

# Jen Yaxley, Work Related Road Risk Manager, Jacobs

# Successfully Managing Work Related Road Risk

Fiona O'Donnell, Head of HSE – BIAF Europe

Jen Yaxley, WRRR Lead

Oct 2019



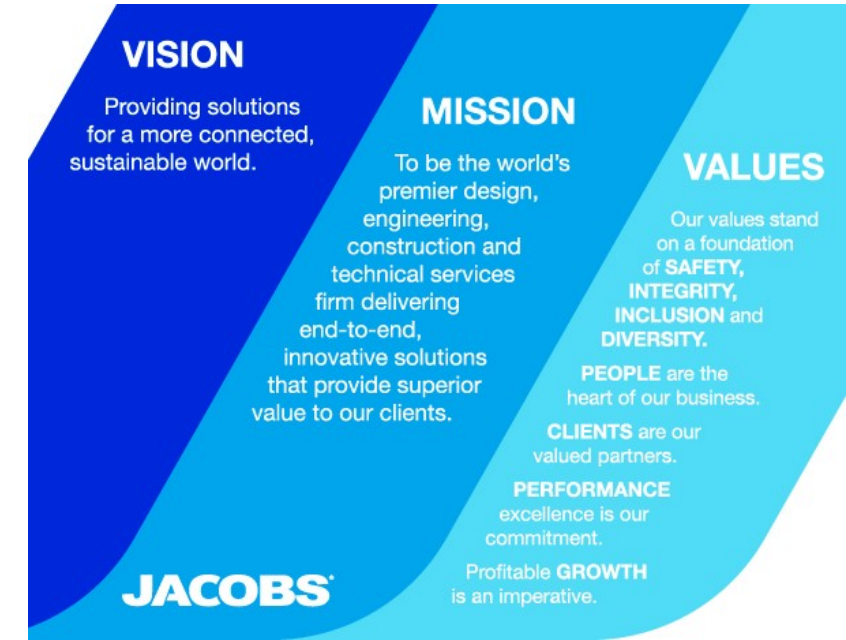
