

Royal Society for the Prevention of Accidents
**Managing risk on the road while at work:
development of policy in the United Kingdom**

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Introduction

Established in 1917 and with a mission to '*..save lives and reduce injuries*', RoSPA is Britain's oldest and most well known safety charity (visit www.rospace.com). Focussing on the improvement of safety on the road, at work, in the home and in water leisure activities, it is both a major provider of information, training and other safety services and a campaigning organisation, leading the way on 'key issues'. It also promotes safety and risk education.

Since 1996 RoSPA has pressed for the Management of Occupational Road Risk (MORR) to be accepted as a much bigger element of UK Government strategies for both road safety and occupational health and safety (H&S). Specifically RoSPA has campaigned vigorously to win recognition of MORR as a mainstream health and safety at work issue. Significant progress has been made but further action is still needed to ensure that employers, regulators and other key stakeholders address this important area of work related risk as a strategic priority.

This paper describes MORR in a UK context, outlines the approach adopted by RoSPA and identifies key challenges still to be addressed. Web links are provided at various points to enable readers to access key documents and related initiatives.

Risk on the road while at work in the UK

In the UK in 2007 2,943 people were killed in road accidents and 30,720 were seriously injured. (These figures represent 48 and 57 per cent reductions respectively in casualty levels compared with the averages for 1981/85 – since which time traffic volumes in the UK have increased by over 40 per cent.)

Although comprehensive data on work related road crashes are not available, by a variety of methods RoSPA and others have estimated that between a quarter and a third of all road traffic casualties involve a person and/or a vehicle which was at work at the time. Conservatively this means that every week over 20 people are killed and 250 are seriously injured in 'at-work' road crashes. Discounting casualties in such events who are not at work suggests that annually some 500 – 800 workers are killed in 'at work' road crashes compared with less than 250 notifiable worker fatalities in fixed workplaces. (Except in cases of accidents during loading or unloading, vehicle recovery or at road works, where injuries occur to workers on the public highway while at work, these are not statutorily reportable by employers like other workplace injuries under the Reporting

of Injuries, Diseases and Dangerous Occurrences Regulations or 'RIDDOR'.)

Compared with other work hazards, work related driving presents considerable risk. At the average risk of being killed in car driving, those who have to cover 25,000 miles per year as part of their job face an annual average chance of accidental death equivalent to that faced by construction or quarry workers. In reality business drivers are more crash involved and their crash consequences tend to be worse than car driving in general, meaning an average level of risk which is closer to that associated with deep sea fishing!

The 'at work' driving population is extremely diverse, encompassing not only 'vocational' drivers (haulage, passenger transport etc) but millions of workers who need to drive (or be on the road as pedestrians) in order to do their jobs. In this context it is clear that increasing 'at work' vehicle use in the UK is associated with the growth of the service based economy (delivering services, visiting clients etc). On the other hand, one study in manufacturing in England found that 75 per cent of men and 49 per cent of women reported that they were required at some point to drive during working time.

While 'at work' drivers include those who drive company owned or leased vehicles, most drive their own vehicles under mileage allowance reimbursement arrangements agreed with their employers. (The term 'grey fleet' has been used to describe such vehicle use which presents a number of problems for employers, for example, when seeking to monitor vehicle fitness and safety.)

UK law and work related road risk

Although employers' general duties in UK H&S law have applied to work related road safety since 1974, these have not been enforced by the UK Health and Safety Executive (HSE) who have agreed that road traffic law enforced by the Police should take precedence (see below). Police officers are now required to ascertain journey purpose at the scene of serious road crashes (and liaise with HSE if necessary) but they have no role in routinely visiting workplaces to inspect employers' risk assessments and policies or the organisation and arrangements which should be in place for ensuring safe driving while at work.

In this context, key aspects of UK H&S law relevant to 'at work' driving include: the requirements for a written safety policy (setting out 'organisation and arrangements') and 'suitable and sufficient' risk assessments (to determine safe systems of work); competence of employees; monitoring and periodic review of performance; access to competent advice; consultation with workers' representatives and director and senior management leadership.

There have been relatively few prosecutions of employers under H&S law for offences relating to work related road crashes. And for reasons stated above, health and safety inspectors tend not to have used their prohibition or improvement notice powers to address unsafe driving at work. Employers may however face prosecution under road traffic law if they have aided and abetted the commission of offences by drivers and others.

