

**ROAD SAFETY IN THE WORKPLACE
A ROAD SAFETY MANUAL FOR ALL EMPLOYERS**



ROAD SAFETY
COUNCIL



**SEVEN STEPS TO SAFER USE OF
COMPANY CARS AND LIGHT VEHICLES**

Road Safety in the Workplace

A road safety manual for all employers.

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Introduction

This manual

This manual is a comprehensive guide for employers to help you develop a road safety policy and plan for your business.

It suggests seven steps to follow to ensure that road safety issues become an integral part of your business policies and objectives and improve your road safety record.

Each step lists items for you to consider as you draw up and implement your road safety plans. Listed with each step are actions you can take, examples of best practice in corporate road safety and resource material that can help you further.

In the appendices at the back you will find some samples of how other businesses are tackling road safety and other useful material.

Every business is different, so not all the suggestions in this manual will be relevant to the operation of your business. For example, if your business involves staff driving in remote areas then driver fatigue may be a major safety issue; or if a major part of your business involves deliveries to customers, scheduling may be most important.

However, we have made the list of issues and actions as comprehensive as possible so that you may choose those elements that will enable you to meet your legal and social responsibilities and reduce the costs associated with road crashes involving your company vehicles and staff.

The law

If you are an employer, no matter how large or small your business, you have a responsibility and 'duty of care' for the safety and health of your employees.

There are laws about this. The *Occupational Safety and Health Act (1984)* requires you to ensure that your employees are not exposed to hazards in the workplace. (Your employees must also take reasonable care for their own safety and health, as well as that of others at work.)

The Act requires you to provide:

- safe workplaces, safe plant and safe systems of work; and
- safety information, instruction, training and supervision.

When an employee is using a motor vehicle as part of his or her work it is considered to be a 'workplace'.

Your responsibilities

In the workplace, employers have to take reasonable action on safety and health matters within their control. This means you have to be aware of the potential for injury or harm, and take steps to remove such risks. In the context of road safety, this means making sure your company vehicles are in a safe mechanical condition and that your work schedules allow time for safe travel.

It also means ensuring your employees have the necessary training and skills to carry out their duties, including driving if they have to drive as part of their work. This applies not just to those staff whose main job is driving, but also to those who drive occasionally, say to meetings away from your office or factory.

Paying attention to road safety in the workplace is not just important because it is the law. There are some very persuasive arguments why you should have a company policy on road safety and a comprehensive plan of action to reduce the chances of any of your staff being killed or injured on the road.

Some reasons to take action

Workplace road safety is a big and costly problem. Studies reveal that one quarter of all company vehicles in Australia are involved in a crash each year.

Research also indicates that company car drivers can be expected to have more crashes than drivers of private cars. Some reasons for this are that company car drivers generally drive further and sometimes have to drive under time pressures imposed by tight schedules. Another reason is that, because they don't own the cars they drive, they may be less concerned about damage and wear and tear.

WorkCover WA figures from 1999-2002 show that the average time lost from each vehicle-related claim is about 93 days. Compensation costs average \$27,149, not including medical costs, rehabilitation, staff replacement, lost productivity, increases in workers' compensation insurance premiums and damage to the company vehicle.

In relation to the latter, the average cost per crash is about \$2,000. As there are around two million light vehicles used for business in Australia, this means the property damage cost to businesses of workplace road crashes is about \$1 billion per year.

Many businesses have a lot of money invested in their company vehicles, so reducing the likelihood of crashes will keep your vehicle insurance premiums down, lower repair and maintenance costs, and increase resale values.

So, whether you are a large or small business, it makes good economic sense for you to ensure that you meet your occupational health and safety obligations in relation to vehicle and driver safety.

More than just money

As a responsible employer you will also want to look further than the economic considerations. A business with a poor safety record can expect staff morale to be low, and no employer wants his or her staff to be killed or injured.

Any action you take to improve workplace road safety in your business will also flow on to the wider community, because the safety attitudes and behaviour of your staff will transfer to their driving for family and leisure purposes.

Businesses that make the effort nearly always achieve good results, not only in safety and health, but also in all other aspects of their business.

Making a difference

Until recently, the implications of vehicles and safe driving as safety and health matters have been underestimated both by businesses employing professional drivers and those for whom driving is not core business, but whose employees are required to drive as part of their duties.

Although road transport authorities and the heavy vehicle industry have introduced significant programs and policies relating to trucks, buses and other heavy vehicles and their drivers, there has been little concentration on light vehicle fleet safety.

The Road Safety Council and Worksafe WA are working to change that.

One survey showed that about 80 per cent of businesses believe their vehicle safety record could be improved and more than 60 per cent thought they needed help to achieve this.

If you are one of those businesses, this manual aims to provide that help by setting out some clear guidelines for establishing a best practice driver and vehicle safety system. Not all the information and suggestions in this manual will be relevant to your business operation, but you know your business best and will be able to choose the policies and ideas that will work.

The company car scene

About 60 per cent of all new vehicles are bought initially for business use. One-third of all travel is business-related and if commuting to and from work is included the figure rises to over half.

In Western Australia, 31 per cent of distance travelled is for business, 23 per cent is for travel to and from work and 46 per cent is for personal and other purposes.

The percentage of travel for business varies according to the type of vehicle. For rigid trucks, articulated trucks, non-freight carrying trucks and buses, almost all the distance travelled is for business. For light commercial vehicles about two-thirds of travel is for business, while business use of passenger vehicles accounts for almost 40 per cent of all business travel.

The size of the problem

In Australia, road crashes are the most common cause of work-related fatalities, injuries and absence from work; the average time lost is greater than for any other workplace claim.

Between 1989 and 1992, road crashes accounted for about half of work-related deaths in Australia, with 541 people killed while they were working and 628 people while they were commuting to and from work. Together they made up almost half of all work-related deaths. In addition, a similar number of bystanders were killed in work-related vehicle crashes (mainly involving trucks).

WorkCover WA data for the past five years (1998-2002) shows an annual average of 13 fatalities and 610 lost time claims from work-related vehicle crashes. Since 1999/2000 lost time claims have increased from 583 to 651 in 2001/2002 (See Table 1).

Table 1. Vehicle Accidents ¹ – Number of claims by fatality status (1997/98 – 2001/02)

Year	Fatal	Lost Time Claims ²	Total
1997/98	15	623	638
1998/99	15	534	549
1999/00	9	574	583
2000/01	22	609	631
2001/02	10	641	651
Total	65	2981	3052

Notes: 1. Includes vehicle accidents; and being hit by road and rail transport vehicles.

2. Claims for other than Fatafs.

Up to 1999/2000 vehicle crashes resulted in approximately 38 per cent of all workplace fatalities. In 2000/01, 65 per cent of workplace fatalities resulted from vehicle crashes, and in 2001/02 some 43 per cent (Table 2). The results from 2000/01 have lifted the probability of a workplace fatality resulting from a vehicle crash to 44 per cent.

Table 2. The proportion of Workplace fatalities resulting from Vehicle Crashes (1997/98 – 2001/02)

Year	Vehicle Accidents ¹ Fatalities	Total Fatalities	% Vehicle Accidents Fatalities
1997/98	15	44	34%
1998/99	15	34	44%
1999/00	9	26	35%
2000/01	22	34	65%
2001/02	10	23	43%
Total	71	161	44%

Notes: 1. Includes vehicle accidents; and being hit by road and rail transport vehicles.

However the problem is certainly larger than this because fatal crashes are included in the data only where there is a clear relationship between the crash and the work performed by the worker. In addition, Commonwealth Government employees, self-employed people and some other workers are not included in WorkCover WA figures.

WorkCover WA claims result mainly from crashes of cars, trucks and motorcycles, with car crashes representing almost 40 per cent of all journey claims.

Getting started

The critical success factor in devising any road safety plan for your business is to make sure your staff are involved in the process from the start.

Just having a plan is not enough.

It is essential that road safety becomes part of your company 'culture' and that every member of your staff recognises their personal and corporate responsibility to ensure a safe working environment.

Getting your staff involved in the recommended seven step process will help them have personal ownership of the potential for deaths or injuries and to identify the best approaches to reducing risks.

In many instances your staff will be in a better position to advise on road safety matters than management. So, get them 'on board' by getting them involved.

The Seven Steps

Across Australia, road safety and workplace safety authorities are generally agreed that there are seven core elements to any successful company road safety plan. These are:

1. Including road safety as an integral part of your company's safety and health policy.
2. Considering road safety when you recruit and select staff.
3. Including road safety issues in your staff induction programs.
4. Adhering to best practice when buying and maintaining company vehicles.
5. Having a system to record individual and overall driver and vehicle crash involvement.
6. Recognising positive and negative staff driving performance by having staff incentives and disincentives.
7. Supporting training, education and development programs that promote safe driving.

Further information

If you would like additional advice or assistance regarding the 7 steps, please contact:
 Office of Road Safety
 Level 2
 441 Murray Street
 Perth WA 6000
 Western Australia

Telephone (08) 9216 8580

Fax (08) 9216 8507

Web site: officeofroadsafety.wa.gov.au

Enquiries: officeofroadsafety.wa.gov.au then select CONTACT US

Element 1. Company road safety policy

Include safe driving policies and vehicle safety in your company's Safety and Health Policy.

Your vehicle and driver safety policy should be explicitly addressed in your company's policies and objectives.

The policy should outline the approach and steps being taken to address road safety issues and commitment to the policy should be demonstrated at all levels of your business, including the policy being signed and dated by the chief executive.

Getting started

The first step in defining your company policy and developing a plan for road safety is to ensure that the responsibility for this is placed at a senior management level.

Next, have a good look at the current situation.

How much do you know about the road safety record of your business? How many crashes have there been over a number of years and what have they cost your business? Do you have records that could show a pattern, ie when and where crashes occurred and whether some staff members have a history of crash involvement?

Once you have gained a picture of how your business is performing in respect to road safety, it is vital that there be extensive consultation with employees at all levels as you develop your policy and plans. Many businesses with successful road safety policies have a committee that regularly reviews road safety performance. Depending on how much of a part driving plays in your business will determine whether you have a specific road safety committee or whether this is one feature of the responsibility of your general occupational safety and health section or committee.

The following check list will help you work through the process of developing your road safety policy and plans. The table below outlines Best Practice guidelines and we have also included a sample policy (see Appendix 1). As every business is different, throughout the whole process of developing and implementing policy you will need to work out what best suits your business and what to include or discard. There is no single recipe for a perfect road safety policy or record.

Possible actions to consider include:

- Give a senior person executive responsibility for road safety and ensure all management staff are committed to road safety.
- Define the responsibilities of various levels of the organisation in relation to road safety.
- Have extensive consultation about road safety issues with your employees.
- Communicate your road safety policy to all employees and, where appropriate, to contractors, suppliers and customers.
- Have employees sign a copy of the company's road safety policy to confirm their understanding and acceptance.