# JACOBS®

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26<sup>th</sup> June 2015

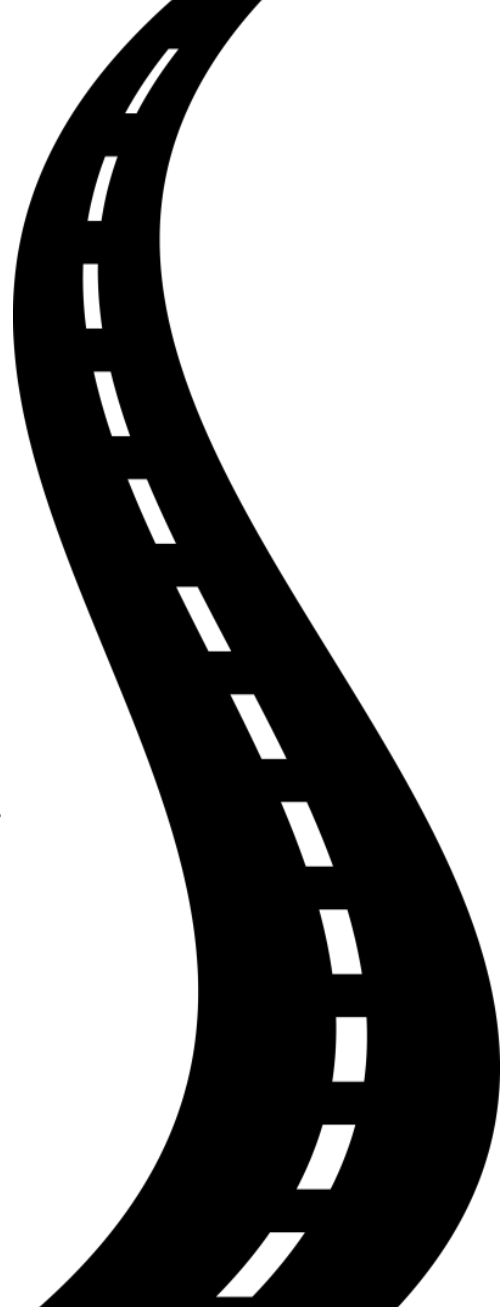
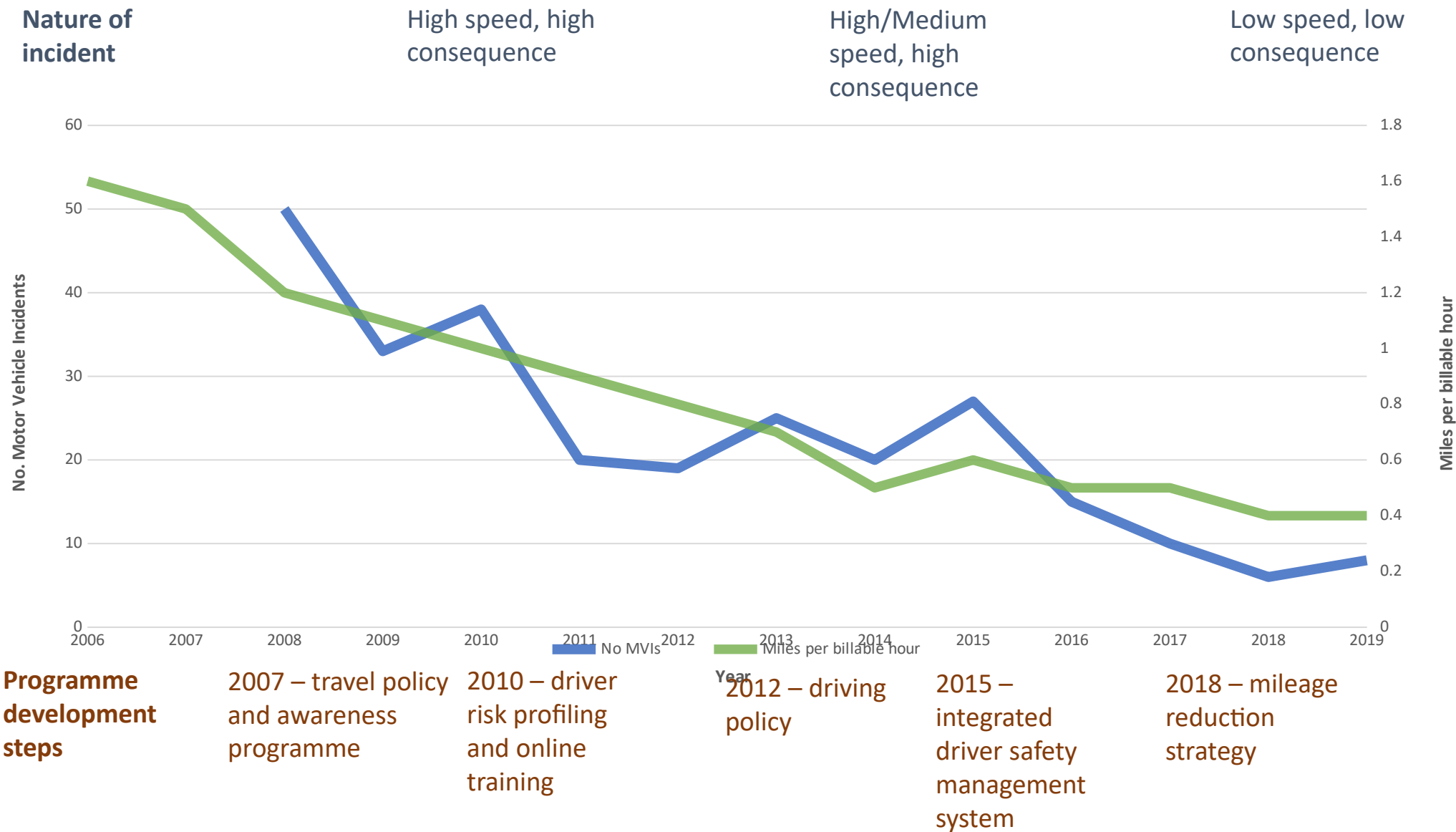
# Who we are

