents, three related to slips and trips; one incident related to a member of the public driving into our works site and hitting a roller. Further details can be found in section 8.

### **Environmental considerations**

Cambridgeshire Highways believes that sustainability is important and aims to reduce the amount of waste produced. As a result, we measure the percentage of construction waste that can be recycled into reusable material. This has been consistently good throughout the year with over 96% of surplus products being made available for reuse.

### **Accuracy of programme and timeliness of emergency response**

Cambridgeshire Highways processed and completed 12,838 orders during the 2013/14 period. These orders are for a variety of jobs, ranging from pothole repairs and gulley cleaning to tree maintenance and attendance at road traffic accidents.

Depending on the urgency and type of work to be done, orders are scheduled to be completed in either 2 hours, 7 days, 14 days or 3 months.

Of the orders raised, 92% were started on time and 88% were completed on time. However, the month to month variability of programming has resulted in the identification of this area as one where there is scope for improvement. A project has been implemented to stabilise consistency and improve the likelihood of completing orders in a timely fashion.

#### **Future improvement areas:**

- **Health & safety**
- **Programming of smaller jobs**

### **Quality of work**

The quality of Cambridgeshire Highways' work is measured in terms of the proportion of jobs requiring revisits or corrective action. Performance has been consistently good throughout the year.

### **Finance and efficiency savings**

Financial indicators measure cost predictability, efficiency savings, profitability and level of debt. Throughout the year, metrics have remained generally stable and within the acceptable parameters.

### **Public perception of works**

Customer perception is measured by sending out customer feedback forms to local residents affected by schemes. A number of aspects of the scheme are measured, such as communication, cooperation of the workforce, safety, site cleanliness and quality of the finished job. Over two thousand forms were sent out during the year. Of those returned, 97% of respondents were satisfied with the quality of the finished job with 83% rating the quality of works as excellent or good.



## 6. Innovation & Good News Stories

### 6.1. Surfacing

A number of innovative practices have been introduced to improve value and safety of surfacing works. The introduction of a JCB Streetmaster with a built in jack hammer reduces operatives' exposure to vibration, noise and manual handling. In addition, there is no need to hire in a separate planer, which has resulted in overall cost savings of approximately £2,100 per week for this activity.

Other initiatives introduced to improve surfacing include the use of a cold applied bitumen. This has resulted in significant safety benefits, as there is no potential for exposure to hot bitumen, as well as financial savings.

Better planning and use of resource has allowed certain activities to be combined. Management of downtime has allowed activities such as sign washing, reflective post installation and verge grip digging to be completed with existing resources generating no additional cost.

There has also been a focus on more effective use of in-house labour, rather than the use of subcontractors, which has led to improvements to quality through pride in patch, lower costs and improved morale.

### 6.2. Cycle Safety Cameras on Vehicles

Cambridgeshire has one of the highest rates of cycling in the UK, with one in three residents of Cambridge cycling to work. Cambridgeshire Highways recognises this and is putting plans in place to improve the safety of its vehicles.

All vehicles under 3.5 tonnes will have cyclist safety warning posters fitted to the rear to advise cyclists of the dangers of passing on the inside.



All vehicles over 3.5 tonnes will have vehicle side scan cameras fitted to alert drivers to the presence of cyclists or other vulnerable road users in the blind spot. In addition, Cambridgeshire Highways is in the process of fitting side under run bars to these vehicles. These fill the space between the front and rear axles and have been proven to significantly decrease the number of cyclist fatalities as the risk of being dragged underneath a vehicle are reduced. All installations are specified in line with TfL guidance.



### 6.3. Sharing International Practices

Representatives of Cambridgeshire Highways attended a Skanska maintenance event in Oxfordshire, examining alternative approaches to winter maintenance and pothole repair. The event was an opportunity to share working practices with teams from other countries in Skanska's portfolio.

Teams from Sweden and Poland delivered presentations explaining how activities are carried out in their respective countries. As a result, Cambridgeshire Highways will be trialling a pothole repair machine, which is used in Sweden. The trial will commence in May 2014 and will be closely monitored to determine whether efficiencies realised in Scandinavia are applicable to a highways maintenance environment in the UK.



## 6.4. Next Generation



A Cambridgeshire Highways employee was named Apprentice of the Year 2013 at the Skanska UK Awards. Joel Gawthrop was presented with the first class apprentice award at the ceremony in London. Skanska and Cambridgeshire Highways continue to invest for the future through their apprenticeship scheme, with two further apprentices starting in January this year.

