Measuring the risk

Fleet Safety Forum subscriber report 2012 (part 1)

The Fleet Safety Forum is a division of the road safety charity Brake specifically for fleet managers working to manage their road risk. The Fleet Safety Forum has surveyed fleet managers who subscribe to the Forum to compare their road risk management practices.

This report publishes the first half of the results of this survey and will be followed by a second report on the remaining results.

This report shows many subscribers deserve congratulations for implementing measures to improve the safety of their fleets. However, it also concludes that much more can be done. Even within the most safety conscious fleets there is room for improvement, particularly relating to some of the more challenging aspects of road risk management.

This report publishes results relating to the following topics:
- Young drivers
- Agency drivers
- Monitoring speed through telematics and GPS systems
- Use of public transport

The second report will cover:
- Driver tiredness and sleep apnoea
- Testing for drug and alcohol use
- Eyesight testing

134 organisations operating fleets of all sizes and vehicle types, and responsible for thousands of vehicles around the globe, responded to the survey.

Roz Cumming, Brake Fleet Safety Forum manager

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helping companies to be safe on the road

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Young driver policies

Research shows young drivers are more likely to take risks like speeding, overtaking dangerously, talking on a mobile, and driving on alcohol or drugs, due to their lifestyle, over-confidence, and inexperience. For example one survey showed a disproportionate increase in the instances of drivers under the age of 25 failing breath tests when comparing 2011 to 2010 figures. 15% more young people failed breath tests than in the previous year, whereas 7% more people of all ages failed breath tests, compared to the previous year. [1] Young drivers are far more likely to crash than older drivers; in the UK for example only 8% of driver licence holders are aged 17-24, [2] while 17% of drivers involved in crashes, and 24% of drivers injured or killed in crashes are in the same age group. [3]

Having comprehensive policies and practices to reduce the risk of young employees who drive can save money by reducing insurance premiums and vehicle repair costs. It also demonstrates commitment to protecting staff and the public and reduces the risk of being prosecuted. Some may see the introduction of such policies as discrimination on grounds of age; yet fleet managers who acknowledge that people in the younger age group are a high risk group and take steps to manage that risk are acting positively to protect those drivers and other road users.

We asked Does your company have policies aimed specifically at young drivers, in the form of:
• minimum age restriction on driving for work
• additional/tailored risk assessments for young drivers
• additional/tailored training for young drivers
• other policies

While the majority of companies (80%) responded positively to at least one element of our question, a quarter of those (26%) reported having a minimum age restriction for drivers, with no other targeted policy in place.

Less than a third of companies reported having either risk assessments or training that was tailored specifically at younger drivers (29% and 27%). Of those who didn't have a driving age restriction in place, less than 5% reported having any other policy targeting young drivers.

• 67% of companies reported having a minimum age restriction on driving for work

• 29% reported having additional or tailored risk assessments for young drivers

• 27% reported having additional or tailored training for young drivers

• 47% reported having other young driver policies in place

The one fifth (20%) of companies that reported not having any policies aimed specifically at young drivers, represent a wide range of fleet sizes (from less than 50 vehicles to more than 1000), as well as both public and private sectors, so there seems to be no clear sector or type of fleet that's either leading the field or lagging behind on this issue. Rob Cummings, policy advisor for the Association of British Insurers, says: "Care should be taken in adding any young driver to fleet policies, particularly as they have a poor safety record which can push up the annual premium or command a much higher excess in the event of a claim. Companies should conduct a risk management audit of all their at-work drivers and put in place good management practices to reduce any identified risk exposure, especially for young drivers."

Case study Royal Mail

Royal Mail operates a fleet of 38,000 vehicles in the UK. It conducted analysis of collision rates by driver age through its Zero Accident Programme (ZAP), and identified a higher than expected rate for drivers aged 17-25, accounting for 7% of Royal Mail's collisions during 2009/10, but making up only 5% of the driving population. It was also noted that the proportion of blameworthy collisions was higher for drivers in the 17-25 age bracket, compared to all drivers.

The company trialled a new RoSPA interactive classroom based training course, combined with new in-vehicle training aimed at drivers in this age group, to equip them better to deal with risks they face daily on the road. The trial took place in London and Northern Ireland.

Drivers in the trial had already been involved in at least one collision. Drivers were sent a letter outlining what the trial was and why they were being invited to take part. All invited drivers responded positively; there was full attendance on each day.

The trials received positive feedback from drivers and local union representatives. Importantly the training also proved effective. Monitoring and evaluation pre and post training showed a 56% reduction in the collision rate for the group of drivers who attended the training.