For Large Goods Vehicles and Passenger Carrying Vehicles and their drivers face additional and more stringent duties including construction, use, licensing, maintenance and driving.

The law of manslaughter in the UK has recently been amended to remove obstacles which hitherto have made it hard for corporations to be found guilty of this offence. The recent Health and Safety Offences Act has also increased the maximum level of fines that can be imposed and increased the range of offences for which imprisonment is available. Both these changes have tended to heighten the awareness of board level directors and senior management teams of their responsibilities, including the need to ensure safe driving while at work.

Further, employees who have been injured in 'at work' road crashes may also pursue civil claims for damages against their employer.

New guidance

In September 2003, as result of extensive lobbying and public consultation (see below), the HSE and the Department for Transport (DfT) published new guidance, '*Driving at Work*' (INDG 382 -) which made it clear that H&S law applies to 'at work' road use. It highlights risk factors in 'at work' driving, suggests approaches to risk assessment and possible risk control measures, stresses the need for periodic performance review, signposts further information and highlights the 'business case' for MORR.

It also contains an HSE caveat as follows '*... the Health and Safety Commission's enforcement policy statement recognises the need to prioritise investigation and enforcement action. Current priorities, as set out in HSC's strategic plan, do not include work-related road safety*' (HSE continue however to focus on workplace transport as a key safety priority since accidents on worksites still account for about 15 per cent of notified/serious injuries.)

In essence INDG 382 signals that employers should:

- communicate clear messages to their staff about their approach to road safety;

- set up systems and allocate duties to key members of staff (particularly managers);
- carry out 'suitable and sufficient' risk assessments to check that they are taking the right steps to avoid risk on the road and ensure safe driving;
- provide driver training where necessary; and
- monitor (actively and reactively) and review performance.

Although many employers are still taking isolated initiatives to tackle the problem, the concept of MORR has been embraced by most large organisations and public sector bodies. The main challenge now is extending this to small and medium size enterprises (SMEs) (less than 50 employees) which now account for over 50 per cent of all UK employment.

HSE's role

Because the UK Health and Safety at Work (HSW) Act is potentially so broad in its application it has been longstanding Government policy that, where there is more specific safety law already in place (e.g. road safety, air and marine safety, product safety, food safety etc) the enforcement of this should always take precedence over the Act.

For this reason it has been agreed that lead responsibility for work related road safety (WRRS) should rest with the DfT rather than HSE. DfT have taken a number of initiatives, including research, campaigns on safer van driving, and the '*Driving for Better Business*' initiative (see below).

For their part HSE also encourages employers to manage the risks to their employees when driving. They have been actively engaged in the distribution and promotion of '*Driving at Work*'. The HSE website includes pages on WRRRS (including case studies – see <http://www.hse.gov.uk/roadsafety/>) and has a hyperlink to the DfT site which in its turn includes links to a wide range of useful contacts. HSE are partners in the Transport for London Freight Operators Recognition Scheme (<http://www.tfl.gov.uk/businessandpartners/freight/1286.aspx>), one key aim of which is to raise H&S standards. They have been working with police collision investigators to identify any training needs and to improve communication and cooperation between HSE and local police investigators. HSE experts are regular speakers at conferences and events, including gatherings of small business representatives, to get across key messages on managing WRRS. They chair the Road Distribution Action Group and work closely with appropriate skills providers in the road transport sector. There is close liaison between HSE and DfT and the Driving Standards Agency, for example in the implementation of Driver Certificate of Professional Competence (Driver CPC) which introduces an Initial Qualification for drivers entering the lorry and bus industries and which they must complete in order to drive professionally.

Historically RoSPA and HSE are very close partners but differ on the degree of priority which HSE (and Local Authority (LA) H&S inspectors) should give during proactive inspection to reviewing management arrangements for WRRS. The police remain in the enforcement lead on the public highway but generally speaking they do not review compliance by employers with key requirements of the MHSW regulations such as risk assessments, procedures, training, monitoring etc. Neither do they have HSE's prohibition and improvement notice powers.

RoSPA has set out 24 reasons why MORR must be accepted as a much higher strategic priority by the HSE

(<http://www.rosipa.com/morr/information/24arguments.htm>).