## 6.5. Safety Innovations

Cambridgeshire Highways encourages its employees to contribute to innovation and propose new ideas. Some examples which have been proposed with safety implications include:

- use of clear plastic overtrousers which are worn over high visibility garments to ensure they retain their reflective properties and allow road workers to be seen more easily.
- use of rear mounted, flashing red lights on hard hats to ensure visibility at night.

## 6.6. Tour de France

Over one million spectators watched Stage 3 of the Tour de France in July 2014. The stage started in Cambridgeshire before continuing on through Essex and London. Cambridgeshire County Council acted as facilitators for the event. The Integrated Highways Management Centre was the main point of contact on the day.

A huge amount of planning by our staff contributed to a very successful event.



## 7. Communications

### 7.1. Communications with the Public

#### Integrated Highways Management Centre

The Integrated Highways Management Centre was set up to communicate traffic information to network users, helping to reduce congestion in the process. Communications are made through use of a variety of media from variable message signs on the road network to tweets. The team also manage events which affect the road network. A review and improvement project has been undertaken, which will result in a more effective output and better community engagement, whilst making better use of existing resources. More details of the review are included in Part 3 of this report.

#### Shape Your Place

Shape your Place is a County Council run social media site that allows the public to raise and discuss local issues. The website is divided geographically, which allows messages to reach members of the public that have an interest in a location, but would not have specifically sought out information about highway issues. In addition to being a tool for the public to raise highway issues, the site is being used to improve the visibility of consultations and works that are likely to disrupt local transport.

#### Elected Member Briefings

Following the election of new County Councillors in May 2013, a highway briefing was offered to demonstrate the work carried out by Cambridgeshire Highways. The events were held in the depots at Witchford, Whittlesford and Huntingdon in early September and included a practical pothole repair demonstration.

#### Customer Care Training

Following the restructure of Local Infrastructure and Street Management (LISM), staff briefing sessions were set up for the new team. The sessions included customer care training and IT systems refresher training. Staff were also briefed on corporate procedures and best practice, followed by a question and answer session with LISM managers. The events were all well attended and took place in July and August at the depots in Witchford, Huntingdon and Whittlesford.



### 7.2. Internal Communications

#### Team briefings

The Head of Local Infrastructure & Street Management and Skanska Business Director have continued to deliver briefings to all Cambridgeshire Highways offices and depots every two months. These sessions provide a means of disseminating information to teams, sharing success stories and providing a forum for engagement between senior managers and all employees.

#### Employee survey

All Cambridgeshire Highways employees were given the opportunity to provide feedback through an internal survey, carried out in November 2013.

The survey demonstrated improvements in the way that Cambridgeshire Highways is communicating with its staff. 95% of respondents to the survey understood the objectives of Cambridgeshire Highways.

In addition, the survey measured perceptions of the effectiveness of internal communication and the ability of the partnership to keep staff fully informed. An increase of 10-15% against these measures was recorded when compared to the previous year. The survey was commissioned shortly after the purchase of Atkins' highways business by Skanska. The positive response to the survey reflects the smooth transition, which ensured that staff were consulted and kept fully informed throughout the process.

97% of employees believe that sharing offices between all parties of Cambridgeshire improves cooperation and relationships. This has been acted upon with the Council's Traffic Signals and Road Safety teams now sharing Skanska's office accommodation in Girton.

## 8. Health & Safety

### 8.1. Introduction

Health and safety remains a key area of focus for Cambridgeshire Highways. A number of initiatives have been introduced throughout the last year, some of which are detailed below.

### 8.2. Injury-Free Environment



Investment in training has continued throughout the year to provide ongoing focus on safety at work. Skanska have rolled out their Injury-Free Environment (IFE) sessions to Cambridgeshire Highways employees and the supply chain.

Injury-Free Environment takes a different approach to conventional Health & Safety training. In addition to training on legislation and safe practices, Injury-Free Environment encourages participants to take responsibility for their own behaviours and to look out for those around them. Trainers engage with the entire workforce and create an open, interactive and challenging environment.

The rollout has been received positively by operatives, staff and suppliers and many have commented on the refreshing approach to deliver the safety message.

Injury-Free Environment has gone beyond training and IFE leadership teams have been put together, with representatives from clients, subcontractors and staff. These teams are responsible for promoting and establishing a safety culture within local businesses and teams.