Since the initial trials further funding has been agreed by the RM senior leadership team, and planning is underway to deploy to an increased number of young and higher risk drivers.

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Advice on young driver policies

Companies should:

- Analyse data from crashes and near-misses to identify if there is a disproportionate involvement of young drivers. Use the results to inform managers at Board level as well as drivers about any problem you identify relating to young drivers in your fleet and to help inform measures to eliminate that problem.

- Ensure your written policies and internal communications reference the vulnerability of young drivers and the importance your company attaches to the safety of young drivers, and list measures you are undertaking to tackle the problem. Limit young and inexperienced drivers to low-risk routes and journeys as much as possible, for instance avoiding night time, motorway, and long distance driving.

- When recruiting and inducting young drivers, ensure their assessment and training focusses on common attitudes and behaviours of young drivers, including: undeveloped hazard awareness skills; over-confidence; alcohol and drugs; speed and overtaking; mobile phone use.

- While it is important to identify, communicate, and act on the need to improve the safety of young drivers in your fleet, it is also essential to take care not to alienate young employees by patronising or lecturing them rather than encouraging and engaging them. Training and education of young employees should be inclusive, interactive, and positive.[4] Research shows for exampe that 62% of under 24 year-olds report changing their driving behaviour as a result of road safety Facebook groups.[5] It should ideally give young people the opportunity to consider for themselves the risks and consequences, and explore for themselves the most appropriate actions to prevent these risks and consequences.[6]

The Brake Pledge covers the main risks taken by all ages of drivers (including speed, alcohol, drugs, fatigue, mobile phones), but is ideal as a campaign aimed specifically at young drivers too. This campaign is particularly valuable when delivered to young drivers in a workshop environment that encourages debate and exploration of solutions by the young people, led by an experienced facilitator. Fleet managers can attend a one day Brake course about how to deliver Brake Pledge training within the workplace to `drivers of any age. For more information on the Brake Pledge and the one day course, go to **www.fleetsafetyforum.org**.

Pledge at www.brakepledge.com
slow sober sharp
silent secure sustainable

Agency drivers

Using agency drivers is a necessity for many fleet operators but it can create heightened risks that need to be managed.

Research shows agency drivers are more likely to crash than permanently employed drivers and the cost of agency driver crashes is on average a third more than those of permanently employed drivers.[7] It is the responsibility of the organisation using agency drivers to ensure they are properly inducted, trained, monitored, and assessed to the same rigorous safety standards as permanently employed drivers.

We asked Does your company use agency drivers?

A significant proportion (42%) of Fleet Safety Forum subscribers said their company uses agency drivers.

Dr Will Murray says that if using agency drivers "fleet operators should work closely with a few chosen agencies with a similar company culture to develop comprehensive and written management procedures, standards, terms and conditions for recruitment, testing, induction, training, driver experience, procedures, support services and insurance arrangements. They should also plan ahead by holding regular meetings to determine approximate driver requirements for the following weeks and months."

Advice on using agency drivers

- Before working with an agency, ensure you see comprehensive information on its safety policies including evidence that policies are properly implemented. Agencies should frequently check drivers' licences for endorsements, continuously assess drivers' knowledge of vehicle maintenance requirements and driving laws, and assess drivers' fitness to drive through medicals and psychometric testing.

- Establish a strong partnership approach with the agency. Clearly communicate your requirements far enough in advance to ensure the agency has drivers available appropriate to your needs, and that they can prepare them with job-specific refresher training. The agency should provide proof they have done this.

- Your organisation is responsible for inducting agency drivers to your fleet safety policies through driver training and handbooks, monitoring agency drivers, and communicating any problems to the agency.

- Expect the same safety standards, attitudes and behaviour from agency drivers as you do from permanently employed drivers.

• Ensure your incident reporting and recording procedures make it easy to distinguish between incidents (of any severity) involving agency drivers and those involving permanent drivers. If agency drivers are involved in a disproportionate number of incidents, notify the agency and identify steps that either you or they can take to address the problem.

Case study CEMEX and Driver Hire

CEMEX works closely with Driver Hire to ensure agency drivers are thoroughly trained and properly equipped to drive safely.

Managers at the two organisations are in regular contact with each other through the following means:

• A Driver Hire management representative attends CEMEX's National & Regional management meetings to discuss issues and feedback.

• Driver Hire holds weekly conference calls with CEMEX local managers to review driver performance

• Driver Hire submits information to CEMEX weekly about drivers' shifts, names, and rates of pay broken down by individual transport depot; CEMEX uses this information both to pay Driver Hire, and also to give a clear indication of how many and which agency drivers have been used, which shifts they have worked and what the costs to CEMEX have been, by depot.