- Give priority to safety in selecting company vehicles.
- Ensure rigorous maintenance of vehicles.
- Have an incident reporting system.
- Define driver responsibilities.
- Have a reward system for good driving performance and penalties for breaching company rules or public road safety laws.
- Charge insurance (and possibly also repair costs) to cost areas. This will highlight to managers the benefits of safe operation of vehicles.
- Have a policy regarding driver training or retraining.
- Have a system for regularly evaluating and reporting on road safety performance.

Best Practice Guidelines for Company Road Safety Policies¹

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
No policy No processes	Some safety areas included in policy documents Communication of policies conducted on an <i>ad hoc</i> basis Some employee involvement in consultation Responsibilities defined for some people Reviews of the policy are conducted on an <i>ad hoc</i> basis	Written and dated policy in place Active employee involvement including effective communication and consultation Responsibilities are clearly defined Road safety policy is regularly reviewed to ensure its effectiveness Policy is distributed in a systematic manner

Source: Queensland Transport

Additional resources

The following publications and web sites will provide you with additional information to assist you with developing and implementing your road safety policy.

Fleet Safety Manual. Contact: Federal Office of Road Safety 1800 026 349.

Drivers as workers, vehicles as workplaces: Issues in fleet management. Ninth Report of the Joint Standing Committee on Road Safety of the 51st Parliament, NSW. Contact: Ian Faulks (02)9230 2161 (ian.faulks@parliament.nsw.gov.au)

Worksafe Plan. Contact WorkSafe Western Australia (08) 9327 8777 (http://sage.wt.com.au/safetyline/ws_plan/wsp_ind.htm)

Element 2. Staff Recruitment and Selection

Employ drivers based on safe driving records and awareness of safety issues.

Many businesses consider a job applicant's driving ability and record only when they are being employed specifically to drive commercial vehicles.

When driving is just one part of an employee's duties, there is often a tendency to focus almost exclusively on assessing other skills and experience.

Your company road safety policy should recognise that, where driving is to be a significant part of an employee's work, it is important to have a documented recruitment, interview and selection procedure that includes considering the applicant's driving record.

Some company policies and procedures include:

- Specifying a 'safe driving record' as a requirement in job descriptions involving significant amounts of driving.
- Having job applicants provide details of their driving record, including crashes and infringements.
- Assessing an applicant's attitude to safety during the job interview.
- Insisting on sighting an applicant's driving licence before hiring them.
- Verifying applicants' driving records with previous employers.
- Requiring applicants for jobs that require a significant amount of driving to undergo a practical driving assessment and/or medical examination.
- Training 'at risk' recruits (eg a defensive driving program).
- Examining an existing employee's driving record if their job description is changed to include increased hours of driving.

Best Practice Guidelines for Staff Recruitment and Selection

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
Safe driving is not discussed in position descriptions or during selection process	Applicants are requested to provide evidence of a current driver's licence Medical assessment is conducted Driving record is discussed in reference checks	Safe driving is included in position descriptions for jobs with significant driving tasks An applicant's attitude to safety is assessed Independent driver record assessment is conducted

Source: Queensland Transport

Additional resources

The following publications and web sites will provide you with additional information to help you employ staff based on safe driving records and awareness of safety issues.

Drive Safe – A Handbook for Western Australian Road Users. Contact Licensing 13 11 56. (www.dpi.wa.gov.au)

Behind the Wheel – Learner and Tutor Pack. Contact Licensing 13 11 56. (www.dpi.wa.gov.au)

Assessing Fitness to Drive – Austroads guidelines for health professionals and their legal obligations. Contact Main Roads WA 9323 4111. (www.austroads.com.au)

Facts Sheets and Publications – WA Office of Road Safety.
Contact 9216 8508 (www.officeofroadsafety.wa.gov.au and select Fact Sheets and Publications)

Element 3. Staff Induction Programs

Induct all new recruits and supervisors using an official program that includes safe driving components

Your new employees are vulnerable until they know your business' road safety policies and procedures.

So it is important to have induction procedures that specify driver management principles and procedures and that supervisors understand their roles and responsibilities relating to road safety.

Some company policies and procedures include:

- Ensuring that all new employees undergo a formal induction program that includes the company's road safety policy and procedures.
- Having an induction program for supervisors that includes road safety issues and makes them aware of their responsibilities.
- Assigning vehicles to new employees based directly on the needs of their job.
- Having a program for training new employees in the operation of their vehicle and highlight safety features if the vehicle.
- Having a driver competency assessment program for new employees.

Best Practice Guidelines for Staff induction Programs

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
Fleet safety is not included in induction programs	Limited induction is given to new employees on fleet safety	Road safety is included in a formal induction program for new employees/supervisors, including information on the organisation's road safety policy and procedures Employees do not drive a vehicle until they have been given an induction into its operation New employees are assessed for driver competency

Source: Queensland Transport

Element 4. Vehicle Selection and Maintenance

Adhere to best practice in selecting and maintaining company vehicles

Careful selection and maintenance of your company vehicles will mean they are less likely to be involved in a crash, the occupants will be safer if there is a crash and there will be fewer breakdowns.

While different makes and models of cars offer greater or lesser degrees of protection in a crash, there has not been a great deal of study on which cars are more or less likely to be in a crash in the first place.

Most of the suggestions in this section relate to occupant protection in the event of a crash; others cover ways to reduce the crash risk rate. The list is not comprehensive and not all the safety features will be applicable to vehicles suited to your business. However, given the very high costs to business resulting from a road crash, any additional costs associated with vehicle selection and safety features will be money well spent.

Get advice: There is a great deal of professional advice available to help you with vehicle selection, and there is also a substantial benefit to be gained from involving your employees in purchasing decisions that affect their work (driving). Define required new vehicle features in purchase specifications.

Safer vehicles: For the latest information on which vehicles are considered to offer the best protection in the event of a crash, we recommend you visit the NRMA Insurance Group web site (www.nrma.com.au) or ring (02) 9292 6777 for some of their publications. The web site gives details of the latest Australian New Car Assessment Program (ANCAP), which ranks vehicles in a high-speed crash test program.

Colour: Choose light, high visibility colours such as yellow and white rather than darker colours such as blue or green.

Window tinting: Avoid additional window tinting that may restrict visibility.

Foot braces: For the driver's left foot.

Weight and size: Generally, the bigger and heavier the vehicle, the greater protection to occupants in a crash. In crashes involving two or more vehicles, the lighter one is more likely to be damaged and the occupants injured; so, in choosing heavy company vehicles also consider your responsibility to others on the road.

Four-wheel drives: Chose only on business needs, ie off-road requirements. (Considerations might be that lease rates are much higher for four-wheel drives than for standard passenger vehicles and that they have a greater capacity to harm the environment).

Air bags: Some studies have shown that drivers' air bags reduce the risk of serious head injuries by half and fatalities by about 20 per cent for unbelted drivers and about ten per cent for belted drivers. Side air bags also provide significant protection to both front and rear seat passengers.

Anti-lock brakes: These stop wheels from locking in an emergency stop. It has been shown that cars with are much less likely to be involved in rear end collisions and crashes on wet or icy roads. There is little difference in crash rates on dry roads between cars with or without anti-lock brakes.

Daytime lights: Consider buying vehicles that have lights that come on automatically when the ignition is switched on. Daytime running lights (DTLs) have been shown to improve vehicle visibility and estimation of distance with a resultant reduction in crash rates. One Western Australian study showed that vehicles with DTLs were more than eight times safer than those without.

Seat belts: Seat belts save lives and reduce injuries. Consider a requirement for three point seat belts at all positions, with pretensioners and load limiters. Have strict company rules about wearing seat belts at all times and reminder notices on dashboards.

Head restraints: These offer some protection in crashes (up to a 15 per cent improvement in preventing soft tissue injuries in rear end collisions). Consider having these fitted for rear seat occupants if not standard on your vehicles.

Intelligent transport systems: These include such features as in-vehicle information and fleet management systems. A speed alert system will help your staff drive within speed limits. On-board global positioning systems are also being used to improve fleet safety, but businesses need to balance cost against effectiveness.

Alcohol interlocks: These prevent a vehicle being started if the driver is under the influence of alcohol. Although it is expected that your company will have a strict policy on alcohol consumption and driving, having such devices has the potential to prevent crashes.

Cargo barriers: These prevent loose cargo shifting into the front of a vehicle in emergency situations. They are available as an optional extra and should be fitted to vehicles without a boot for storage (ie station wagons, hatchbacks). The forward momentum of loose articles in vehicles has been the cause of road fatalities in Australia.

Bull bars: Bull bars reduce the energy absorption capability of a vehicle in a crash with serious consequences for occupants. They can also affect air bag triggering, causing them to malfunction or not deploy. Bull bars also increase injury levels to pedestrians, cyclists and motor cyclists in a crash and should only be fitted to your company vehicles for very good reasons.

Mudflaps/mudspats: These are a safety feature because they reduce spray in wet weather and improve visibility for following drivers.

Fire extinguishers: Consider having dry chemical type fire extinguishers fitted in your company vehicles. They should be visible and accessible and fitted so they will not come loose and cause additional injuries in a crash.

Air conditioning: Makes for more comfortable work conditions in company cars and adds to resale values.

First aid kits: All company vehicles should carry a first aid kit (at least Type-C).

Maintenance: Have a company policy that states all vehicles shall be maintained in a safe, roadworthy condition. Use only qualified mechanics and have servicing done to manufacturers' specifications.

Vehicle records: Keep records of vehicle inspections, maintenance, repairs and modifications. Have drivers regularly and formally check their vehicles against a checklist and report any vehicle faults in writing. Monitor tyre wear and fuel consumption.

Best Practice Guidelines for Vehicle Selection and Maintenance

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
<p>Safety features are not considered when purchasing vehicles</p> <p>Maintenance conducted <i>ad hoc</i></p>	<p>Employees are consulted when determining fleet safety requirements for purchasing vehicles</p> <p>Maintenance of vehicles occurs as per the manufacturer's specification</p> <p>Procedures are in place if there is a problem with a vehicle</p>	<p>Organisations investigate fleet safety features and include relevant features in purchase specifications</p> <p>Maintenance procedures are fully documented and include the sign-off of all repairs and alterations</p>

Source: Queensland Transport

Additional resources

The following publications and web sites will provide you with additional information to help you select and maintain company vehicles and provide safety training and information for your employees.

Be Seen Be Safe – Daytime Running Lights. Contact RAC (WA) (08) 9421 4444
www.rac.com.au

For information on fire extinguishers: contact the Fire and Emergency Services Authority (08) 9323 9850.

For information on first aid kits: contact St John Ambulance Australia. (08) 9334 1479.
www.ambulance.net.au

Element 5. Vehicle Crash Involvement

Maintain an efficient system of recording and monitoring overall fleet, individual driver, and individual vehicle crash involvement.