RoSPA's campaign

Since Autumn 1996 RoSPA has been pursuing a campaign to *'.. ensure that the risks which people face (and which they create for others) while on the road as part of their job are managed by employers within the framework which they should already have in place for managing other aspects of health and safety at work.'*

This has involved research and the promotion of discussion, lobbying Government ministers and other political representatives, submissions to Parliamentary Committees, securing press publicity, public speaking and extensive contacts with key stakeholders (see below). As well as helping to protect workers and others, RoSPA has argued that action to promote MORR also has a major role to play in helping to meet the UK Government's 2010 road casualty reduction targets.

In 2001, as part of its consultation on future road safety strategy (*'Tomorrow's roads safer for everyone'*) the Government set up the Work Related Road Safety Task Group (WRRSTG) under the chairmanship of Richard Dykes, then a senior executive in the Post Office, to examine the whole issue of work related road safety. WRRSTG, on which RoSPA was represented, initiated a public discussion exercise on the case for MORR. The response from consultees was overwhelmingly positive.

In 2002, in partnership with other key industry and road safety bodies, RoSPA was instrumental in setting up the Occupational Road Safety Alliance (www.orsa.org.uk). It provides the secretariat to this network which now consists of over 130 (mainly representative) bodies which support a core statement about work related road safety and which are committed to raising awareness among business and other stakeholders.

RoSPA has also produced its own hard copy guidance (*'Managing Occupational Road Risk, the RoSPA guide'*- now in its second edition) as well as a suite of additional on-line guides covering issues such as drink and drugs, mobile phones, speed, health, own vehicle use, in-vehicle technology, safe journey planning, driver assessment and training and so on (visit *'Road safety resources for employers'* at <http://www.rosipa.com/roadsafety/resources/employers.htm>). RoSPA is a major provider of driver and fleet services (including advanced driver training, MORR reviews, MORR courses for managers, on-line driver assessment and so on). It has

also established an MORR Award as part of its longstanding H&S Awards programme.

Campaign time line

Sustained work on MORR has been undertaken for over 12 years. Highlights include:

- 1996/7: RoSPA 'key player' seminars organised under 'Chatham House Rules' with help from Esso and the EEF.
- 1998: Publication of the 'Stoke Court 'Declaration' by key players and the first edition of RoSPA's guidance.
- 1999: Input on MORR to the DfT's *'Tomorrow's Roads'* road safety strategy consultation.
- 2000/2001: membership of and input to the Government's Work Related Road Safety Task Group (WRRSTG or 'Dykes Committee).
- 2002: Establishment of the 'Occupational Road Safety Alliance'.
- 2003: Publication of the HSE/DfT guidance *'Driving at work'* (INDG382) and second edition of RoSPA's guidance.
- 2004: Securing positive recommendations in favour of MORR in the House of Commons Work and Pensions Select Committee report on HSC/E.
- 2005 Establishment of the DfT's Motorist's Forum and securing positive recommendations in its first report.
- 2007 Launch of the DfT's 'Champions' programme (*'Driving for Better Business'* - <http://www.drivingforbetterbusiness.com/>).
- 2008 Corporate Manslaughter Act and the H&S Offences Bill.

Management systems approach

Although significant progress has been achieved, particularly among higher achieving companies, MORR has still not been addressed by most employers in the same way as other health and safety issues. Reasons for this include lack of focus by HSE and Local Authority inspectors on management aspects of WRRS during routine visits to workplaces and lack of a requirement for employers to report work related road injuries (WoRRIS) to the enforcing authorities (see above).

In consequence, action to tackle MORR has not received high priority, although many companies have sought to deliver one-off initiatives such as providing driver handbooks, setting up incentives, awards and driver feed-back schemes and providing driver assessment and training.

RoSPA's key message is that, worthwhile as it may be, driver training should not be confused with MORR. Action to manage work related road needs to be focused in the first instance on key management processes and not just drivers' attitudes, skills and behaviours. Thus MORR must be integrated into the policies, organisation and arrangements which employers should already have in place for managing other aspects of health and safety at work. In this context RoSPA urges employers to integrate MORR within a management systems approach based on HSE's guidance *'Successful Health and Safety Management'* (HSG65) and the parallel British Standards Institution guidance (OHSAS 18004). (Both these documents extend

established 'quality management' system principles such as 'plan', 'do', 'check', 'act' to the management of H&S.)