• CEMEX issues regular safety alerts via email to internal staff. These are also sent to Driver Hire management.

Driver Hire managers attend CEMEX site safety meetings and undergo mock driver inductions to help them understand CEMEX's safety and operational requirements & expectations which in turn helps them to select the most appropriate drivers.

As a result, agency drivers working for CEMEX are properly equipped and thoroughly trained. Driver Hire provides drivers with all the required protective equipment (including hi-vis clothing). It educates its drivers to ensure understanding of and compliance with CEMEX's specific on-site safety regulations. Agency drivers, like all drivers working for CEMEX, are required to attend site safety meetings. In addition Driver Hire sends out detailed communications to its drivers about CEMEX safety alerts and operational changes, keeping them informed to the same extent as CEMEX's employed drivers.

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Monitoring speed through telematics

The faster we drive, the less time we have to react to unexpected hazards, such as a child who runs into the road after a ball. At 40mph (64kph), stopping distance is trebled when compared to the stopping distance at 20mph (32kph).[8] Research has shown that reducing the average speed on a road by just 1mph is likely to reduce the frequency of crashes by 5%.[9]

Fleet managers are advised to take positive steps to ensure drivers stick within speed limits. It should be written into company policy that drivers are expected to stay within limits at all times, slow right down in bad weather or on bendy country roads, and slow down to 20mph or below around homes, schools and community facilities/centres.[10] Drivers should be told this is essential and educated on its importance.

Alongside this, companies can use technology to control and monitor vehicle speed.

Telematics allows managers to monitor driving, feeding the information back to a central database. This can be used to improve safety and save money due to fewer crashes, less vehicle wear and tear, and more fuel efficient driving. Telematics data can inform driver training and engagement of drivers on safety issues to create a safe driving culture. Some systems can also monitor the condition of vehicles; automatically notifying managers when servicing and repairs are due.

We asked **Does your company use telematics / GPS systems to monitor driver speeds?**

Almost half (44%) of companies reported using telematics / GPS systems to monitor driver speeds.

Advice on using telematics / GPS systems to monitor driver speeds

• Before introducing telematics, have clear objectives for what you want to achieve, what you want to monitor and how you will use data collected. You should also consider what training and awareness raising you need so drivers understand and support it.

• An effective way to persuade your Board of the financial and safety benefits of telematics is to trial it on some vehicles. As well as demonstrating the benefits of telematics, this allows you to make improvements so you are using the technology as efficiently as possible to meet your objectives.

• When introducing a telematics system you should be using it to enhance and support existing driver safety policies. Telematics helps identify and analyse risks so you can then mitigate them through actions such as training, improved scheduling of journeys and allocation of staff, and introducing new, or updating existing policies and procedures. Telematics is not a replacement for having comprehensive policies and procedures.

Case study Iron Mountain

Iron Mountain has a fleet of 290 vans and 140 trucks based in the UK. The company introduced a telematics system by GreenRoad in 2010, initially trialling it on 30 vehicles, then installing across the fleet in early 2011.

Communication about the system to both drivers and management teams was seen as crucial to making it a success. While the obvious benefits in reduction of risk meant it was easy to persuade drivers of the technology's usefulness, senior management needed the additional information about anticipated savings from reduced vehicle incidents such as cost of repairs and downtime.

The successful introduction of the system, along with appropriate management of the information and communication about it, have resulted in significant reductions in the number of vehicle incidents (nearly 11%), vehicle repair costs (25%), and the cost of third party claims (15%), along with increased fuel efficiency across a year compared to the previous 12 months.

Crucially, Iron Mountain drivers' speeding incidents reduced by 64% in a year.

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Use of public transport

The easiest way to eliminate risk is to eliminate exposure to risk. By reducing the amount of driving for work, companies improve safety and reduce costs. Encouraging employees to take public transport instead of driving cuts organisations' costs including: fuel costs; insurance claims and premiums; vehicle maintenance costs; and congestion and parking charges. Using public transport also allows more efficient use of staff time as employees can work safely on public transport and while waiting for it to arrive, for example using wi fi systems in airports.

A policy allowing employees to work from home results in further savings, as less time is lost due to employees being unable to reach work or meetings because of traffic, bad weather, or vehicle failure. Encouraging employees not to drive also demonstrates your organisation cares about the environment and is minimising its carbon footprint.

We asked Does your company have a policy that staff should use public transport instead of driving, or avoid travelling altogether, whenever this is possible?