Even with the best road safety systems in place, crashes may still occur.

You won't know what actions to take to reduce crashes unless you know why they are occurring. So, when crashes happen it is important to carry out an investigation and, where necessary, take appropriate remedial action.

You will need to have effective ways of collecting and analysing crash data. Absolutely essential is a crash report form. We have included a sample at Appendix 2.

Your vehicle insurers will also investigate crashes and there will be various levels of police involvement, depending on the severity of the incident. In the event of injury resulting from a crash, the Insurance Commission of WA will become involved. The wise business works in partnership with insurers and police in analysing the causes of crashes so as to prevent or reduce similar occurrences.

The economic benefits from taking an analytical and systematic approach are obvious. Gathering and analysing data to guide your company's road safety policies has the potential for big savings in vehicle repair costs, vehicle insurance premiums, worker's compensation insurance premiums, medical costs and rehabilitation. There will also be decreases in lost time and savings in productivity.

In preparing your recording and monitoring system, give consideration to including the following elements:

- Have comprehensive crash investigation and report forms (essential).
- Monitor the following: number of crashes per year; number of driver-at-fault crashes; crash incidence per 100,000 vehicle kilometres (or similar); costs of repairs and replacements; costs per 100,000 vehicle kilometres (or similar); time lost due to crashes; rehabilitation costs.
- Crash report forms to include recommendations and a timetable for implementing any remedial action.
- Have crash report forms and glove box crash kits in all vehicles.
- Involve your staff in implementing remedial action and consult with those staff who will be affected.
- Train appropriate staff in crash investigation.
- Have a system to monitor and evaluate the success (or otherwise) of any remedial measures implemented.
- Have a system to collect and analyse safety data on all company vehicles.
- Collect benchmarking data.
- Report regularly to all staff on company vehicle safety performance.

Best Practice Guidelines for Vehicle Crash Involvement

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
<p>Incidents are reported for insurance claims only</p> <p>Crash data are not collected</p>	<p>Major incidents are reported Incidents involving personal injury are investigated</p> <p>Fleet safety data collected but not analysed on a regular basis</p>	<p>All incidents are reported as per documented procedures</p> <p>Incidents are investigated and corrective action is implemented and monitored</p> <p>Fleet safety data analysed on a regular basis</p> <p>Benchmarking data are collected</p>

Source: Queensland Transport

Additional resources

The following publications and web sites will provide you with additional information on recording and monitoring driver and vehicle crash involvement.

Insurance Commission of WA. Contact: (08) 9264 3333. (www.icwa.wa.gov.au)

Element 6. Incentives and Disincentives

Recognise good/bad driving performance through an official scheme of incentives and disincentives

Identifying positive and negative driver performance through incentive and disincentive schemes can motivate your employees to improve your company's driver and vehicle safety record.

Research indicates that incentive programs that are conditional upon driving safely in the future are more effective than reward programs (for past safe driving records). Incentive programs may also be more effective with younger drivers and those drivers whose good performance is recognised.

Some research has been carried out on the effectiveness of incentive and disincentive programs, but you will need to work out what best suits the size, operation and 'culture' of your business. Here are some suggestions:

- Monitor the driving performance of your employees. Not just crashes – also record all traffic infringements.
- Have a system that enables members of the public to comment on the driving performance of your employees (eg phone numbers on the back of vehicles).
- Provide staff with feedback about their driving performance.
- Have a system to recognise and reward the good driving performance of staff. Do this in front of their peers and publicise achievements throughout the company.
- Link any overall staff incentive or reward system for road safety to the actual reduction in crash rates achieved.
- Have a system to identify poor driving performance.
- Have a system that imposes some form of penalty for drivers and/or their section/department (eg loss of bonus for not wearing a seat belt; vehicle repair costs allocated against divisional budgets).

Best Practice Guidelines for Incentives and Disincentives

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
Driving performance is not formally monitored	Driving performance is monitored but incentives/ disincentives are not offered	<p>Incentives and disincentives have been developed after consultation with employees</p> <p>Systems are in place to identify good and poor driving behaviour</p> <p>Procedures exist for dealing with public feedback</p>

Source: Queensland Transport

Element 7. Training and Education

Support training, education and development programs to produce safe driving

Training and education help ensure a competent workforce and increase awareness and knowledge of road safety issues.

A company that takes its road safety responsibilities seriously will have procedures in place to identify the road safety training needs of employees and will provide appropriate training.

All research indicates that driver attitudes and behaviour are the critical factors in the causes of road crashes and should be the main focus of driver training and education programs. There is a widespread belief among those involved in driver skills training courses that they are effective, but there is actually little evidence that they lower crash rates. Such “brake and evade” courses emphasise steering and braking skills in simulated emergency situations, which most drivers encounter only rarely.

Ninety-five per cent of road crashes have an element of human error in their causes.

While driving skills (eg car handling) are important, the big killers on Western Australian roads are speed, alcohol, not wearing seat belts and driving when tired. All these factors are avoidable if drivers have a responsible attitude to road safety.

In considering what form of training and education is most appropriate for your employees, you may wish to consider the experience of other businesses. In the UK a large survey of company car drivers found that 11 per cent had taken a course of driver training since first passing their test. (Lynne and Lockwood, 1998) These drivers had a crash rate eight per cent lower than the other drivers, which is not statistically significant.

A large Swedish company tried a range of approaches in a year-long controlled study. (Gregersen, Brehmer and Moren, 1996)

One group of drivers was involved in a driver training course teaching limitations as well as skills and including ‘commentary driving’ to influence perceptions and behaviour.

A second group was exposed to a range of educational information (pamphlets, seasonal driving tips, pamphlets and videos).

The third group involved small local groups of 8-15 drivers meeting three times to discuss safety problems and solutions under the guidance of trained facilitators.

The fourth group was promised monetary rewards for safe driving. A set amount was promised and variable (depending on crash severity) deductions made throughout the year for any crashes. The drivers were given the money at the end of the year to spend how they wished.

There was also another group who were not exposed to any training or information and were not even aware that they were a control group.

There was no reduction in crashes among the second group (information) and the control group.

All other groups showed reductions in crash rate. The discussion group showed the largest reduction, followed by the driver training group and the monetary reward group. It is believed the group discussion was effective because drivers in these groups made personal decisions about their driving.

The discussion group process was the least expensive and the driver training the most costly.

Businesses that take their road safety responsibilities seriously do more than concentrate on training and education. They ensure effective day to day management of driving practices, such as ensuring that drivers are fit to drive and that trip scheduling is realistic to reduce the likelihood of drivers becoming fatigued or speeding. For example, guaranteeing pizza deliveries within a certain timeframe may seem a good idea, but not if the driver speeds and crashes while trying to meet the deadline. Having a company phone number to ring and comment on driver performance is also an effective way to manage day to day driving.

Following is a list of possible policies and actions for you to consider, adopt or discard depending on your business and available resources:

Training:

- Conduct a training needs analysis to determine what driver training programs would be best for your company.
- Develop a company policy on training and development.
- Use any data you have on your drivers' performance to identify those who would benefit from training programs.
- Choose courses that have a component of on-road driving with supervised instruction in an actual road situation and also offer discussion about the human aspects or driving errors.
- Consider varying levels of ability in your staff (including literacy) and adapt training programs accordingly.
- Train all new and transferred employees.
- Ensure all managers and supervisors are trained in their roles relating to road safety.
- Investigate facilities and resources and use only suitably qualified and experienced trainers in your programs.
- Develop training plans, implement them and evaluate them.
- Document and record attendance and outcomes of all training courses.
- Communicate results to your employees.
- Provide refresher training programs as appropriate.
- Ensure that all staff whose principal place of work is their vehicle have the opportunity to acquire basic first aid training. This will be useful for other staff also.

Education:

- Have a system that provides road safety information to all employees, from those who drive as part of their job to those who only drive to commute or in their off-work hours.
- Your drivers should know the current road rules, understand the effects of alcohol and pharmaceutical preparations, fatigue and speeding.

Alcohol: In Western Australia, alcohol is a factor in 22 per cent of all fatal crashes (Reported Road Crashes in WA, 2000). Zero tolerance for alcohol in the workplace is highly recommended (particularly if the workplace is a vehicle).

- Ensure that your drivers are continually reminded about the effect of alcohol on driving performance.
- A responsible approach to alcohol (providing food, soft drinks and a taxi home) at company celebrations will send the right signals to your staff.
- Consider severe penalties for drinking and driving, including dismissal.

Drugs and Driving:

- Over 15 per cent of all fatal crashes had cannabis detected in 2000 in Western Australia (Reported Road Crashes in WA, 2000)
- Have an education program to ensure your drivers are aware of the effect that drugs and some medications can have on driving performance.

Fatigue: It is estimated that 30 per cent of fatal rural crashes and 20 per cent of fatal urban crashes have driver fatigue as a factor. Some Australian researchers believe the real figure may be as high as 50 per cent. A drowsy driver can drift into 'micro-sleep' (a brief nap that lasts around three to five seconds). At 100km per hour that's 100 metres of travel.

- New fatigue laws for commercial drivers were introduced on July 1, 2003. These laws set out new standards and requirements to ensure that commercial drivers who drive for long periods are medically fit and have adequate rest breaks.
- Ensure work schedules and rosters of staff who have to drive as all or part of their job should conform to the Western Australian Code of Practice for Commercial Drivers. This code operates under the Occupational Health and Safety Act and reflects the duty of care that all employers have to their employees. Educate your management staff and supervisors to plan work and meeting schedules to ensure your staff have sufficient rest before and when driving, particularly for long journeys. Details of how you can get more information about the Code of Practice are given under the Additional Resources section below.

Speeding: Speed is a factor in about one-third of all fatal crashes in Western Australia and driving at ten kilometres over the speed limit is as dangerous as driving with a blood alcohol level of 0.10 per cent. Just an extra 10km per hour dramatically increases the braking and stopping distance and can be the difference between hitting and killing a pedestrian and not touching them at all.

- Ensure your company road safety policy and education programs should discourage speeding.
- Ensure your work schedules should allow sufficient time for travel.

Seatbelts: Seat belts not worn (seat belts are not worn in 27 per cent of all fatal crashes in WA – 8 per cent metro; 38 per cent country) (Reported Road Crashes in WA, 2000).

- Educate your staff as to the dangers, have strict company rules about wearing seat belts at all times and place reminder notices on dashboards.

Daylight running lights:

- Have a 'lights on at all times when driving' policy and have this feature included in company vehicles as they are replaced.

Mobile phones: Talking on a mobile phone while driving increases the chance of being involved in a crash by up to nine times. From 1 July 2001 it will be illegal to use a hand-held phone while driving. This does not apply to two-way radios, although you should encourage your drivers to use them with caution.

