

In this Issue:



Introducing
Destination Zero



A focus on SHEQ



The latest Forest
innovations



Staff Update:
the new faces
and good news

Especially for our staff: bringing you the hot news and views from across the Forest Group

For internal use only

Firstly I'd like to welcome you all to this inaugural edition of Forest News, our quarterly newsletter designed to keep you informed of our latest company news and industry updates.

The last financial year, 2013-14, was over-shadowed by the tragic death of Tony Saunders on one of our sites. Our thoughts remain with his family and anyone who was affected by the incident. Tony was a valued member of staff and we are saddened by this loss.

Out of tough times we must draw some positives. Whilst we have faced many challenges, and our margins have been driven down, the 2013-14 financial year saw the industry start to emerge from recession, and we have remained financially secure and continued to expand, despite these testing times.

Back in late 2012, and into 2013 we embarked on a review of our systems, processes and structure, to enable the company to continue growing. This has generated many positive changes throughout the business; especially with investment in the Commercial and Safety, Health, Environments and Quality (SHEQ) departments in particular. There has probably been too much change in the last year if I'm honest, so the focus now is to 'bed in' the new paperwork, processes and structure, then slowly continue on a path of continuous improvement; but this will be in small, manageable 'bite size' pieces.

We are, and will continue to be on a continual journey of change, and this will progress at a far steadier rate, with the ability to incorporate the feedback from clients and staff alike, to improve what we are already doing. I am committed to being the best that we can be and to be the TM sub-contractor of choice for our clients and employer of choice for staff.



We are launching 'Destination Zero: Home Safe Every Day' in this newsletter, with the accompanying literature. Forest is dedicated in driving standards in all areas of the business; in particular I want to provide the safest working environment for all staff, especially those out working on the roads. I'd ask everyone to read the Destination Zero literature and the six commitments and adopt these in your every day working life.

Every one of you matters, and everyone one of you has a responsibility to keep yourself, and those around you, safe. Through the new Safe Systems of Work, Person In Charge (PIC) training and updated paperwork and processes we are empowering you to make the right decisions.

Everyone has the 'right to refuse to work' if they feel unsafe. However this is not an excuse 'not to work'. This means doing everything in our power to meet our client's requirements whilst reducing risk; utilising your training, knowledge and processes at our disposal to find suitable alternatives that will allow the client to undertake work and Forest to install traffic management in a safe and compliant manner. This includes point of work 'Traffic Management Site Assessment' paperwork to Risk Assess the situation; speaking to your line manager; and working together with the client to resolve the issues and concerns.

Together, we can exceed client expectations and create a safe working site, which is both compliant and aiming for industry best practice.

I'd ask you all to get involved through the Staff Forum's (see article in this Newsletter) and help us to help you to deliver the best job you can. By delivering high quality work, we secure work for the future at better rates which ultimately means we can secure your employment and offer you more opportunity.

So what about the future? Well, as they say, the future is bright. Despite recent issues with one of our major clients in the South East, Forest is in a strong position and has ambitious plans to continue growing the existing regions, driving standards and improving our margin. We have some excellent opportunities, such as the recently awarded Amey Group TM supplier status, and some interesting challenges ahead of us. The economy is improving; Forest have a good reputation and foundations to build on throughout Wales, the South and South West of England; and we are continuing to improve our standards, reduce risk and ensure we increase profitability to pre-recession levels and beyond.

Regardless of your position in the company, we are all accountable for the success of the company through our individual efforts and attitude. I would like to thank all of you for your support with the journey so far and for your continued commitment to Forest.

I look forward to helping you all achieve your goals at Forest.

Ross Williams



Business Development & Industry Updates

We are delighted to announce that we have been working on the following tenders this year:

Amey Group Supplier: this tender means we could extend services we currently offer into other contracts, which are within, or just outside, our current geographical coverage. We are already seeing benefits with opportunities in Solihull, Birmingham and Kent TMC's and numerous utility contracts across Wales and the Borders. This is a significant opportunity that could be worth an additional £1-2 million.

Balfour Beatty: Forest are currently facing issues with supplying to the Balfour Beatty group. We are working to resolve this, but believe that pending opportunities will allow us to replace the lost revenue within the next 6-12 months.

South Gloucestershire: have awarded Forest an extension to our current contract. Thanks to Mike Williams for his ongoing work in managing this contract.

HA Pipeline: The Highways Agency and Government have made a number of announcements over the last 6 months with regard to anticipated forward workload, planned schemes and projects and maintenance budgets. This has created a surge in the industry and renewed confidence after a tough few years. Forest are a Category Management Framework contractor and will therefore, have the opportunity to bid for major HA schemes, along with their ongoing relationships with many of the major civil contractors.

SWTRA: we continue to deliver a number of high profile schemes for the likes of Costain and Alun Griffith on the South Wales Trunk Road Agent framework. This is due for re-tender this year, with the new framework starting in April 2015.