Risk assessment

Suitable and sufficient approaches need to be developed for undertaking risk assessment (depending on the organisation, driving activity and context), addressing journey task and vehicle safety factors as well as driver attitudes and competence. In general the aim of risk assessment should be to help managers and/or drivers understand:

- firstly, how likely crashes might be, when they might occur, who might be affected and how badly etc;
- secondly, whether existing controls or interventions are adequate or more action is needed; and
- thirdly, which risks to tackle first.

Journey tasks factors might include: speed, fatigue, routeing, overall distance, timing, distractions, weather conditions, night driving.

Vehicle safety issues might include whether the vehicle is fit-for-purpose is properly maintained and has any necessary additional safety features.

Driver issues can include: age, experience, crash/points history, attitude, competence, general fitness, eyesight, stress experience and sleep quality.

While risk assessment can be **generic** (looking and different categories of driving) or **specific** (focussing on detailed features of regular and predictable driving tasks), it will always need to embody a **dynamic** element, enabling drivers and their line managers to assess safety requirements as conditions change.

The results of assessment should be used to help select appropriate control measures, focussing wherever possible on elimination or reduction of risk factors before simply selecting secondary safety measures or improving driver competence.

Practical action

In practical terms organisations need wherever possible to eliminate or reduce exposure to risk on the road. Top of the list of possible risk reduction measures is 'meeting without moving' (for example, by being video enabled). Next best is going by train or plane. (Plane/drive or train/drive options however require attention to vehicle familiarisation.)

Vehicles need to be appropriate for the task (e.g. load carrying or off-road work) and properly maintained with additional safety features where necessary. Drivers should carry out regular vehicle safety checks.

Managers need to avoid systems of work which cause people to speed (for example, 'just in time' delivery, payment by number of calls made, 'job and finish', unrealistic guaranteed call-out or delivery times etc).

They need to avoid asking staff to drive while tired (and at times of day when falling asleep at the wheel is more likely) and enable staff who drive to 'overnight' whenever necessary. They also need to address employees' sleep deprivation (looking after sick children, frail and elderly relatives etc) and avoid introducing distractions like making and receiving mobile phone calls while driving, even with 'hands free'. (RoSPA's advice is 'No mobile while mobile!'.) Managers need to be alive to potential health impairments, driver fitness issues and issues like alcohol/drugs etc which can affect their colleagues' ability to drive safely.

Drivers and managers need always to plan safest routes, avoiding congestion, crash sites and adverse weather. If a journey at the start of day is excessively long, staff need to travel the night before. Managers should be alive to the effects of stress/fatigue and poor work/life balance.

Organisations need to assess their drivers' attitudes and driving competence, follow their crash and penalty points histories and analyse and learn from their crashes and 'near-misses'. Drivers may be assessed by traditional in-vehicle methods, through review or interview or by use of on-line profiling techniques. Driver assessment should be used to target training and coaching at those with greatest needs.

Above all, organisations need to train their line managers, consult drivers and workers' safety representatives, require their senior managers to lead by example and recognise, celebrate and reward safe driving achievement.

A good approach is to set up a multi disciplinary team with driver and safety representative involvement to ask 'where are we now?' and to develop an action plan with clear targets and 'leading and lagging' key performance indicators (KPIs).

Monitoring and review

As MORR programmes are implemented, the results of active monitoring of compliance by managers and drivers with key standards and procedures need to be combined with findings from investigations of incidents and near-misses to help inform periodic review of performance so that lessons learned can be fed back to help promote continuous improvement. Success therefore is highly dependent on having a strong health and safety culture in place, characterised by active workforce involvement and positive management support for reporting, safety suggestions and employee input into assessment and investigation.

The business case

Besides reminding them of the need to respond to their legal obligations in relation to MORR, directors and senior managers need to be fully appreciative of the broader business case for sustained corporate action in this area. This can include avoiding: hidden (and mostly uninsured) accident costs; the loss of key business opportunities, staff time and morale following accidents; the threat of higher fleet insurance costs; threats to corporate reputation from bad driving (particularly in the case of liveried vehicles); notices, prosecutions and common law claims; and (in the worst cases) prosecution for corporate manslaughter. Benefits can involve enhanced team building and trust and environmental gains from reduced and/or more fuel efficient driving.