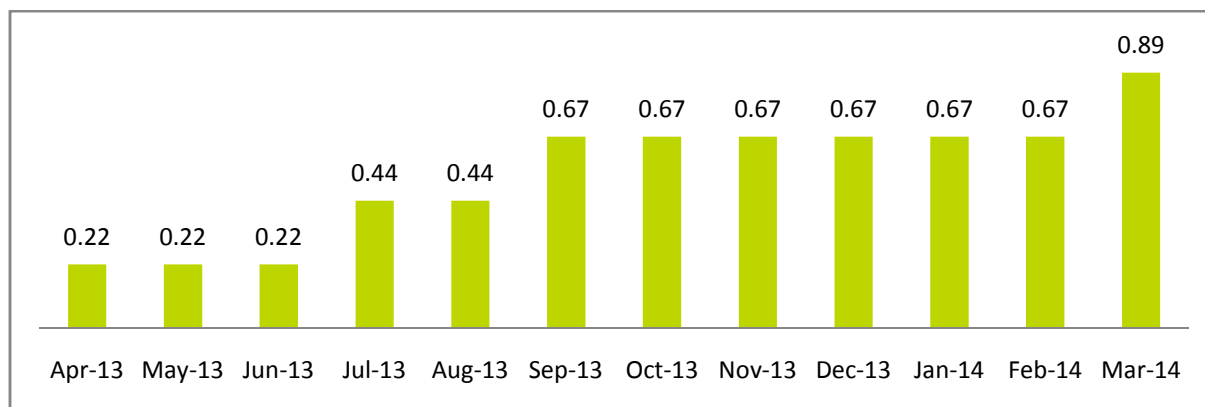
### 8.3. Accident Frequency Rate

Cambridgeshire Highways is committed to ensuring a positive health and safety culture, consistent with Skanska's zero accidents objective. At the same time, we acknowledge that we operate in a high risk industry and accidents do occur.

Cambridgeshire Highways measures its Accident Frequency Rate<sup>2</sup> on a monthly basis, using the industry standard formula. The Accident Frequency Rate examines accidents that have resulted in an employee being signed off work for a week or more.

Figure 8.1 shows Cambridgeshire Highways' Accident Frequency Rate over the course of 2013/14..

**Figure 8.1: Cambridgeshire Highways' Accident Frequency Rate (April 2013 – March 2014)**



<sup>2</sup> Accident Frequency Rate (AFR) is an industry standard calculation which measures the number of times that an employee would expect to sustain an injury resulting in more than a week's continuous absence from work, during the course of his working life. The figure is based on data gathered over the preceding twelve months.



Four incidents have occurred during the period which have contributed to the increase in the accident frequency rate. These are detailed below and illustrate the need to continue making safety a priority, alongside the good work that is being done throughout the partnership.

Our average AFR over the course of the year was 0.54. This remains below the reported industry average AFR of 0.7<sup>3</sup>.

## 8.4. Accident Details

During the year, Cambridgeshire Highways employees have been affected by four accidents falling under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), which require formal notification to the Health & Safety Executive.

- July 2013 – A member of the public's vehicle entered the works closure and struck two works vehicles. A roller received a particularly heavy impact, resulting in the driver being thrown from the vehicle.
- September 2013 – Employee slipped on a staircase at supplier's premises resulting in a swollen shin bone.
- October 2013 – Employee slipped on wet grass whilst carrying a sign and twisted his ankle.
- March 2014 – Employee tripped down a kerb and sustained damage to a finger.

## 8.5. H&S Initiatives

The highways industry experiences a significant problem with members of the public entering coned-off works areas. To combat this and improve road worker safety, we have changed the way that we set up road closures to make them more visible to traffic.

Where works are progressing with convoy vehicles, steps have been made to better inform the travelling public of the presence of road workers through the use of Mobile Variable Message Signs. These signs can be moved around to follow the work parties and provide earlier notification of works to road users.



## 8.6. Media campaign

May 2014 saw a campaign to highlight the physical and verbal abuse often encountered by our roadworkers. The campaign aimed to draw attention to the hazards of driving through road works and the risks faced by workers from poor driving. A press release was issued, drawing attention to three incidents where our staff had been abused by members of the public, over the course of the last year.

The press release was backed up a radio advertisement urging drivers to consider the implications of erratic driving through roadworks.

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<sup>3</sup> Source: [www.hse.gov.uk/statistics](http://www.hse.gov.uk/statistics)



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