Interim Advice Note 150/14: an update has been released for sign simplification and offside sign removal. Within the next six to twelve months, further updates will be released that allow for all carriageway configurations. Forest are fully engaged and support the drive to avoid carriageway crossings whenever possible, and are looking to ensure it's at the forefront of thinking by:

- **The Destination Zero** initiative (which you will read more about in this newsletter).
- Discussions with SWTRA and the supply chain to develop a Forum in Wales to enable industry best practice standards (as we do in England on the HA network).
- Speaking to clients across England and Wales managing county term maintenance contracts, or any clients that use high speed relaxation works, to adopt this approach too.

A copy of IAN 150/14 is available from the SHEQ department.

Removal of longitudinal lamps: It is anticipated that an IAN will be released in the next six months allowing for the removal of longitudinal lamps on lane closures, as long as the cones can be placed at least 500mm back from the white line.

RoWSaF Trials: Forest sit on the Road Workers Safety Forum Trials Committee and are fully engaged with the supply chain to implement the latest innovations and improve safety wherever we can.

Thank you for everyone's hard work to secure new contracts and ensure we continue to deliver best practice to the industry.

Introducing...

DESTINATION ZERO HOME SAFE EVERYDAY

We are very pleased to introduce you to a new and core part of Forest's vision, Destination Zero.

Destination Zero is all about us, as both individuals and collectively, committing to an ongoing journey of health and safety improvements. There is a part for everyone to play in this; it's not optional if we wish to return home safely to our loved ones every day. It's a journey we can, and must take; and we look forward to working with you to make this reality.

The Vision

We will achieve zero accidents, zero injuries, and zero fatalities. This is a promise we make to our clients; to the public; to each other; and to ourselves.

The commitments

We embrace destination zero as our way of life through promoting, managing, auditing and instigating the Destination Zero vision in all we do, we are able to think of safety first, every time.

We mitigate the risk of serious injury

By ensuring Destination Zero protocols exist, we can design, manage and behave in such a way that eliminates any identified risk, to anyone.

We strive for Zero Carriageway Crossings

Using the latest innovations, design, and our own initiatives, we reduce staff exposure to live traffic.

We keep the public and clients safe from harm

Our Destination Zero vision centers on industry-leading health and safety, ensuring clear delineation and signing, maintaining clear separation and safe passage through works.

We place high importance on the health of our staff

By undertaking health checks and health risk assessments, we ensure our staff work in the safest and healthiest environment possible.

We work in partnership with our clients

Destination Zero is core to our company values and we work closely with our clients, and lead our supply chain, to deliver this within all activities.

We all take responsibility for Destination Zero

All staff understand the importance of destination zero and take personal responsibility for their actions, and the actions of those around them.

We get home safely

Safety is at the forefront in all of our actions and business activities. We work together to ensure that we all arrive home safely, every day.

Our new Destination Zero brochure is out now.

Pick up a copy from your management team to read more.



An introduction to the SHEQ department

Forest News interviewed the SHEQ team, so we could tell you a little more about what they do. We hope you find it informative, and you're able to learn what part you can play in making health and safety at Forest great!

So, what is SHEQ?

Well, it stands for Safety, Health, Environment and Quality; but is more than a department or some words. It's an integral part of any successful business, including Forest.

Together, the SHEQ team are there to help you stay safe, stay unharmed and get home to your families every day. To do this, there are four core elements to our function:

1. Compliance
2. Beyond compliance – best practice and innovation
3. Staff welfare
4. Investigating incidents and near misses

We are constantly looking for ways in which we can improve and protect you. We want you to do it right, first time, every time; not because we want to be difficult and police your work, but because we must put the safety of staff, clients and the general public above all else.

Let's look at these three core functions in a little more depth.

Compliance: This is monitored through office and site audits, and yes, we will check that works are installed proficiently and in accordance with National Highways Sector Scheme, Chapter 8 and scheme specific requirements; but more importantly, we are looking for ways in which we can improve, and that is the key function of the audits. We are not just acting as the 'Forest Police', which is a common mi-conception, but want your feedback every time on what we can do better.

Beyond Compliance – best practice and innovation: The SHEQ department constantly review Interim Advice Notes, industry guidance and best practice; where possible these are adopted and implemented. There are clear differences in practices across the different regions, counties and networks that we cover. But we are working hard to engage the client base to enable us to drive innovation wherever we are working.

Staff Welfare: This is the traditional 'Health and Safety at Work' function that we are all required by law to adopt, both as a company and as an individual. This can encompass things such as training to improve skills, health checks, making sure there are first aid facilities and ensuring you have the correct PPE or desk chair; anything that will ensure we provide a healthy working environment to enable you to complete your work safely and stay healthy.