Spreading the message

The DfT have awarded a contract to the UK charity, Roadsafe, to lead a major campaign ('Driving for Better Business' – <http://www.drivingforbetterbusiness.com>) which involves a wide range of partners in a systematic programme of outreach designed to coordinate a network of employer champions drawn from the public, private and voluntary sectors who will work through employer networks and associations to deliver awareness. Key players in this context include:

- HSE and DfT (and DSA) themselves;
- Trade and employer associations;
- Trades unions, many of whom have produced guidance;
- Local Authorities, including LA Road Safety Departments ;
- Police Road Traffic Departments;
- Insurers and brokers;
- Motoring organisations, including the RAC and AA;
- Road safety charities;
- Professional bodies;
- Vehicle leasing companies;
- Trade journals;
- Major employers; and
- Government as procurer of goods and services.

Introduction of requirements on MORR into H&S pre-qualification requirements for contractors and contract conditions can be a potentially powerful route for influencing action by business on road safety – although in practice this approach requires clients themselves to have good practice arrangements in place themselves.

Continuing campaign priorities

RoSPA is continuing to press for fresh action to maintain the momentum of change on MORR, although it recognises that this may now prove to be more difficult in the face of the current economic recession. Some of the key actions still required include:

1. Acceptance by Government that work related road safety is both a major occupational safety and road safety issue and that **increased government spending on WRRS** can easily be justified on a 'spend to save' basis.
2. Government agreeing to take a **lead as an exemplar** employer in managing the occupational road safety of its own staff under the 'Government Setting an Example Programme (GSE) (<http://www.hse.gov.uk/gse/index.htm>).
3. Agreement by DfT and HSE about the need to set up a suitable forum as a **successor to the Dykes Committee** under an independent chair to bring key players together, review progress periodically and to co-ordinate new initiatives and research effort (see also below).
4. In this context, organisation by DfT/HSE and ORSA of **regular stock-taking conferences**, bringing together the key players to review progress with MORR.

5. A stronger statement from HSE on the need for employers to list occupational road safety in their corporate risk profiles and more emphasis during proactive visits by inspectors to businesses on securing **compliance** with the risk management elements (risk assessment, procedures etc) in INDG 382 (<http://www.hse.gov.uk/pubns/indg382.pdf>).
6. In this context, closer linking by HSE of WRRS with their **workplace transport safety** (<http://www.hse.gov.uk/workplacetransport/index.htm>) and **moving goods safely** agendas.
7. Establishing **more effective liaison arrangements** between HSE field inspectors and the police in crash investigations.
8. In this context, HSE and LA inspectors taking **high profile prosecutions** where appropriate and seeking exemplary penalties.
9. **Improving the capacity of HSE and LAs to respond to worker/public complaints on WRRS issues (e.g. via HSE line - <http://www.hse.gov.uk/contact/index.htm>)**.
10. Revising **RIDDOR** to require occupational road accidents leading to absence of work of employees for more than three days (or hospital treatment of members of the public) to be reported to HSE.
11. Facilitation by HSE and DfT of better **performance benchmarking** between organisations on their MORR policies, organisations, targets and performance (for example, via a GoPOP type facility - see www.gopop.org.uk).
12. Inclusion of WRRS data in data reported on H&S by organisations in their **annual reports** (<http://www.hse.gov.uk/revitalising/annual.htm>) and on their websites.
13. Co-operation between HSE and DfT in leading the **WRRS research agenda** in partnership with other key players.
14. Development of a series on **Communities of Practice and Interest and Government funding** to help expand ORSA.
15. Development of an appropriate **goal setting WRRS management standard**, reflecting the key risk management system elements found in HSE's '*Successful Health and Safety Management*' – HSG65.
16. **Review** by all MORR service providers of their **diagnostic/audit services** to help organisations attest to compliance with the standard.
17. In this context, indication by **insurers and brokers** of their attitude towards such a standard.

18. Expansion of the DfT's '**Driving for Better Business**' champions programme to promote the safety and business cases for MORR, with more articles, motivational speakers at conferences, engaging key opinion formers/journalists etc; commenting when MORR issues/stories are in the news; issuing press releases in support of MORR initiatives; and agreeing to speak on platforms with Ministers etc.
19. Better and wider **signposting to existing guidance materials and resources**, including positive case studies.
20. **More support** for awareness raising activities by a wide range of key players and influencers.

Looking ahead

The ethical and business cases for MORR have been embraced positively by many UK organisations which are already committed to achieving high standards of occupational health and safety as a key corporate performance objective. Many such businesses, which in the past may have made only limited interventions such as driver training, have now begun to develop much more systematic risk management approaches informed by assessment and backed by the measurement of performance. Further, there is a growing realisation that formal measures such as driver development, journey task planning etc, while necessary, are not sufficient. Effective 'health and safety culture' extending to employee behaviour on the road is as important in delivering safety assurance on the public highway as it is in fixed workplaces. Indeed, given the large numbers of staff who drive for work (from the newest recruit to the most senior executive), it is clear that MORR itself can be an excellent health and safety 'culture builder'.