- **Jacobs®** is one of the world's largest and most diverse providers of technical, professional and construction services
- We have 80,000 employees across 46 countries
- Over 32,000 of these employees regularly driver for work – the most dangerous activity they will do on a daily basis
- On average our global business drives over 4 million miles per month
- The majority of business miles are undertaken in either hire cars or in personal vehicles (grey fleet)





# Our Journey



# 2007 – Global Travel Policy

## New hierarchy for business travel:

- Increase 'meetings without moving', improvements and investment in teleconferencing and video conferencing made this possible
- Increase use of public transport to lower travel related risks
- Consider motor vehicles only as a last resort

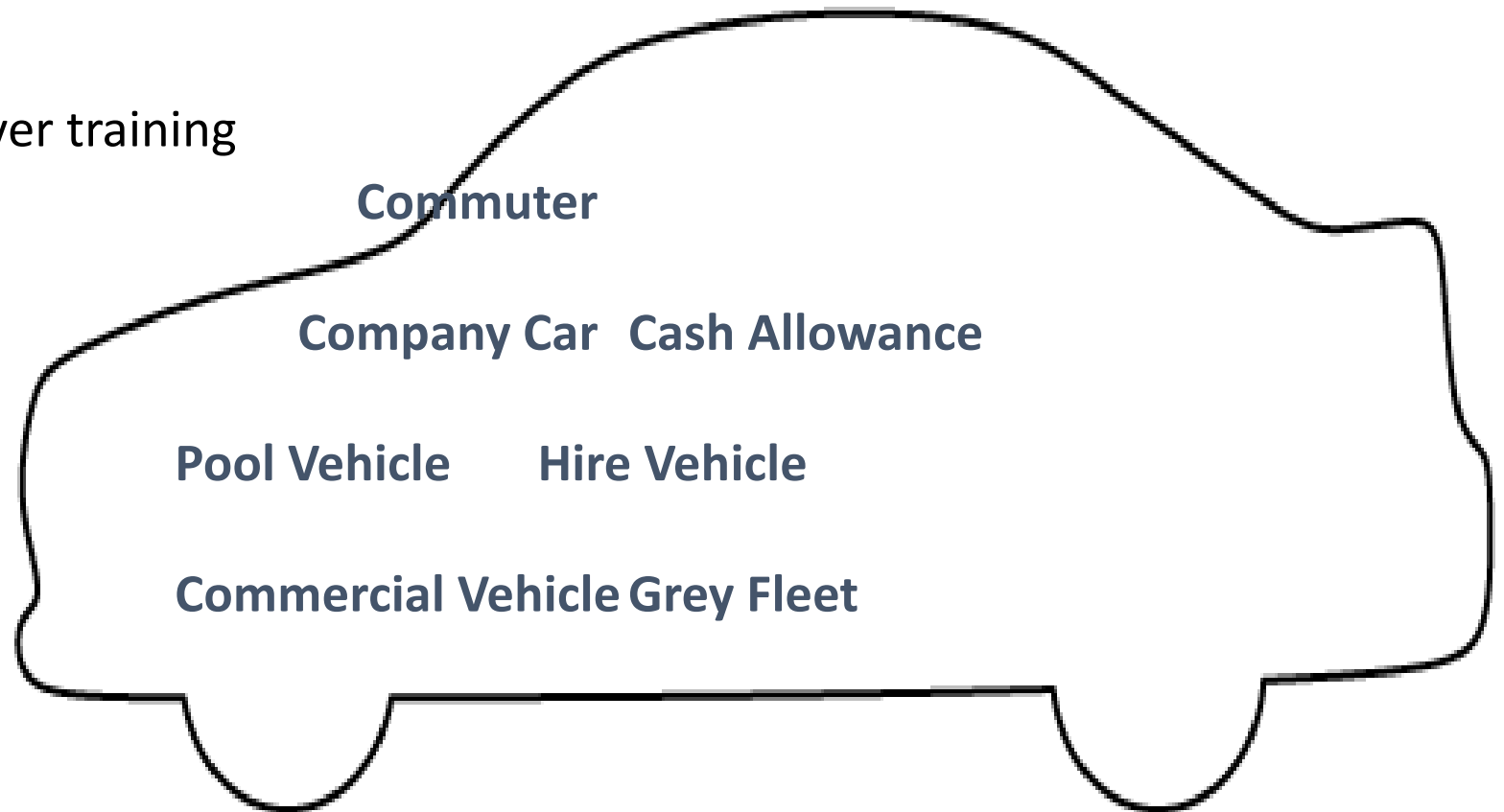
## Plus

- Awareness campaigns on driver safety
- Banned all use (including hands free) of mobile phones while driving
- Introduced licence and insurance document checks
- Introduced a Travel Planning process.



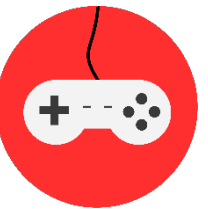
# 2010 – Driver Risk Profiling

- Our first real attempt to understand driver risk and target training
  - Assessment based on the rules of the road
  - Scored high, medium or low risk
- Introduced our first on-line driver training



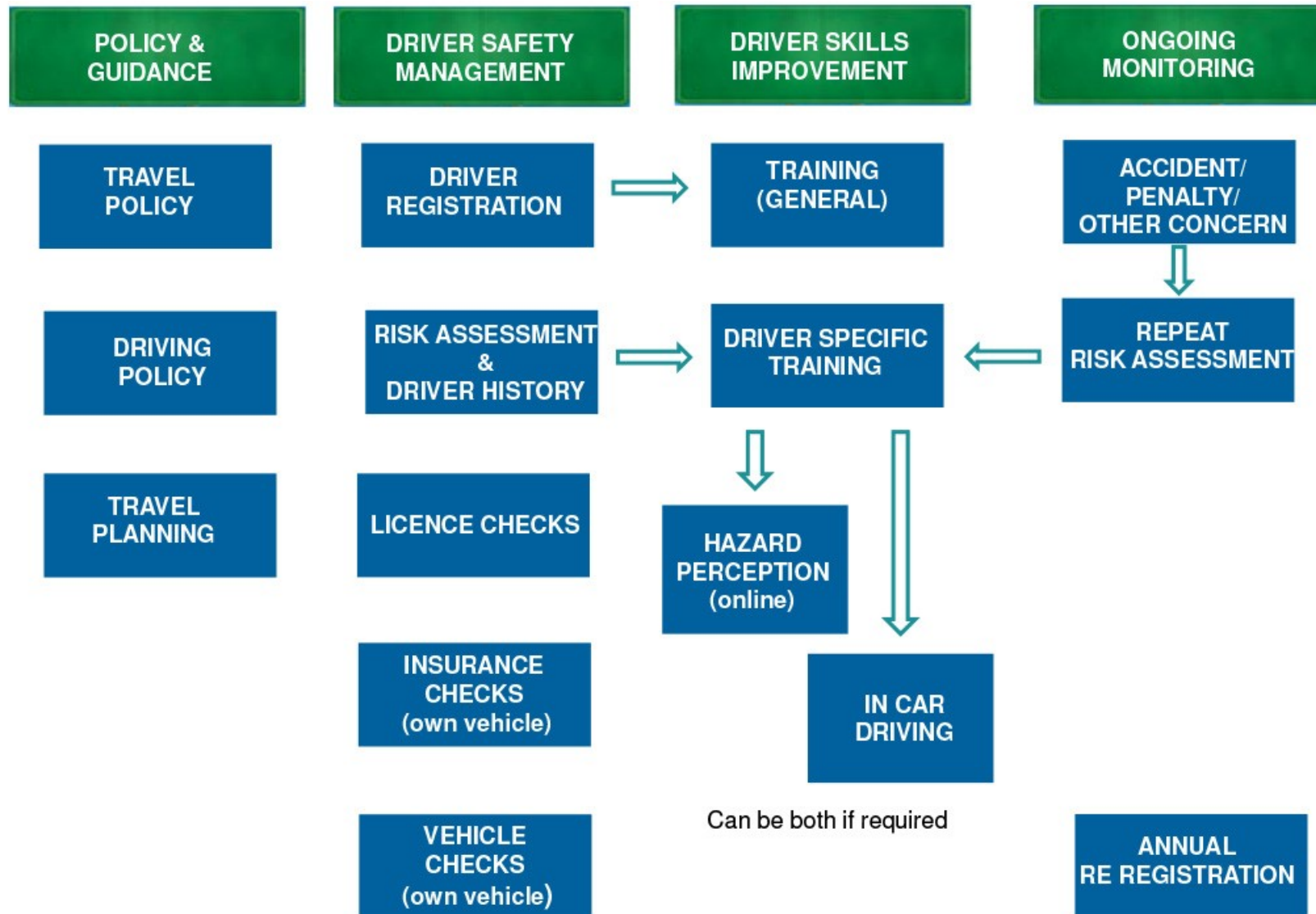
# 2012 – Driving on Company Business Policy