Best Practice Guidelines for Training and Education¹

<i>Best Practice not in place</i>	<i>Moving towards Best Practice</i>	<i>Best Practice</i>
<p>Very little training is conducted</p> <p>Training needs have not been identified</p>	<p>Training is conducted on an ad hoc basis</p> <p>Fleet safety information is passed on to drivers</p> <p>Documentation is kept on training undertaken</p>	<p>Fleet safety training has been identified through a training needs analysis</p> <p>Training is conducted to meet identified needs</p> <p>All training is evaluated</p> <p>A detailed training plan has been developed</p>

Source: Queensland Transport

Additional resources

The following publications and web sites will provide you with additional information on road safety training, education and development programs.

For details of defensive and advanced driving courses see *The Yellow Pages* .

Drugs and Driving don't mix. Contact: Office of Road Safety (08) 9216 8508 (www.officeofroadsafety.wa.gov.au).

For more information on drugs and driving call the Alcohol and Drug Information Service on (08) 9442 5000.

Fatigue Management for Commercial Vehicle Drivers: Code of Practice. Contact: Department for Planning and Infrastructure Regional Services (08) 9216 8000 or WorkSafe (08) 9327 8777.

Staying Alert at the Wheel. Contact: Department for Planning and Infrastructure Regional Services (08) 9216 8000. 8000 or WorkSafe (08) 9327 8777.

Fatigue – The Hidden Killer. Contact: Federal Office of Road Safety 1800 026 349.

For on-line training on driver fatigue visit www.safetyline.wa.gov.au/fatigue

What's Your Rush? (Leaflet on speeding). Contact: WA Police Road Safety Section (08) 9227 6727.

Vehicles with Open Load Spaces – The New Safety Regulations. Contact: Office of Road Safety (08) 9216 8508. (www.officeofroadsafety.wa.gov.au).

Mobile Phones. Contact: Contact: Office of Road Safety (08) 9216 8508. (www.officeofroadsafety.wa.gov.au).

For information/training on using fire extinguishers contact the Commercial Training Unit of the Fire and Emergency Services Authority (08) 9454 0723.

Simple First Aid. Contact St John Ambulance Australia. (08) 9334 1479. (www.ambulance.net.au)

For first aid courses: contact St John Ambulance Australia. (08) 9334 1479 (www.ambulance.net.au)

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Your business, the environment and safety

As a responsible employer you will want to do your bit to preserve Western Australia's environment.

Regardless of what you do, your company's vehicles will be having an adverse effect on air quality. Incomplete combustion and reactions in the exhaust produce pollutants: small particles in the air, carbon monoxide, oxides of nitrogen, ozone, benzene, toluene, xylene and butadiene.

But harmful emissions can be minimised by taking a number of simple steps, which can also result in safer driving.

If cars are not tuned properly they will contribute to air pollution. The larger the car, the bigger the problem; more powerful cars generally mean higher fuel consumption and greater emissions.

So, one action you can take is to avoid buying large powerful cars unless they will return a benefit to your business in some way.

Second, maintaining and tuning your company vehicles can reduce harmful emissions by up to 25 per cent as well as saving on fuel consumption and other running costs.

Third, your business can foster lower fuel consumption by encouraging your drivers to drive 'smoothly', in a non-aggressive manner with as few stops and starts as possible. Differences in driving style can vary fuel consumption by up to 50 per cent with fewer emissions and less pollution. Aggressive driving can produce eight times more emissions than 'smooth' driving.

Finally, fuel consumption and pollution increase significantly above 80km/h and even more so above 100 km/h).

So, encouraging your employees to drive 'smoothly' at reduced speeds also has the potential to reduce crashes, deaths and injuries.

For further information on this issue check out the RAC's Air Care web site at www.rac.com.au

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Appendix 1

South Sydney Region Council's Fleetsafe Policy as at 1998

A sample road safety policy 'Improving Vehicle Driver & Vehicle Safety', Fleetsafe Policy and Guidelines for Local Government in the Southern Sydney Region is presented below .

This award-winning fleet management project was run in two stages over 1998 and 1999 and developed "best practice" policy and guidelines for Council heavy and light fleet driver safety.

The project was awarded the IMEA/RTA's Excellence in Road Safety Award in 1999 and the policy is now being implemented by member councils.

For more details of the policy please contact the Southern Sydney Region of Councils via e-mail at ssroc@ssroc.nsw.gov.au, or (02) 93306455

Sample road safety policy

The policy is presented with the permission of the RTA and SSROC. The Road Safety Council thanks the South Sydney Regional Organisation of Councils for permission to publish this sample policy. We believe you will find it helpful in preparing your own policy. Some minor amendments have been made for reasons of space.

FLEET SAFE GUIDELINES

INTRODUCTION

These Guidelines have been developed by SSROC with the assistance of expert and senior staff from all SSROC Councils. They represent the current "best practice" procedures for delivering improved driver and vehicle safety in the councils of the Southern Sydney Region.

The Guidelines provide the practical basis for the application of the FleetSafe Policy. The Guidelines are recommended for all Councils to adopt and modify as required to suit their unique situations, provided that the modification remains consistent with the FleetSafe Policy.

1. Management & Staff Responsibility

1.1 Accountability

It is very important that every individual who drives Council vehicles understands that he or she is accountable for any actions taken in respect of the vehicle(s) under their care and responsibility.

Occupational health and safety

Managers should ensure that their staff are aware of their occupational health and safety responsibilities while driving Council vehicles, whether those vehicles are owned or leased by Council.

Responsibility for the "driving" component of employees' work

Managers should be responsible for the driving competency and performance for all their staff who are required to drive, occasionally or on a regular basis.

Vehicle costs and care

Managers should be responsible for all operating costs for vehicles assigned to their areas. They should ensure that all staff who drive understand and support the notion that when they drive Council vehicles they are responsible for the care of the vehicle. This means that they are to look after that vehicle as if its operating costs and resale value are their own personal concern.

Managers should also ensure that staff members report vehicle defects as soon as they occur, and that any significant vehicle defects are repaired before they cause further damage and cost.

Driver attitudes and behaviour

Managers should motivate staff to adopt changed driving practices where the culture of care does not exist in whole or in part. There needs to be recognition that driving is an occupational health matter and that managers, supervisors and staff all have a key role in changing the driving culture in Council.

Designated driver

Each and every vehicle should be assigned to individual persons for on-going care, control and maintenance. These persons (known as the 'designated driver') are responsible for ensuring that defects are reported, that maintenance is conducted according to schedule and that the vehicle is kept in a secure place when it is not being used.

The designated driver should ensure that a suitably qualified driver takes responsibility for the nominated vehicle at all times. When the vehicle leaves the care of the designated driver, the details of the new driver should be recorded using the Motor Vehicle Usage Register.

Employment of contractors

Contracts for employment of external providers of services (such as waste disposal or road construction) should stipulate that the contractor must adopt the FleetSafe policy and procedures as close as is practicable. Furthermore, contractors should understand that a significant variation from the policy or procedures may represent a breach of contract conditions and could lead to sanctions and ultimately termination of contract. (Contract conditions will need to outline this condition).

FleetSafe Working Group

Council should form the "FleetSafe Working Group" (FWG) comprising expert and management representatives from the following areas:

- Senior manager responsible for FleetSafe (chair)
- Risk management (representative is also common to Accident Review Committee)
- Occupational Health and Safety / Safety Committee

- Human resources
- Fleet management
- Road safety officer (for expert advice)
- Voluntary driver representative (drawn from Driving Safety Improvement Team)
- Other staff as necessary from times to time.

The goal of the FWG should be to oversee all aspects of fleet safety, making policy change recommendations to the senior manager responsible for the FleetSafe Program

Its duties are not limited but should at least include:

- Examining monthly accident reports for trends and taking necessary action.
- Monitoring data evaluation for accidents, and preventative/corrective programs aimed at improving driver attitudes and behaviour.
- Producing six monthly and annual reports on the FleetSafe Program.
- Publicity and promotion of FleetSafe related issues.

1.2 Occupational Health and Safety

Council has delegated responsibility for the implementation of the employers' duties under the *Occupational Health and Safety Act (1983)(OH & Act)* to managers. In addition, staff have responsibilities under the Act. Some practical considerations to implement these responsibilities are as follows:

Managers' responsibilities

Vehicles and associated equipment in the case of plant should be maintained to a level that is at least that specified by the manufacturer, and a system of recording the maintenance should be kept and checked.

Defects reported should be investigated and corrected promptly especially where the defect(s) may be dangerous.

Vehicles should comply with the National Standard for Plant which has requirements for hazard identification, risk assessment and control measures.

Audits should be conducted to regularly review the operation of vehicles and plant by observing operation and consulting drivers to ensure their safe operation.

Driver Safety Improvement teams should be established to review safe vehicle operation and to recommend and oversee reasonable improvements to safety for vehicles and associated equipment.

All staff who may drive Council vehicles should be given training and competency assessment to the minimum standard of operation of the vehicle(s) for which that driver is given a Council authorisation to drive

All drivers should be kept advised via an education program about changes to vehicle and equipment operation techniques and performance, as well as successful behavioural and attitudinal techniques which may help improve safe operation of vehicles and plant.

Employees' responsibilities

Staff who may drive council vehicles should be advised of their responsibilities under the OH&S Act, including taking care of other employees and cooperation with managers and supervisors.

Employers, employees and others (visitors and other persons in the workplace who are not employees or employers) responsibilities

All persons in the workplace have a responsibility to avoid interfering, obstructing or refusing assistance in any way which might be disadvantageous to the maintenance of occupational health and safety in relation to vehicles.

I.3 Evaluation and Review

Data collection and reporting

An appropriate area in Council (such as risk management) should be assigned responsibility for the regular compilation of vehicle accident and infringement data.

This should identify frequency of accidents and infringements by vehicle class, all costs of accidents both above the excess and below the excess level for insurance, and infringement records.

Data collection should include any data being collected for benchmarking with other organisations.

Results of data collection should be published monthly showing, where possible, data displayed pictorially ie pie charts, histograms. These reports should break down data from total Council level to each area of responsibility from the largest directorate to the smallest work group for which individual managers or supervisors have responsibility for vehicles.

Reports should be disseminated monthly to managers and suitable extracts made available to all staff who drive, particularly where the data shows clearly understandable trends both positive and negative.

Evaluation should also focus on the effectiveness of measures taken to alter driver behaviour. For example, the costs of educational campaigns targeted at reducing particular types of accidents should be compared with the outcomes of those campaigns in terms of reduced accidents.

Performance Indicators

The following are the minimum indicators, which should be reported to senior managers, and regularly to supervisors and staff, by the risk manager or similar position.

Monthly

- Percentage of accidents by department and work group
- Percentage of accidents by vehicle class
- Percentage of at fault accidents
- Percentage of at fault accidents by vehicle class.