Only 41% of companies reported having a policy that staff should use public transport instead of driving, or avoid driving altogether, whenever possible.

Advice on public transport policies

- Conduct an audit of employee driving while at work, and getting to and from work. Use this to demonstrate to your Board the savings that could be made through reducing staff mileage, both in staff time and the likely reduction in crash rates and associated costs.
- Where possible, allow employees to work from home.
- Encourage employees who must commute for work to take public transport rather than drive. Introduce flexi-time to make it easier for staff using public transport. Negotiate a discount for your employees on season tickets for local bus and train services to make it easier and cheaper for them to stop using their cars.
- Advise employees to set up meetings via tele- or video conference to reduce the need to travel. When employees have to travel for meetings, ask them to do so using public transport.
- If a number of your staff travel frequently between the same sites, introduce a shuttle bus service to reduce car travel.
- Encourage employees to cycle to work. The cost of bicycles and safety equipment can be subsidised, either through any government incentive scheme promoting cycling or privately by your organisation.

Case study Brake

Brake has a policy of staff avoiding driving for work in all but the rarest circumstances. It is able to adopt this policy because it does not operate a fleet for any specific reason, and does not have a need to visit outlying areas not well served by public transport – however, its policy can be adapted by other employers for particular groups of workers who are also mainly office based.

Employees who work in the Brake head office in the UK must live within a reasonable commuting distance and journey to Brake by public transport or on foot or bike. Occasional commutes to Brake by car for particular reasons, while abiding by the Brake Pledge, are allowable.

For employees who absolutely cannot access regular public transport from their home to work, written approval may be given by the general manager to enable them to commute by car. However, this will always be rejected for journeys of more than 12 miles. This policy is explained in job descriptions, so prospective applicants are aware of the need to live in close proximity to work.

Meetings should happen in the Brake office (which is easily accessible by train) or at a time and location elsewhere that is easily accessible by public transport; for example, lunchtime in central locations in cities. If possible, several meetings should happen on the same day to save time and money.

Case study **Brake (continued)**

Brake staff are told to avoid situations where they need to take taxis or be a passenger in someone else's vehicle, as it is not possible to know the standard of the driver or their vehicle. Brake staff are required not to get into any vehicle that they consider to be old and in a potentially dangerous condition, and are required not to travel with any driver that they consider may not drive safely. If staff find they are in a situation where they must travel by taxi or accept a lift, they are required to ask the driver before setting off to please drive slowly, well within limits.

Parents who drive and work for Brake are required to respect Brake's campaigns for parents to reduce congestion around school and nursery gates, and to contribute to alleviating this congestion by walking to the school or nursery gates wherever possible, and to walk with their children in a responsible way (holding hands, children on the inside, using crossings).

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helping companies to be safe on the road

The Fleet Safety Forum is a not-for-profit subscription service for fleet managers by Brake, the road safety charity. The Forum produces regular guidance, research and resources for fleet managers to assist them in improving safety. It also runs a programme of professional events including an annual conference and workshops on a wide range of topics, allowing fleet managers to hear from academics and other practitioners about reducing occupational road risk. To find out more or to subscribe for a low annual fee, visit **www.fleetsafetyforum.org**

roadsafetylibrary

Brake runs the Road Safety Library, a free online portal to road safety research by institutions around the globe, on topics covered in this guidance and many more. Go to **www.roadsafetylibrary.org**

End Notes

1   *Summer drink driving results*, Association of Chief Police Officers, August 2011.

2   *Driver Licensing Statistics*, Driving Standards Agency responses to Freedom of Information Requests, 2011.

3   *Reported road casualties Great Britain 2010*, Table RAS20002 Drivers in reported accidents by gender, number injured, road user type and age, Department for Transport, 2011.

4   Apatu E.J, Alperin M, Miner KR, Wiljer D, *A Drive Through Web 2.0: An Exploration of Driving Safety Promotion on Facebook* National Center for Biotechnology Information, 2011.

5   Prasannah Prabhakharan, Brett R.C. Molesworth *Repairing faulty scripts to reduce speeding behaviour in young drivers* The University of New South Wales, Australia, 2010.

6   Dr. Deighton C., Dr Luther R., *Pre-driver Education: A Critical Review of the Literature* Department for Transport, UK, 2007

7   Dr. Murray W., *Managing driver agencies*, 2006

8   Stopping distances and collision speeds, Brake

9   Taylor M., Lynam D. and Baruya A. *The effects of drivers speed on the frequency of road accidents*. Transport Research Laboratory TRL Report 421, Crowthorne, 2000

10 Stopping distances and collision speeds, Brake

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