

Highways- Learning from enforced working practices- CV-19

The CV-19 pandemic has forced us to operate in different ways. Through this period, alternative working practices have emerged, we would like to understand the changes to environment, circumstance and behaviour, which have generated benefits. This proposal looks to capture our learning, changes to mindsets behaviour and practices and consider how we might embed into our day-to-day routines and methods on a more permanent basis. We are looking to identify what the barriers might be and offer some next steps.

Benefit Analysis- Overview

| Benefit identified | Evidence | Underlying reasons | Barriers to continued adoption | Next steps / Solutions |
|------------------------------|---|---|--|--|
| Reduced travel time and cost | Reduced mileage claims, rail use and hotel costs | Reduction in face to face meetings both internally and with clients | Reduction in networking and human interaction prevents effective relationship building with clients. | Agile Working Strategy (being developed by ED&I action group) detailing internal meeting protocols |
| | | | Lack of facilities and equipment for remote meetings (Homes and Offices) | Meeting room and home-working infrastructure development plans |
| Safety performance | Reduction in Safety Stats- both Local and Strategic | To be determined by Survey and focus groups | TBC | TBC |
| Improved Wellbeing | To be determined by Survey and focus groups | TBC | TBC | TBC |

Proposal

- To undertake a rapid research project to understand underlying reasons for improvement in safety performance. This will focus on front-line staff, supervisors and support staff/management.
- To conduct a human factors and safety performance survey to **all contracts on both SRN, Local authority and major contracts**
- To conduct small focus groups in peer groupings in sample contracts (Area 9, Area 13, M6, Surrey, Birmingham)
- To produce report and recommendations to complete full Benefits Analysis and New Practice Implementation Plan

Areas for investigation

The following areas will form the foundations of the research in both the survey and in the qualitative focus group sessions. We will enquire into how changes to the following factors may have affected safety performance.

- Interruptions
- Distractions
- Management style/relationship with manager
- Psychological safety
- Sense of care and team camaraderie
- Situation awareness (social distancing)
- Decision making

- General public/ volume of traffic
- Changes in practices (note normalisation of deviance)
- Planning and design changes
- Pressure at work
- Communication (Kier wide/ at local contract level/ Site based/ Other)

Resources required

- David Short to produce and manage survey and provide project support
- Cleartrack Performance to conduct focus groups (7 days consultancy support, 5 days interviews, 2 days report writing).
- James Bird to produce final benefits analysis, recommendations and implementation plan

Communications plan

- Bolt on to SHEA comms (Due out 12 June)
- Positive enquiry communications form Joe Incutti including survey link for all to complete.
- Natalie Geraghty to drive plan and execute safety performance survey.

15 May 2020