Half yearly

- Average accidents per month
- Average accidents by vehicle class per month
- Total above excess accidents per month
- Total below excess accidents per month
- Percentage of fleet receiving infringements per month (Includes traffic infringements or summons actions).

Annually

- Percentage of fleet involved in accidents per month
- Total accidents per vehicle class per month
- Total accidents per vehicle by vehicle class per month
- Total accident cost per vehicle class per month
- Total accident cost per vehicle by vehicle class per month.

Benchmarking

Councils should benchmark their accident and infringement data against other SSROC Councils and organisations with similar vehicle classes and driving conditions.

Accident and Infringement Recording and Investigation

Records of all motor vehicle accidents should be maintained by the risk manager in a form that allows benchmarking with other SSROC Councils and similar organisations.

In addition, sufficient details should be recorded to allow effective investigation to determine both the cause and fault of all accidents.

All motor vehicle accidents should be reported using the appropriate Motor Vehicle Claims form (signed by the appropriate supervisor) to the fleet administration manager within 24 hours of a motor vehicle crash. Incomplete forms should be returned to the relevant supervisor for assistance in completing.

The fleet administration manager (or designated manager) should be responsible for:

- Receipt of motor vehicle claim forms.
- Recording the motor vehicle claims form information in the Council register and computer database.
- Maintaining all files of claims forms, related documents and reports.
- Notifying the appropriate insurance carrier when accident repair costs exceed excess levels determined with the insurer. The approved repair agency will process all claims above the "excess" level for Council vehicles and third party damage.
- Handling and managing all claims for Council vehicles under the excess, including payment of smash repair shops and the scheduling of vehicles for estimate and repair.

Accident Review Committee (ARC)

The Accident Review Committee's principal role should be to undertake investigations into all accidents. The level of investigation is to be proportionate to the seriousness of the accident as determined by personal injury to any party involved, vehicle damage repair costs for any vehicle involved, and impact on the corporate image.

The ARC should be chaired by the risk manager and report to the senior manager responsible for FleetSafe.

Its representatives should be drawn from at least risk management, fleet management, occupational health and safety, human resources, and finance and administration.

Every month the Committee should:

- Review all registered motor vehicle collisions/events involving Council vehicles.
- Review all reports including driver's accident reports, police investigation reports, supervisor's reports, witness statements, photographs, diagrams and any other relevant evidence .
- Make a determination as to the causes of the event and whether responsibilities should be apportioned to the driver, supervisor and manager.
- Recommend to the FleetSafe Working Group any corrective actions to be taken to correct systemic or other problems.
- Provide a monthly report to the general manager and executive management team outlining motor vehicle accidents, losses in human and material cost,

identifying any significant trends and making recommendations, including disciplinary actions against drivers where appropriate.

- Where fault of any level is determined in an accident, and in the case of all infringements which the employee does not contest in court, details should be advised to the immediate supervisor for consequential action, detailed at section 2.3.2 below. Determination of action should take into account the accident/infringement in the light of the amount and type of driving undertaken.

Infringements

Every traffic infringement incurred while driving a Council vehicle, whether at work or not, should be reported to the immediate supervisor who will then ensure it is advised to the risk manager, as soon as the driver is aware that it has occurred.

This reporting process should be audited by the risk manager on behalf of the Accident Review Committee annually, by means of a staff survey. Staff members who have repeatedly not reported infringements may have their authorisation to drive Council vehicles withdrawn by their immediate supervisor on the recommendation of the Accident Review Committee.

Note: In some cases drivers may not be aware that an infringement has been detected.

Performance Appraisals and Infringement Reporting

On the occasion of regular performance reviews, line managers/supervisors should ask staff whether they (or members of their family in the case of leaseback vehicles) have incurred any infringements and lost points off their licence while driving Council vehicles.

2. SAFER DRIVERS

2.1 Responsibilities

Line managers and supervisors should ensure that staff:

- Have been inducted into the FleetSafe program.
- Hold the appropriate licence.
- Are authorised to drive nominated vehicles after being trained in the operation of and assessed competent to drive those vehicles.
- Are encouraged to comply with the FleetSafe Program.
- Are advised on policies, and procedures in relation to safe vehicle operation.
- Are advised on incentives and disincentives.

Council Staff should:

Operate Council vehicles in a safe manner and in compliance with the *Motor Traffic Act (1909)*

- Operate the assigned vehicles within normal vehicle operating limits and with due care so as to maximise the life of the vehicle.
- Comply with FleetSafe policies, procedures and relevant legislative requirements.
- Carry the Council driving authorisation document at all times and to show it when requested by appropriate Council officers.
- Be prohibited from driving or operating Council vehicles when under the influence of alcohol, medications or illegal drugs*.
- Avoid smoking in vehicles.
- Operate leaseback vehicles in accordance with the leaseback agreement.

Note that failure to comply with one or more of the above provisions could lead to removal of the Council's authorisation to drive, which may in turn have an impact on continued employment as a driver.

Drivers are to remain under 0.05 blood alcohol concentration for all vehicles, and under 0.02 for heavy vehicles (ie over 13.9 tonnes GVM or GCM), or public passenger vehicles listed in the *Passenger Transport Act 1990* or vehicles carrying dangerous loads as listed in the *Dangerous Goods Act 1975* or *Radiation Control Act 1990*.

2.2 Recruitment

Regular or occasional drivers

It is important that each job description makes it clear whether a person is required to drive as part of the job, and to what extent the driving is a part of the position requirements. Regular drivers are those for whom driving is the major or very significant part of the job. This would include drivers of plant and heavy vehicles, and those who require licences other than those issued for light vehicles.

Interview and selection criteria

The following criteria should be demonstrated by candidates for any driving position in Council, whether for occasional or regular driving. It is vital that these requirements are detailed in the written material despatched to potential candidates to help them prepare for interview:

- Current driver's licence appropriate for vehicles to be driven, and any other driving qualifications and awards.
- Skills based literacy and numeracy test appropriate to the driving task.
- Driving attitude which is supportive and consistent with the aims of the safe driving policy and guidelines.
- Medical assessment which ensures the person is physically able to drive the range of vehicles (including a practical evaluation of ability to sit in and operate all features of a typical vehicle). The assessment is to be conducted in accordance with the criteria outlined in the Ausroads booklet titled *Assessing*

Fitness to Drive (1998) which provides guidelines for health professionals and their legal obligations.

- Details of satisfactory driving history including accident/incident record for last 3 years with details of injuries, type of accident and subsequent infringement action if any.
- For regular drivers, demonstrated competency in a range of typical driving environments, in all the operating aspects of the relevant vehicle(s).
- For occasional drivers, a manoeuvring test particularly for persons whose experience has been in vehicles of different size to the typical Council light vehicles.
- The ability to be trained to drive other vehicles of that class for which the employee holds a current RTA licence.
- Signed undertaking which notes that the candidate agrees to provide Council with all relevant information on past or future driving incidents which may impact on the driving of Council vehicles.
- For bus drivers, complete licence history printout (available from the RTA at a cost) demonstrating at least 6 points remaining on the licence. (This is justified on the basis that it protects employees, ie if the person has a high number of points and one more infringement it may cause loss of licence, and employment may be in jeopardy).
- For bus drivers, proof of Department of Transport "Authority to Drive" or appropriate exemption.

Note: For regular driver positions, the interview panel should include a member from the work area.

Competency assessment

The driving competency of all drivers should be assessed. For drivers of light vehicles, a check of current RTA licence, and verification of ability to operate a typical vehicle in a manoeuvring situation is sufficient. For drivers of heavy vehicles and plant, competencies for the stipulated vehicles should be assessed to the national standard of competency.

Use should be made of industry vehicle simulators for testing where it is cost effective to do so.

Failure of competency test

In the event that the applicant fails the appropriate test, it should be determined if additional training effort is justifiable (usually only for heavy and plant drivers). If this is so, the staff should be trained in weak competencies (under probation), and re-assessed. If it is decided that it is not worthwhile to provide a low level of training, the candidate should be re-assessed, possibly by a different assessor. If the candidate fails this test, he or she may appeal to the general manager.

Authority to drive

All drivers should be issued a Council authority to drive those vehicles for which an appropriate assessment has been made. Removal of this "authority to drive" and or loss of RTA licence, means the relevant Council vehicles may not be driven. Furthermore, the removal may lead to termination of employment for regular or occasional drivers.

The Authority is to be valid for 3 years for heavy vehicle and plant, and 5 years for light vehicles.

Revalidation

The suitability for re-issue of driver's authorisation should be assessed prior to the expiration of the period of validity. In the case of heavy vehicles and plant only, immediate supervisors should ensure that:

- The driver is medically fit (by doctor's assessment).
- Driving history is satisfactory.
- Any previously identified additional training has been conducted.
- The driver has been interviewed to remind him/her of FleetSafe program objectives.

In the case of light vehicle drivers, immediate supervisors should ensure that:

- The driver has been interviewed to remind him/her of FleetSafe program objectives
- The driver is medically fit according to RTA criteria, ie no medical condition which may affect driving (information obtained by supervisor at interview only)
- Driving history is satisfactory.

Probationary employment

Driver employees may be placed on probation depending on the proportion and significance of driving to their duties. As a general guide, probationary periods should be as per the substantive position for occasional drivers, and 3 months for regular drivers (plant and heavy fleet drivers).

2.3 Compliance

(Or persuading drivers to adopt safe driving attitudes and behaviours)

Safe driving outcomes will only be achieved if drivers contribute their part to the overall safe driving improvement effort. The FleetSafe approach will use the tool of compliance as the way to achieve changes in driver's attitudes and driving practices consistent with the aim of having drivers who:

- Are well informed about driving regulations, and relevant Council policies and procedures concerning driver and vehicle safety requirements.
- Know and are supportive of Council's programs to improve driving safety.

- Are competent to drive the relevant vehicles and are up to date with relevant operating and technical issues with those vehicles
- Are willing to modify their driving practice where the need has been demonstrated
- Have a positive attitude to Council's objectives to utilise vehicles in a safe and economically sensible manner
- Are willing to participate in any reasonable means and initiatives to improve driver and vehicle safety
- Are being rewarded by recognition and (where appropriate) by tangible rewards for adopting ideal driving safety behaviours and attitudes
- Are examples to others as safe drivers who embody the goals of the FleetSafe Program.

Compliance with these behaviours and attitudes will be obtained by a multi-faceted approach that is built upon "the four Es" of road safety programs:

- Education – informing and training drivers about safe driving techniques, and systems and information which will assist them to drive more safely
- Encouragement – using positive incentives such as awards and recognition to motivate drivers to adopt safe driving practices
- Enforcement – using negative incentives such as penalties for "at fault" accidents to obtain safe driving behaviours
- Engineering – using practical or other tangible solutions such as speed humps to facilitate improved driving behaviour.