- **Eliminate** - The safest journey is the journey not taken
- **Reduce** - If a journey must be made then seek to reduce the time spent in a car and therefore reduce exposure to the risk. Public transport is the preferred option
- **Control** - If travel and driving is required, ensure that the journey is properly planned and that the driver holds a valid Permit to Drive; they understand the risks; and they are properly trained. Travel should be booked through Jacobs systems
- **Protect** – If using public transport, use only licenced operators. If driving, ensure the vehicle being driven is safe for the driver and passengers.



26<sup>th</sup> June 2015

# 2015 – Integrated Driver Safety Management



# Permit to Drive and Travel Safe Plan of Action

- Anyone who drives for work must have a permit to drive
- Some drivers may require additional support with driver training, briefing tools and general driving queries
- TSPA
- Buddy system



## PERMIT TO DRIVE



Personal Details				ADT UID: 310070	
Name:	Jennifer Yaxley	Employee no:	000175492		
Line Manager	Jennifer Gibson				
Risk Assessment Completion Date:	16/04/2019	Assessment Result:	Low	Permit Expiry Date:	16/04/2020

RECORD OF CHECKS - 12 months all drivers			
Licence Verified Date:	18/04/2019	Licence Expiration Date:	14/05/2025
Vehicle Classification	Own Vehicle Driver	Registration No:	J*****

Authorisation (ADT will hold the electronic master)	
I am authorised to drive Lease, Pool, Rental / Hire and (if indicated at the beginning of the process and shown in the Vehicle classification field above) Personal vehicles on company business.	
I have read, understood and confirm the information on this Permit to Drive is correct. I agree to drive in accordance with local traffic laws.	
I fully understand the standards expected of me while driving a company vehicle or driving on behalf of Jacobs, with particular regard to driver distraction risks including cell/mobile phones, fitness to drive risks, including the requirement to not be impaired through the use of drugs or alcohol.	
I am fully aware that while driving on behalf of Jacobs, I should act as an ambassador ensuring the company's positive image is protected at all times.	
I will immediately notify my manager and ADT of any road traffic incident, endorsement / disqualification or any change which may affect my ability to drive safely (i.e. health / eyesight).	
I confirm that I will consider all other options to eliminate or reduce risk before driving on Jacobs Company Business.	
<b>I confirm I will abide by the rules as set out in the <a href="#">Driving Absolutes</a>.</b>	
<b>Failure to do so may result in the Permit to Drive being revoked and removal of authority to drive on company business.</b>	
<b>Driver signature:</b>	<b>Date:</b>

# Successes of Integrated DSM System

- **82%** drop in Motor Vehicle Accidents since 2007
- **91%** compliance rate with process
- **75%** Reduction in mileage
- Drivers identified as having issues with licences and/or insurance – drivers informed and are now compliant.
- Improved engagement and behavioural change
- Increased understanding of accountability
- Winner of prestigious Brake fleet safety awards in 2017, 2018 and 2019.