The challenge now facing the UK is how to extend the bridgehead established on this subject in major organisations to small and medium size enterprises, particularly those which are keen to improve their safety performance but which lack expertise and guidance. (RoSPA is presently developing further on-line guidance aimed at SMEs– see annexe one – giving practical guidance on a 'plan, do, check, act' approach.)

MORR also needs to become firmly established in business management training and be a clear part of the suite of services delivered by the health and safety service sector.

On the other hand those businesses which 'will not see the light' need to 'feel the heat' of firmer enforcement and, in this context attention is now firmly fixed on the first cases of corporate manslaughter to be taken in the wake of the Corporate Manslaughter and Corporate Homicide Act. (Most work related deaths due to accidents occur on the road.)

The HSE Board are currently consulting on their future strategy. Instead of focussing during inspector visits to workplaces on a limited number of national priority topics (such as slips and trips, falls, site transport, stress and musculo-skeletal disorders) HSE now propose that all businesses should prepare a prioritised risk profile, indicating the action they are taking on their most significant issues. In most

organisations MORR will be at the top of such a list. HSE will face a serious challenge to their credibility if they cannot engage positively with employers and workers on this subject and will thus need to respond accordingly.

Finally, looking beyond the UK, there is clearly scope for a more co-ordinated approach within the EU where the gap between formal legislative competences for work safety and road safety is even wider than it has been in the UK. Some initial work on international comparisons by RoSPA suggests that there is much scope for sharing experiences and approaches to MORR between Member States as well as more widely with action taken in the USA, Canada, Australia New Zealand and Japan to name but a few. Given the explosion of motorisation globally and the scale of the worldwide road casualty epidemic the case for international co-operation in this vital area is unassailable.

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Annexe one

Royal Society for the Prevention of Accidents Managing Occupational Road Risk: Advice for small and medium size organisations (5th draft)



Occupational road risk

Every week over **20 people are killed and 250 are seriously injured** in 'at-work' road crashes. The human and financial costs to families, businesses and the wider community are massive.

Employers have clear **duties under health and safety law** to manage occupational road risk in the same way that they manage other health and safety risks (see HSE/DfT guidance 'Driving at Work' (<http://www.hse.gov.uk/pubns/indg382.pdf>)). Drivers too have clear responsibilities.

Taking action to ensure safer driving can:

- help to keep your employees and volunteers **safe while at work**;
- protect **other road users**;
- **save money** by reducing accidents and incidents;
- reduce **business interruptions**;
- **avoid adverse publicity** associated with accidents;
- help staff **stay safe while commuting** or driving in their leisure time;
- promote smoother driving which improves **fuel efficiency** and **reduces environmental impact**.

And remember, your drivers are **your ambassadors** on the road!

The following advice, which is based on 'plan-do-check-act' management principles, is **aimed at directors, trustees, owners and managers** in small and medium size organisations:

STEP 1: Plan

- Take an **overall look** at vehicle use in your business, including not only your own vehicles or those you hire but employees' own vehicles driven for work purposes. Look at annual mileages, incidents, their causes and costs. Also, think about the safety of your staff who may be at work on the road as pedestrians or riding bicycles.

- **Consult** all members of staff about road safety. Listen to their views. Look at **what other organisations are doing**. Seek **information and advice** from outside sources (see list below).
- Develop a **short statement** about your organisation's approach to road safety at work and communicate it to all your staff so that they understand your aims and expectations. Make sure they know their responsibilities.
- Carry out a **simple risk assessment** to see where you may have road safety problems and if you are taking the right steps to control risk on the road and promote safer driving. Look at things about 1) your vehicles, 2) journey tasks and 3) individual drivers that might tend to increase the overall level of risk. Identify areas for **priority action**. Keep a simple record of your findings.