These compliance tools should be used in a coordinated way to achieve specific outcomes on a case by case basis. For example speeding in Council car parks may be an identified cause of a significant number of accidents. A coordinated approach might use the four E's as follows:

- *Education* –informing affected drivers about the accident results and implications such as costs, lost work time etc, and then informing drivers about measures being taken to improve car park safety and their role in achieving that outcome, eg driving at 5kph etc
- *Encouragement* – recognising work groups that have a safe car park driving record
- *Enforcement* – monitoring vehicle movements to identify particular drivers who are then reported to their supervisors for counselling
- *Engineering* – installing speed humps or other action.

2.3.1 Driver Safety Education and Training

Induction training for all drivers

It is essential that staff members are not authorised to drive any Council vehicle until the appropriate induction training processes have occurred. The Induction Training Program should address at least the following:

- Occasional drivers – brief demonstration of the relevant vehicle explaining operation, regular checks, maintenance procedures, accident procedures and conduct of random checks for standard of care
- Regular drivers – competency based skills training and assessment program for relevant vehicle(s) that may be driven
- All drivers – the need for Council authorisation to drive specific vehicle(s)
- All drivers – the issues involved in occupational health and safety including the effect of prescribed medications, alcohol/drugs. Importance of safe vehicle operation as a workplace safety issue (responsibilities bearing on the "driver-operator" as well as the supervisor under the OH & S Act). Awareness of all policies and procedures relevant to driving Council vehicles. For leaseback drivers, specific brief on conditions of lease and need to brief family members who are permitted to drive. Emphasis on the need for an attitude of driving "with care" so as to operate vehicles in a manner which optimises the vehicle's utilisation and resale value

An overview of the FleetSafe initiative.

Accredited Trainers

The RTA requires all driver training and assessment to be conducted by trainers qualified by the RTA. Accordingly, a number of selected staff should be trained and qualified as trainers. No in-vehicle training should be conducted by staff who are not qualified by the RTA. There may be an opportunity for sharing of trainers between councils particularly between larger and smaller councils.

Continuation Training

Driving skills training and assessment should occur on the following occasions:

- Where a skills shortage has been identified through accident history, infringements, vehicle care reports, or the Accident Review Committee advises the supervisor that the driver should be trained in nominated competencies.
- When the Council authorisation to drive is approaching its expiry date (for heavy vehicles and plant drivers only), where issues have been previously identified by the supervisor, or the driver has requested training.
- When drivers, for operational reasons, are not able to operate their heavy vehicle or plant, eg wet weather. The syllabus should include updates on machinery and impacts on operation and maintenance, pre-use vehicle checks, new terminology, common problems etc, using videos, overheads, etc. The training is to be delivered by the supervisor or accredited trainer.

Additional Training

Drivers may be assessed as requiring training in the event of an unacceptable driving record. In this event a number of options exist:

- Specifically tailored training for the skill shortfall area (eg parking related accidents needs specific parking skills training) provided by professional trainer.
- Defensive or advanced training.

Note: Defensive or advanced driver training is not a panacea for all driving skills shortfalls. Experience has shown that, in limited circumstances, where perhaps other training has not been successful, this kind of training can be applied to selected staff, provided that the specific identified skill shortfall is addressed in the training.

Refresher training

After induction driving training, Council should ensure the delivery of a regular program of updates for all drivers, both as a regular program and as opportunity permits.

In addition, more formal updates should be given at 2- or 3-yearly intervals on key aspects of FleetSafe as well as changes to road rules etc. This should be provided at the same time as updates for all Council staff on issues such as statutory changes.

Material should be coordinated to support specific themes so that the whole communication package is integrated and consistent.

All presentation of material should bear the FleetSafe logo so that a high level of awareness can be created around the fact that the logo stands for safer driver and vehicle safety.

Range of strategies to educate employees

- *FleetSafe newsletter* – For the launch of FleetSafe a newsletter-style one page publication which concisely explains goals, methods and benefits of FleetSafe for staff.
- *Council newsletter* – FleetSafe segment identifying one issue per publication to keep FleetSafe profiled for the three-year implementation period using material such as Council performance in accidents, main types of accidents and contributing factors, financial savings, recognition for best kept vehicles etc.
- *Staff meetings* – for all drivers using specific material developed in response to driver or vehicle issues identified by FleetSafe Working Group or Accident Review Committee. The material should consist of a package which might include video, fliers, overheads, posters etc and be delivered by the immediate supervisor.
- *Internal mail* – FleetSafe message on envelopes; as footer for internal memos.
- *Pay slips* – Print brief message about current FleetSafe issue.

- *Employees' handbook* – Overview of main FleetSafe issues and responsibilities for individuals.
- *Posters for staff notice boards* – Use posters which explain current FleetSafe issues clearly, using graphics if possible.
- *Signage* – Develop signage which targets identified safety issues, eg speed in car parks, as well as vehicle stickers including 1800 number or simply FleetSafe safe driving sticker.
- *Fliers/Brochures* – Develop standard SSROC-wide general FleetSafe messages which can be used in support of staff briefings and other information sessions.
- *Key rings* – Promote FleetSafe by developing a key ring for all vehicles with FleetSafe logo.
- *Vehicle safety videos* – Use videos which target specific driver and vehicle issues (available from the RTA and commercial driver trainer organisations).
- *Material for team briefings* – Specifically prepared written and other material prepared by the FleetSafe Working Group to address current issues, in a format suitable for presentation by supervisors.
- *Computer screen information* – Seen on the initial start up screen for linked computers, a brief fleet safety message in support of whatever current program is in place.
- *Council reports* – A brief overview of the status of the FleetSafe Program and its goals and achievements.
- *Presentations to managers and senior staff as well as councillors.* – Formal presentations by the senior manager responsible for FleetSafe, providing an explanation of the issues covered in the Council Report.
- *Promotion displays* – For Council meetings and other public displays, visual display showing current FleetSafe initiatives as well as achievements
- *Involvement of drivers in continuous improvement of driver safety* – (explained below).

Driver Safety Improvement Team (DSIT)

Fleet safety experience shows that a successful method of increasing driver awareness and improving driving attitudes is to involve representative staff in continuous improvement teams.

The goal of these teams is to gather a representative sample of the range of drivers and invite their involvement in identifying problems with driver and vehicle safety, and to propose and if possible implement solutions to those problems.

- The DSIT should function as follows:
- *Goal:* to consider the status of driver and vehicle safety throughout the Council fleet and all work areas, and to make recommendations to the FleetSafe

Working Group for improvements to driver and vehicle safety. Where possible the DSIT should be given limited delegation to implement changes that have been referred for consideration by the senior manager. The Team is more likely to remain motivated if it can see the results of changes that it has implemented.

- *Membership:* A group of between five and seven volunteer drivers (of all levels of staff who represent the range of light and heavy/plant vehicle drivers, and a representative of vehicle support services such as garage, fleet management etc). Members should ideally remain on the DSIT for about 12 to 18 months, and rotation of members should not occur at the same time to maintain stability.
- *Sponsor:* The senior manager nominated as responsible for the FleetSafe Program.
- *Chair:* nominated by the team.
- *Meetings:* To occur about 3 monthly, with a brief record of discussions and agreed actions documented by a nominated minute taker.
- *Evaluation:* Where possible the initiatives suggested and implemented should be subject to data analysis to verify the level of effectiveness of the changes.
- *Recognition:* Members of the DSIT should receive appropriate recognition from senior managers
- *Training:* Members should be given basic quality training that explains continuous improvement processes.

2.3.2 Motivation (Encouragement and Enforcement)

Motivation

A balanced and flexible combination of both incentives and disincentives is the best way to achieve changed behaviour. Listed below are some practical incentives and disincentives.

Incentives

Low key awards, for driver groups who demonstrate improved safety results (eg reduced accidents per vehicle, or reduced accidents per driver), or those driver groups who maintain their vehicles to a high standard (as measured by random inspections).

- Certificates
- Driving apparel
- Movie tickets
- Contribution to course for higher level driving qualification, eg from Class C licence to LR, MR, etc
- Positive notes on files and recognition by the general manager (low cost barbecue lunches)

- Certificate of "Safe Driving history" which may help staff obtain reduced insurance premiums for private vehicle use

(It is recommended these awards be issued to sections or branches that record the best results, as this capitalises on peer pressure rather than an individualistic approach. Individual recognition may also work if used sparingly).

Disincentives

On the occasion of performance appraisals, a visual inspection by the supervisor of the person's current licence as required for that position.

- Random checks for driving competence by accredited trainers.
- All vehicle drivers who do not meet the criteria for vehicle driving skills or driving record may have their authorisation to operate Council vehicles removed by the General Manager, (or delegated manager). This may impact on the continued employment of that staff member by Council.
- First "at fault" accident or infringement within 12 month period – oral warning and counselling by employee's supervisor, with a minute on appropriate accident file advising of the interview details.
- Second "at fault" accident or infringement within 12 month period – written warning by supervisor stating that corrective action is required and any more motor vehicle events may result in more severe action. A copy is to be placed on the accident file. Specialised defensive driver or other training/assessment may be advisable.
- Third or more "at fault" accident or infringement within 12 month period – to be referred to departmental director for action which may include prohibition from operating Council vehicles, which may affect continued employment or pay rates if driver skills are recognised in the pay scale.

2.3.3 Engineering

Successfully addressing most fleet safety problems will be determined by improvements in driver attitudes and or skill levels; however, in some cases the solution may lie in hardware changes to vehicles.

In addition, analysis of accident data may demonstrate that structural or physical changes to the surroundings may assist in improving safety for Council drivers. For example, many accidents are said to occur in Council car parks due to inadequate turning areas or blind spots.

With a review of the design of the car park may come the opportunity to relocate some car spaces, or to place non-marking plastic barriers to provide better visual access for the drivers.

Other options might include the development of specific "FleetSafe" signage with details of the current targeted issue, as a reminder. Alternatively, the signs could warn drivers to belt up before leaving the car park, or warn of reduced visibility when entering garage areas.

3. SAFER VEHICLES

3.1 Vehicle Selection and Purchasing

Safety critical

Selection of vehicles should include consideration of safety as well as operating needs, spare parts and repair support.

Selection Committee

The selection process should be conducted by a panel comprising representatives of fleet management, workshop, safety committee, the vehicle drivers and the immediate supervisor for the driver of the particular vehicle.