Near Miss Reporting and incident investigations: Near Miss reporting is an essential tool in understanding what the risks are that you face on a daily basis. So what is a Near Miss? It is 'any incident that could have potentially caused injury or harm'. It's critical to record and monitor this, to avoid future incidents. And that's why we are reliant on our staff reporting this. They can be reported completely anonymously either using the near miss

booklet you should have been issued with (if you don't have one, please ask), or via the telephone hotline (see below). Without near misses we can't identify any trends or regular occurrences that need addressing.

So what should you report? Obvious cases such as a vehicle breaching the cones or a pedestrian walking through a live site. Others may include: a client or member of Forest staff driving through a site in an un-marked or non-compliant vehicle; verbal abuse on a road closure gate; or a staff vehicle driving recklessly in the yard.

Everything reported gets investigated. Your Near Miss today, could save a life tomorrow.

How can you help SHEQ?

SHEQ involves all of us. It's not just about monitoring, but driving and nurturing a safe, healthy and high quality environment for us all. We need everyone to help, so please:

- Read, understand and live by the Destination Zero: Home Safe Every Day commitments
- Report as many Near Misses as you can
- Feedback on how we can make improvements to our sites, our processes and our paperwork

The little things make a big difference. We want staff to lead by example; take ownership; be clean, tidy and organised; look out for each other and don't ignore potential risk. You can use the Staff Forum (see article) to feedback anything you want to say; good or bad, via your depot staff representative.

We must always aspire to be better, do better and find ways in which to improve safety and standards in all that we do. SHEQ and Forest are committed to this and we hope you are too.

Your SHEQ team:

Belinda-Sweet Williams	SHEQ Director
Barry Brown	SHEQ Coordinator
Kev Winstone	SHEQ TSCO (West)
Mike Campbell	SHEQ TSCO (East)

In this first edition of the Forest News, the SHEQ department would like to thank everyone for their continued effort and support, especially with all the recent changes to paperwork and processes. We give our commitment that we will continue to work with you to ensure we all go home safe every day.

Reporting a Near Miss:

Telephone
Hotline:

07818 597901



Latest Innovations

Introducing some of our latest innovations and trials, designed to keep you safe and healthy.

HIGH SPEED WORKS

IPV Cameras:

Through the use of CCTV in and around Impact Protection Vehicles, we are able to review footage as part of an incident investigation, giving us valuable information to ensure we learn, reduce risk and make improvements. The primary focus is to ensure staff stay safe at all times.

Early warning systems for IPV:

We are researching the installation of this system, placed on the rear of the IPV that will sound an alarm and/or flash to indicate a vehicle is within 100m. This will help you, our staff, to clear the area if a vehicle is set on a collision course. We want to get you out of harm's way as soon as possible.



PERSONAL PROTECTION

LED Protective Work Wear:

In conjunction with Area 4 we have been trialling FHOSS LED PPE. Trials are still on-going, but initial feedback, especially relating to the trousers which have an LED band around the bottom lighting up a 1m circle around operative's feet, are positive. The trousers may stop slip, trips and fall injuries and the vests improve operative visibility to passing traffic, noticeably making passers-by slow down.

Helmet and Badge Cameras:

We want to deter abuse, and improve risk, by understanding and monitoring public behaviour when approaching traffic management. The helmet mounted and badge mounted CCTV units under trial can assist with this, proving to be a deterrent to what could be abusive members of the public. This in turn, improves public behaviour when approaching works and will record valuable footage should an incident occur.

New Boots:

For comfort, safety and durability, we will be introducing Goliath footwear, so look forward to improved quality, warmth and dryness.

Staff Forum

On April 24th Forest held its second Staff Forum and we would like to explain what this is all about.

The Staff Forum is designed for the staff on the road to have a voice. Whilst the initial two meetings have been chaired by the SHEQ department, future Forum's will be chaired, managed and run by you. Individuals will be voted for and they will represent the staff in each region. Forums will be held regionally (with the exception of February and March) and a group Forum every 6 months.

There are a couple of key objectives:

- To identify genuine issues or concerns staff have, then try to find solutions.
- To identify any operational or health and safety shortfalls, then using the Destination Zero ethos, come up with solutions, driven by you and supported by management.
- To seek continual improvement, again led by you, the people who deliver the work on the road.

This is not an opportunity to just have a good moan, but a real chance to be part of the solution. Many of the items, issues and concerns that came out of the initial meetings are ones that we as a company are aware of. There are often real barriers to achieving the desired results, but we acknowledge we must seek to continually improve what we are doing.

These changes will often be small, trialling new ideas and ways of operating; any improvement is a positive step.

Part of the process will be for the Staff Representatives to request Managers attend Forum meetings to hear their concerns and talk about the solution. Understanding is required by all parties and through collaborative working with the relevant departments solutions can be created.