STEP 2: Do

- Can you **reduce road travel**, for example, by teleconferencing or using safer modes like air or rail for longer journeys? (Remember, if you travel by plane or by train you may still be able to work.)
- Consider drivers' **attitudes** and their driving **competence** on recruitment and as necessary thereafter. You can assess drivers while driving or by using on-line tools. Ask them about their crash histories and penalty points.
- Consider investing in **extra driver training**, for example, for those covering the greatest mileages or with greatest development needs such as young drivers.
- Ensure drivers and their supervisors always consider safety before driving, for example by **planning journeys** which follow safest routes, wherever possible avoiding congestion, crash sites and night and adverse weather driving. If a journey is excessively long, staff may need to go the night before. Or they may need to stay overnight rather than driving straight home after working away. Plan stops of at least 15 minutes every 2 hours.
- Make it clear that **staff must not speed**. Don't set impossible schedules and deadlines. Avoid systems of work (for example, 'just in time' delivery, payment by number of calls made, 'job and finish', unrealistic guaranteed call-out or delivery times etc) which may encourage speeding.
- Emphasise that staff must be **fit to drive**. Make clear that they must meet DVLA medical fitness requirements and that they must not drive when they have become excessively tired by work or when they are impaired, for example, by alcohol or drugs. Make sure they are aware of the effects of: stress; medicines which can affect their ability to drive safely; 'morning after' drink driving; and fatigue due to poor work/life balance or sleep deprivation, for example, due to looking after sick children or frail dependants. Remind drivers about the value of 'caffeine and napping' to cope with sleepiness while driving. Make sure drivers have had eye sight checks.
- **Ensure vehicles are right for the job** (for example, load carrying or accessing off-road locations) and that **drivers are familiar** with new vehicles they are asked to drive (e.g. hire vehicles).
- Insist that they are **properly maintained and serviced regularly**, including when owned by employees themselves. Consider the value of additional safety features.

- Ensure vehicles are taxed, MoT'd where necessary and that drivers have '**business use**' **insurance** when using their own vehicles.
- Ensure they understand how to **manoeuvre vehicles safely**, for example during parking and reversing and that they know what to do when visiting **clients and other premises**.
- Make sure all staff who drive know what they should do in an **emergency**, including on motorways.
- Ensure they carry mobile phones to call emergency services if necessary **BUT** –
- **prohibit all use of mobiles (hand held or hands free) while driving**. (Set mobiles to voice mail and retrieve messages during breaks from driving.)
- And above all, ensure that you and your firm's supervisors always **lead by example**. Set a pattern for others to follow by the way you drive yourself.

STEP 3: Check

- **Check licences** to see that drivers are entitled to drive the class or type of vehicle to be driven. Monitor licences to track penalty points and crash histories (whether or not they were driving for work).
- Require staff to **report all road traffic offences** (whether at work or not). (In the first instance, always consider help and support rather than disciplinary action.)
- Ensure all accidents and 'near-misses' while driving for work are **reported and investigated**.
- Require drivers to do daily and weekly **vehicle safety checks**.
- Ask for **claims data** and **safety related information** from vehicle providers (minor damage, cases of excessive brake/tyre wear etc).

STEP 4: Act

- Make time and space to **review progress** periodically (asking 'where are we now?') to identify any further worthwhile steps you can take.
- See to it that any lessons to be learnt from experience are **shared and fed back** to promote safer driving.
- Develop a simple **action plan** with targets for further improvement.
- Recognise, celebrate and **reward safe driving** achievement.
- **Keep the topic live** by always focussing on road safety in meetings, internal memos, briefings, staff appraisals etc.

Sources of further information and support:

- **RoSPA** (<http://www.rospa.com/roadsafety/resources/employers.htm>).
- **Health and Safety Executive** (<http://www.hse.gov.uk/roadsafety>)
- **Department for Transport** (www.dft.gov.uk/drivingforwork/)
- **Occupational Road Safety Alliance** (www.orsa.org.uk) for key road safety organisations
- **Local Authority Road Safety** (LARSOA <http://www.larsoa.org.uk>)

- Police forces, insurers and brokers, employers' associations, trades unions....

Roger Bibbings
Occupational Safety Adviser

16th December 2008

Annexe two

Some useful UK websites

- www.rosipa.com (go 'occupational safety')
- www.orsa.org.uk
- www.morr.org.uk
- www.hse.gov.uk/roadsafety
- www.airso.org.uk
- www.roadsafe.com
- www.pacts.org.uk
- www.brake.org.uk
- www.larsoa.org
- www.rosipa.com/drivertraining
- www.drivingforbetterbusiness.com
- www.fleetsafetybenchmarking.net