Considerations in selection

The following issues need to be considered in determining which vehicle to select:

- *Dealer participation:* The dealer should be involved in training drivers and mechanics in features specific to the particular vehicle.
- *Current drivers:* Involvement by current drivers is important for the validity of the selection process. Their comments on the existing vehicle that is being replaced should be sought well before the decision on which vehicle is suitable. The Vehicle Replacement questionnaire provides the opportunity for the driver to identify problems with the existing vehicle, and to suggest a replacement vehicle and accessories.
- *Product Support:* Product support is a key issue to ensure effective maintenance can be achieved. Particularly when a new type of vehicle is being considered, and also when a number of different vehicle brands are available, a thorough review should be made of the potential for parts and expertise support. The Product Support Questionnaire should be used to enable an objective comparison between different suppliers.
- *Operating Performance:* During the evaluation of different models of vehicle, it is important to objectively consider the operating performance of the vehicle. The Vehicle Appraisal Report provides a set of questions to assist this analysis.
- *Statutory Requirements:* When considering heavy vehicles and plant, reference should be made to any statutory documentation such as the Workcover Code of Practice for Garbage Compactors.
- *Safety pays:* In some cases, addition of safety features may enhance potential resale marketability while retaining relative value, although it is recognised that their inclusion will increase purchase costs.

Safety features

Features that enhance the safety of a vehicle can be classified as primary and secondary. Primary features such as anti lock braking systems allow the driver to control the vehicle better and avoid emergency situations. Secondary features such as seat belts help prevent or minimise injury once an accident has occurred. Vehicles

should incorporate a mix of primary and secondary features that are recognised and proven. The following safety features should be considered:

- *Anti-lock Braking System (ABS)*: While this provides much improved braking ability under adverse conditions, accident levels are unlikely to decrease. This is because stopping distances are not reduced by ABS technology. Furthermore, as drivers tend to reduce safety margins in the mistaken belief that stopping distances are reduced, ABS brakes may result in more accidents.
- *Colour*: Light colours make vehicles more visible, as well as presenting better than dark coloured vehicles when dirty.
- *Air bags*: These are demonstrated to reduce injury when operated in conjunction with seat belts. Negative publicity surrounding airbags has arisen from the USA where their effectiveness has been assessed in an environment where seat belt wearing is not compulsory. Passenger airbags may be an additional attraction to used car buyers.
- *Cargo barriers*: These are essential for all load carrying vehicles, and are an advantage for resale.
- *Crash performance*: Reference should be made to the New Car Assessment Program (NCAP) details of which are available from the RTA and the NRMA.
- *Mobile phone hands free kits*: Where the vehicle may be used by drivers with mobile phones, a hands free kit is to be provided. Installation is to ensure easy access by the driver and no obstruction to vision. As an alternative, all users of Council supplied mobile phones could be issued with the portable hands free earpieces and possible cradles for their phones if they use one vehicle regularly.
- *Fire extinguisher*: Optional except for vehicles that carry inflammable loads, for which they are compulsory.
- *Class C first aid kit*: For each vehicle and to be signed for by the designated driver, who is responsible for ensuring the kit is kept replenished.

3.2 Vehicle Operation

Vehicles as Workplaces

All Council motorised vehicles are categorised under the OH & S Act as "plant" and are thereby "workplaces" under the Act. Therefore it is vital that drivers are educated to understand that driving is a work practice for which they, (as well as Council), have a personal responsibility.

This means that all staff who drive Council vehicles must drive or operate their vehicles in a 'safe' manner.

Responsibility for Vehicles

Care: It is vital that staff who operate Council vehicles are encouraged to develop an attitude of care for the vehicle they use, with a view to minimising maintenance and repair costs, and optimising that vehicle's resale value.

Designated driver: Every vehicle is to be assigned to a nominated person known as the "designated driver", (or "designated person" where no driver is available), for the care, control and management of that vehicle. The only time this duty of care transfers is when another person formally assumes responsibility for the vehicle.

Initial handover: When a vehicle is initially handed over to a designated driver, the following process should occur:

- The vehicle safety and operating features should be explained.
- The driver should be taken for a drive in the vehicle to have its handling characteristics demonstrated.
- Maintenance needs and garage contact details should be explained.
- Operating checks should be demonstrated and explained.
- The vehicle register and procedures in accident and breakdowns need to be explained, including the use of the Accident Response Kit.
- The driver should be reminded of the FleetSafe project and its main goals and any current issues.

Completion of Record of Inspection of Vehicle.

Vehicle usage register: A register should be maintained of drivers who have taken responsibility for vehicles from the designated driver/person.

It is vital that supervisors ensure the vehicle register is maintained so that responsibility for vehicles is established at all times. Staff should be encouraged on the basis that effective operation of the register will protect those who do the right thing!

Pool vehicles: A number of Council vehicles are managed on a group basis, usually known as "pool" vehicles. Experience shows that these vehicles tend to be neglected when compared to vehicles assigned to a single driver. It is therefore important that a person is assigned as the designated driver/person for every pool vehicle(s), and that person should then ensure that the vehicle(s) are cared for.

Vehicle maintenance: The Council garage, fleet manager or maintenance contractor should advise the designated driver of the requirements for routine checks (for oil, water, tyres etc), and planned maintenance (10,000km service etc), when the vehicle is first handed over to the designated driver. Reminders should be sent to all designated drivers at appropriate intervals.

The designated driver should ensure the vehicle is maintained in accordance with Council instructions, and is to ensure that operability checks are conducted before driving, and weekly.

A reduced size check list version of the Driver/Operator checks, which also notes details of the next service due, should be placed in the vehicle in a position close to the driver to serve as a reminder.

Any safety or other issues noted by the designated or other drivers should be reported to the Council garage or nominated maintenance agency for that vehicle.

Vehicle presentation

The designated driver should be responsible for the presentation of the vehicle, which is to be of a high standard at all times, in as much as that is practicable. Vehicles should be formally inspected for safety and care aspects as follows:

- At commissioning and decommissioning, and transfer of designated driver, by fleet management;
- during maintenance, by maintenance staff; and
- randomly (at least yearly) by inspection team comprising staff from fleet management, OH & S and workshops.

Inspection reports should be given to the designated driver and also to the immediate supervisor. Prior to an unsatisfactory report being sent to the immediate supervisor, the designated driver should be given the opportunity to verify any aspects of the report, and to provide reasons as to why any previously unreported defect or damage has not been reported.

Breakdown procedures

All Council vehicles should be covered by a breakdown service. In the event of a breakdown, the driver should obtain roadside service, and advise fleet management if the vehicle could not be made roadworthy. In this event fleet management is to arrange for the necessary repairs.

If the breakdown occurs outside of the metropolitan area or interstate, the driver is to obtain roadside service, but should not incur costs without the approval of the fleet manager, unless prior approval has been arranged.

Vehicle accidents

Guidelines for action by the vehicle driver should be provided in an Accident Response Kit, placed in the glove box. The accident response kit should contain at least the following:

- List of information to gather at scene (on a ready to use card).
- Checklist of actions at the accident scene.
- Blood alcohol levels reminder card.
- Details of Council insurance and contact details.
- Accident report form.
- Council contact list.
- Latest Federal Office of Road and Safety brochure on immediate action at the crash scene before other help arrives.

Key actions

The key actions that should be taken are:

- Render assistance by first aid and any other help needed
- Ensure Police (Ambulance and Fire Brigade if appropriate) are called (dial 000) if a person is killed or injured, and/or the damage is assessed to be over \$500 to animals, property or vehicles, and/or a person fails to stop and exchange information, and/or a driver is believed to be under the influence of alcohol or drugs, and/or a vehicle is required to be towed away. Note: Police may not attend due to other priorities even if called.
- If Police do not attend for whatever reason, and the crash leads to damage of more than \$500 to property, animals or vehicles, ensure the incident is reported to the nearest Police station to the crash scene within 24 hours.
- Protect the scene to make sure another crash does not occur – remove items fallen from your vehicle which may endanger the safety of others (debris, broken glass, etc).
- Do not admit liability.
- Exchange information with all involved drivers (look at their licence and record details – licence number and class, vehicle registration numbers, full names, addresses of drivers and registered owners if applicable, your Council contact details and their contact details – and insurers details).
- Collect relevant details, in addition to the above (names of injured persons and witnesses, details of all vehicles (make and type of vehicle, eg truck, sedan etc), location of accident and positions of vehicles at the moment of impact, damage to property, eg fence damage etc, attending Police details, ie name, rank and Police station).
- Complete the Council's Vehicle Accident Report and submit it within 24 hours of the incident, to the appropriate vehicle maintenance area (or other area if nominated).
- Give a verbal report to the designated driver, if applicable.
- Report personal injury details to occupational health and safety officer.

Note: Subsequent to the accident refer all requests for information or letters of demand, etc to risk management or other area handling claims.

Medical kits

The provision of a Class C medical kit in the vehicle is mandatory under the OH & S Act. The kit should be issued by human resources to the designated driver of every vehicle, who should be responsible for ensuring the kit is maintained with all items in serviceable order. (The list of items in the kit is stipulated in the OH & S Act).

IMPLEMENTING & MAINTAINING THE FLEETSAFE PROGRAM

GOAL

By end of the year 2001, each Council has implemented the FleetSafe Policy and Guidelines, and has significantly improved its safe driving culture with a corresponding improvement in fleet safety outcomes.

INTRODUCTION

The FleetSafe Policy and Guidelines have been written with the assistance and advice of both senior managers and technical staff from all the SSROC Councils. This means that they have taken account of existing operational situations in Councils, and are ready for immediate implementation.

What follows is a guide for SSROC Councils to help them implement the FleetSafe Policy and Guidelines. It spells out priorities and provides recommendations about specific actions which should be considered in addition to those included in the Policy and Guidelines.

NEW FLEETSAFE STEERING GROUP (FSG)

The future success of FleetSafe as a SSROC initiative relies heavily upon continued coordination at the SSROC level. This will be best achieved by the establishment of a new FleetSafe Steering Group(FSG).

The FSG should be chaired by the Executive Director SSROC, and comprise one representative of each member Council. Representatives should be drawn from the range of disciplines which have a stake in FleetSafe, and should ideally for the short term at least, be those representatives who recently participated in the project's FleetSafe Working Group during Phase 2. Furthermore, each Council representative should also sit on the individual Council's FleetSafe Working Group (FWG), comprised as recommended in the FleetSafe Policy.

The role of the SSROC FSG is to coordinate the efforts of member Councils undertaking FleetSafe activities. In this capacity it should also maintain control over the Policy and Guidelines documents, to ensure a consistent approach throughout.

The SSROC FSG should meet bi-monthly initially until it is considered that each Council has established viable plans to implement the FleetSafe Project. Meetings could then be extended to every 3 months until the end of the 3-year targeted implementation period.

IMMEDIATE ACTION PLAN FOR SROC AND ALL COUNCILS

What follows are the critical actions which need to be undertaken by all SSROC Councils and SSROC itself to ensure the momentum and energy is not lost, and that the program is successfully implemented.