As an example, one of the issues that were raised at the last meeting was the lack of sign straps for use with central reserve signs, rather than carrying sandbags back and forth. Reducing carriageway crossings is essential; so this will be picked up by the SHEQ department who will liaise with each depot's operational staff to ensure this happens. This is a quick fix item.

A second example, which is a far more complicated, is the constant churn of gangs and last minute notice for work. The company is painfully aware of the impact this has and, if there was an easy fix, we would have implemented it long ago; however, we are reviewing how we manage resources and how we can reduce this. Understanding the 'root cause' is essential before we start to create the solution, and this needs to be part of the Forum and company's approach to ensure the changes we make are the right ones and sustainable. There were some good ideas that came out of the meeting which will be reviewed, discussed, implemented where possible, or explored in more detail at future meetings.

If you have a good idea, however small, this is where it should be shared. We can only do one or two things at a time, but every idea and suggestion will be seriously considered and feedback given.

We will use the News letters to report on issues raised, progress and solutions.

Please get involved – your opinion really matters and we want to hear your good ideas.

If you would like to be a Staff Representative please get in contact with Mike Campbell, Sarah Sutherland or Kev Winstone.

Team News

In future editions this section will be used for recognition of new staff, promotions and anyone who has achieved anything of note within Forest; however, for this edition we would like to bring you attention to the following that is due to be issued to all staff, if you haven't already received it:

Forest Staff Briefing #1 – Structure, Values and Objectives

The new Forest structure has been rolled out to all office based staff – including our objectives for the next 12 months, new Forest company values, and plans for the future. The Forest senior management team are keen to improve engagement and communication with all staff, and embed the following 5 core values throughout all aspects of the business:

- **Structure (of the organisation and the procedures used)**
- **Clarity (of communication and decision making)**
- **Fairness (to each other and external partners)**
- **Ambition (for business growth and team development)**
- **Consistency (of service provision and internal practices)**

If you would like further information or a copy of the staff briefing then please speak to your line manager.

We would like to welcome all those that have joined Forest recently and congratulate all those who have been promoted. Forest has gone through a number of changes over the last 12 months; with the new team and structure now in place we look forward to driving the business forward, focused on the core values set out above and through the Destination Zero: Home Safe Everyday initiative and seeing your name recognised for achieving excellence.

We are also interested in anyone undertaking any charity events or community activities that we can promote and do an article on.

If you feel any of your staff or colleagues deserve a mention in future editions for any achievements, both in and out of work, please email the details to: victoria@vsquaredmarketing.co.uk and dthorn@forestsupportservices.co.uk

Spotlight

Prys Lewis

Traffic News interviewed Prys Lewis, our Regional Manager in Wales and West Midlands.

Prys came to Forest from Hanson Contracting; a large multi-national and multi-skilled civil engineering business. He started life there as a Contracts Manager, and after five years, took a sideways step into Quantity Surveying, in order to get a deeper understanding of the commercial side of the business, including the financial aspects. Prys gained a great amount of experience during his seven years at Hanson, and this is when Forest was fortunate to recruit him into the Regional Manager role. Read more about our interview with Prys below.

Why Forest?

'I moved to Forest for Career Progression. The role attracted me as it had a much broader remit, which meant I could bring all of my skills and experience together, gained from my previous roles. It was a fantastic opportunity for me on a personal level.'

Are you enjoying your new role?

'Yes. It's tough going, I won't deny that. It is a change of industry, and a different size of business. Together, these two elements present a different set of challenges to those I've experienced previously. It's been very fast-paced so far; especially as it's a busy time of year for the industry, but it has been a fantastic challenge. I am really lucky to be working with good people, with a wealth of experience and I'm learning so much every day.'

What are your key areas of focus in 2014?

'There are three key areas that I am driving forward. Firstly, business efficiently and cost reductions. This is an area I am keen to get a handle on, which will mean embedding more structured



processes within every department. Secondly, we are focussing on our pricing strategies as a business, to ensure they are robust, accurate and competitive within the market. And finally, raising our game to bring us in line with key competitors, with a view to surpassing them.'

What are you most excited about?

'Watching the business grow. I am very confident that it will grow tremendously, and I look forward to welcoming these opportunities in different regions.'

Finally, would you like to tell us a bit about you?

'I live near Cardiff, having previously lived in Llanddewi Brefi; most famous for 'the only gay in the village' from Little Britain. I am happily married at the grand old age of 34 and keen gym goer, although that has somewhat diminished with my work schedule! I also enjoy clay pigeon shooting and will always show up to a good social event.'

Thanks to Prys for his input into Traffic News.

We are now live on Twitter and Facebook!
Follow us: @ForestTMNews
www.facebook.com/ForestSupportServices

Got some news? We would love to hear from you. Please contact Danny Thorn or email enquiries@forestsupportservices.co.uk



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