IMPLEMENTATION ACTIONS BY ALL STAKEHOLDERS

SSROC Responsibilities

High Priority - by 31 December 1999

New FleetSafe Steering Group (IFSG): The new SSROC FSG should meet by the end of April 1999.

Accident Data Report produced: By the end of July 1999, the SSROC Accident Data Report should be produced for the first 6 month period, and then every 6 months.

Accident Data Report evaluated: By the end of August 1999, the SSROC Accident Data Report should be analysed and any consequential action agreed within Councils.

Compulsory Third Party (CTP) and Compulsory Insurance Tenders: The proposed CTP tender should be progressed immediately. Plans should then be made to ensure the necessary data is captured over time to ensure that a tender process can be initiated, if required, for comprehensive insurance.

Training dollars: Early efforts should be made to obtain State Government funding to assist in the preparation of education and training materials to provide standardised packages for induction, continuation training and other compliance measures. Contact should be made with the Industry Training and Advisory Bureau for advice on how to obtain funding. Opportunity may also exist for funding from both the RTA and WorkCover for the implementation of FleetSafe.

One page policy: The FleetSafe Policy should be encapsulated in a one page policy document which can be given to staff at induction, and to all presently employed staff in the short term as part of the process of advertising the existence of FleetSafe and what it means for all drivers.

Accredited trainers: An early task of the FSG should be to identify the numbers of Driver Assessors needed in each Council. An analysis should then be made as to how the need for Accredited Trainers may be met, possibly by larger Councils "contracting" their trainers to smaller Councils.

Evaluation of process and outcome: The initial plan for evaluation places emphasis on crash history and crash costs. However, this needs to be enlarged to encompass all aspects of the FleetSafe Program, such as effectiveness of specific training or educational initiatives, as well as the ratios of costs of compliance programs compared to savings in reduced crash costs.

Benchmarking: The FSG should initiate on-going benchmarking activity with those organisations which showed interest during Phase 2 of the project.

1800 number on rear of vehicles: While this proposal has not met with support from all Councils, the concept should be developed in conjunction with Telstra, and if possible trialed in at least one Council. The concept should be seen as a genuine safety initiative, which in Telstra's experience has provided both positive and negative feedback, all of which will greatly assist individual driver safety.

FleetSafe sticker on rear of vehicles: As the 1800 number initiative may take some time to develop, opportunity could be taken to expand awareness of the FleetSafe

program by creating a bumper sticker bearing the FleetSafe logo and appropriate words about improving driver and vehicle safety.

Standard safety conditions for leaseback vehicles: A standard set of safety related conditions should be developed for insertion in existing Council lease conditions.

Obtain educational material: Contact should be made with the RTA and possible driver education companies to obtain educational material such as brochures, fliers and videos.

Medium Priority - by 31 December 2000

Daytime running lights (DRL): The RTA advises that use of DRLs has the potential to help reduce accidents (particularly involving aged pedestrians) by making vehicles more visible.

Accordingly, the trialing of this measure is considered worthwhile, particularly as direct comparisons could be made between Councils. Consideration should also be given to asking the State Contracts Board to make the fitting of DRLs mandatory. As this may be counter productive to resale value, provision should be made for their optional removal prior to sale.

Tyre pressure indicators: Vehicles can to be fitted with colour coded tyre pressure indicators attached to the tyre valves. These will indicate by a change of colour when a tyre pressure is below a pre-set level. This in turn provides a very easy way for drivers to check tyres without having to use a tyre pressure gauge, and this in turn makes for better car care. This could also be raised with the State Contracts Board.

Insurance companies to help: Approaches could be made to existing Insurers to obtain increased assistance with safe driving initiatives. For example, they could help defray costs in production of educational material, help with data collection, and help with promotions of safety issues.

Leaseback agreements: Present lease agreements need to be reviewed to ensure that they embody the requirements of the FleetSafe policy and guidelines.

Contract modifications: Contracts involving suppliers who use vehicles need to be reviewed to ensure that the contractor is informed of the need to conform to the FleetSafe policy and guidelines, and that measures are spelt out to provide assurance to Council that the contractor is complying consistently and continually. SSROC should review regional contracts and supply agreements established for member Councils to ensure they comply.

Driver handbook: Consideration should be given to producing a driver handbook which provides advice on safety features of the vehicle as well as other key FleetSafe safety actions.

Simulators for testing: Options now exist for drivers to be tested using vehicle simulators, which may be located in mobile testing units. This has some real potential in the heavy vehicle area, as well as light vehicles. It is suggested that a cost benefit analysis is conducted.

Low Priority - by 31 December 2001

Peer support program: The State Transit Authority utilises a peer based support program for its new bus drivers to assist them with "fitting in" to the organisation's culture, This concept has application in promoting to new drivers the culture of safety, which is fundamental to improving driving safety.

Council Responsibilities

High Priority - by 31 December 1999

Council resolution: By end April 1999, each Council should resolve to implement the FleetSafe Policy and Guidelines.

Business plan: By end April 1999, each Council should incorporate FleetSafe in the 99/00 Business Plan.

Budget: By end April 1999, each Council should establish a nominal; budget allocation for FleetSafe for 99/00 financial year.

Senior manager for FleetSafe: By mid April 1999, a Senior Manager should be assigned responsibility for FleetSafe Project implementation in each Council.

New FleetSafe Working Group: By mid May 1999 each Council should have appointed its own FWG. By end June 1999, each Council should have developed an Action Plan to implement the FleetSafe Program within 3 years.

Accident data submitted: By mid July 1999, 6 months worth of accident data should be submitted to SSROC for compilation of the first comparative report.

Major FleetSafe publicity campaign: By the end of August 1999, each Council should conduct its own publicity campaign to advertise the existence, goals and benefits of the FleetSafe program. This first major awareness initiative of FleetSafe should make good use of the FleetSafe logo.

Accident Data Report evaluated: By 31 August 1999, the SSROC Accident Data Report should be analysed and any consequential action agreed within Councils.

Financial reporting models: It is very important for Council to ensure that the financial reporting structure supports the process of all vehicle costs being attributed to the specific manager.

Intranet and E-mail possibilities: Councils should consider using the Intranet to disseminate FleetSafe information. For example, the Policy and Guidelines could be available for all drivers, as well as publicity about current compliance initiatives. E-mail could alert drivers to check the Intranet for relevant information.

Budget "returns" for savings: The NSW Police Service allows managers to re-allocate any savings in fleet costs, to other areas. This is seen as an incentive scheme to ensure line managers take a keen interest in day to day measures to reduce fleet costs. Provided this is not at the expense of safety, it could lead to much improved safety management, and is worth considering for Council application.

Enterprise Agreements: Councils should consider the inclusion of FleetSafe goals in the next round of Enterprise Agreements.

Medium Priority - by 31 December 2000

Accident Management Companies: Recently the fleet management industry has seen the establishment of specialist companies which manage the whole accident process, potentially increasing efficiency and reducing costs significantly. It is recommended that Councils examine this option which can potentially save at least 15% – 20% of average accident costs.

Improve facilities for vehicle driver maintenance: A key concept in the plan to improve the driving safety culture is the encouragement of drivers to conduct regular checks of vital aspects of the vehicle, such as pressures and oil and water levels. This should be encouraged to be completed during petrol filling at commercial outlets. Some consideration may be given to the provision of suitable facilities at Council garages.

Engine Monitoring Devices: Technology currently exists to monitor a large range of vehicle functions matched against a timeline. Examples include rpm, brake applications, and speed and fuel consumption. This technology has been shown to identify machinery defects and poor engine and equipment performance, which if corrected can increase vehicle safety as well as reduce costs significantly. The technology can also identify driving style of specific drivers, which with small adjustment can make for considerable savings. The costs are at this stage only justifiable for plant and heavy vehicles, where the monitoring costs are about 1% of vehicle purchase price.

Low Priority by 31 December 2001

Relevance of "private" driving performance: Councils should consider whether traffic infringements incurred while Council drivers are operating private or non-Council vehicles should be considered as having relevance to their driving of Council vehicles. The logic for this is that driving is a skill that probably does not vary with the type of vehicle. Therefore, a driver who has a poor accident history in non-Council vehicles only, will not be detected by Council. There may well be a "duty of care" on Councils to ensure they are aware of the whole driving history of its drivers.

Full document: Improving Policy and Guidelines for Local Government –Fleetsafe Policy and Guidelines for Local Government in the Southern Sydney Region. Published by the Southern Sydney Regional Organisation of Councils.

Appendix 2

Vehicle Crash Damage Report

Plant No	Make and Body Type	Registration No
Name of Driver		
Depot Location		
Apparent Damage		
Exact Place of Accident		
Particulars of Accident	_____	

Date & Hour of Accident		
Injury to Persons	Name: _____	
	Address: _____	
	Name: _____	
	Address: _____	
Probable Downtime of Plant		
Other Vehicles	Owner's Name: _____	
Reg: _____	_____	
Make: _____	Owner's Address: _____	
Model: _____	Driver's Name: _____	
	Apparent Damage: _____	
	Insurance Co: _____	
Damage to Property Other Than Vehicles	Owner's Name and Address:	

	Description of Property and Damage:	

Were Police Informed	Police Name and Station:	

Witnesses	Details of Witnesses:	
	Name: _____	
	Address: _____	
	Name: _____	
	Address: _____	

Driver's Signature _____ Date: _____

Supervisor's Signature _____ Date: _____

Source: Based on a form in "Improving Policy and Guidelines for Local Government – Fleetsafe Policy and Guidelines for Local Government in the Southern Sydney Region, p 56.

Appendix 3

Linkage to Australian Standard (AS/NZS ISO 9001:1994)

Fleet Safety Elements	Australian Standards – Elements
1. Include fleet safety and safe driving policy in organisational policy and objectives	4.1 Management responsibility 4.2 Quality system 4.5 Document and data control 4.9 Process Control 4.17 Internal Quality Audits 4.19 Servicing
2. Hire drivers based on safe driving records and awareness of safety issues	
3. Induct all new recruits and supervisors using an official program containing fleet safety and safe driving components	4.18 Training
4. Adhere to best practice in fleet selection and fleet maintenance	4.3 Contract Review 4.4 Design Control 4.6 Purchasing 4.7 Control of customer-supplied product
5. Maintain an efficient system of recording and monitoring overall fleet, individual driver, and individual vehicle crash involvement	4.10 Inspection and Testing 4.11 Control of inspection, measuring and test equipment 4.13 Control of nonconforming product 4.14 Corrective and preventive action 4.16 Control of quality records 4.20 Statistical techniques
6. Recognise good/bad driving performance through an official scheme of commensurate incentives and disincentives	
7. Support training, education and development programs to engender safe driving	4.18 Training
No corresponding element	4.8 Product identification and traceability 4.12 Inspection and test status 4.15 Handling, storage, packaging, preservation and delivery

(From *The Workplace Fleet Safety System* (1998). Queensland Transport)