# But there are still challenges to tackle

## The Dirty Dozen



Lack of communication



Distraction



Lack of resources



Stress



Complacency



Lack of teamwork



Pressure



Lack of Awareness



Lack of Knowledge



Fatigue



Lack of assertiveness



Accepting the norms

# Managing the Dirty Dozen

- Reduce time in vehicle
- Have open and honest discussions with our employees, friends and family
- Rest and de-stress
- Use technology to enhance our experience, but don't become reliant on it

**When we are driving, that is all we should be doing**

That's Not My Job!

So, who's job is it...



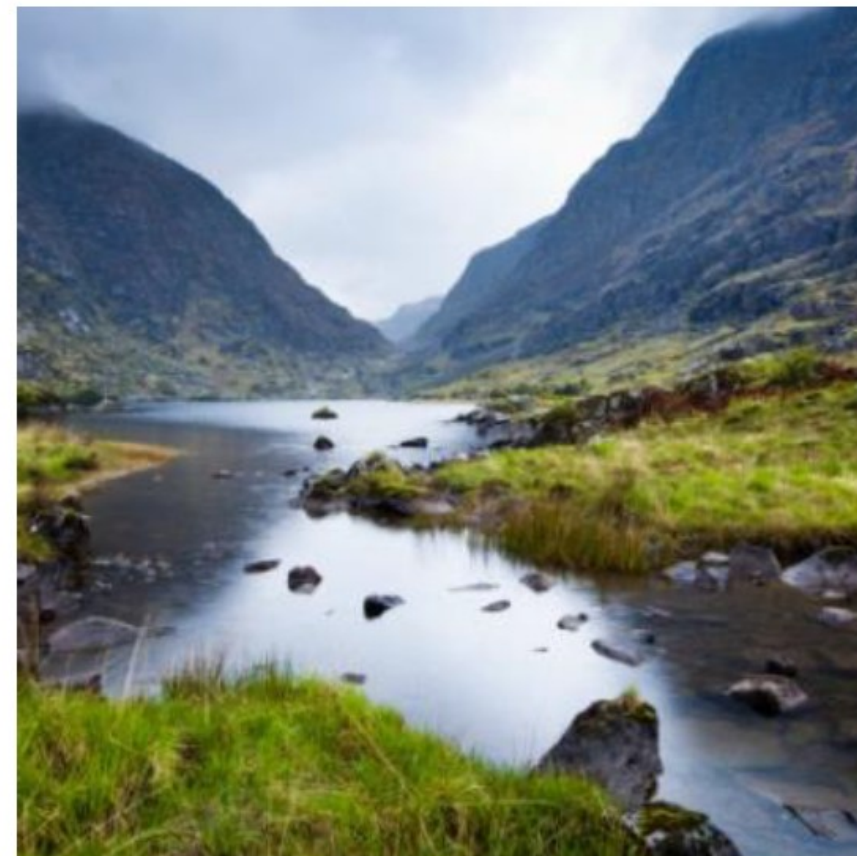
**Thank you.**

# Claire McTernan

## EHS Advisor, Irish Water

# Management of Grey Fleet Irish Water's Journey

Nicola Cawley / Claire McTernan October 2019



# Management of Grey Fleet

- **Background to IW**
- **Addressing the Risk**
- **Managing the Risk**
- **Benefits : Where did we see the changes**
- **Current and Future Challenges**



# Who are we?

- Irish Water is Ireland's national water utility, responsible for providing water and wastewater services throughout Ireland with our SLA partners..
- We are a subsidiary of Eirvia (formerly known as Bord Gais Eireann).
- The Irish Water programme was set up in July 2013 and we became operational in January 2014 (enactment of the Water Services Act).
- We work with 31 local service providers and delivery partners.

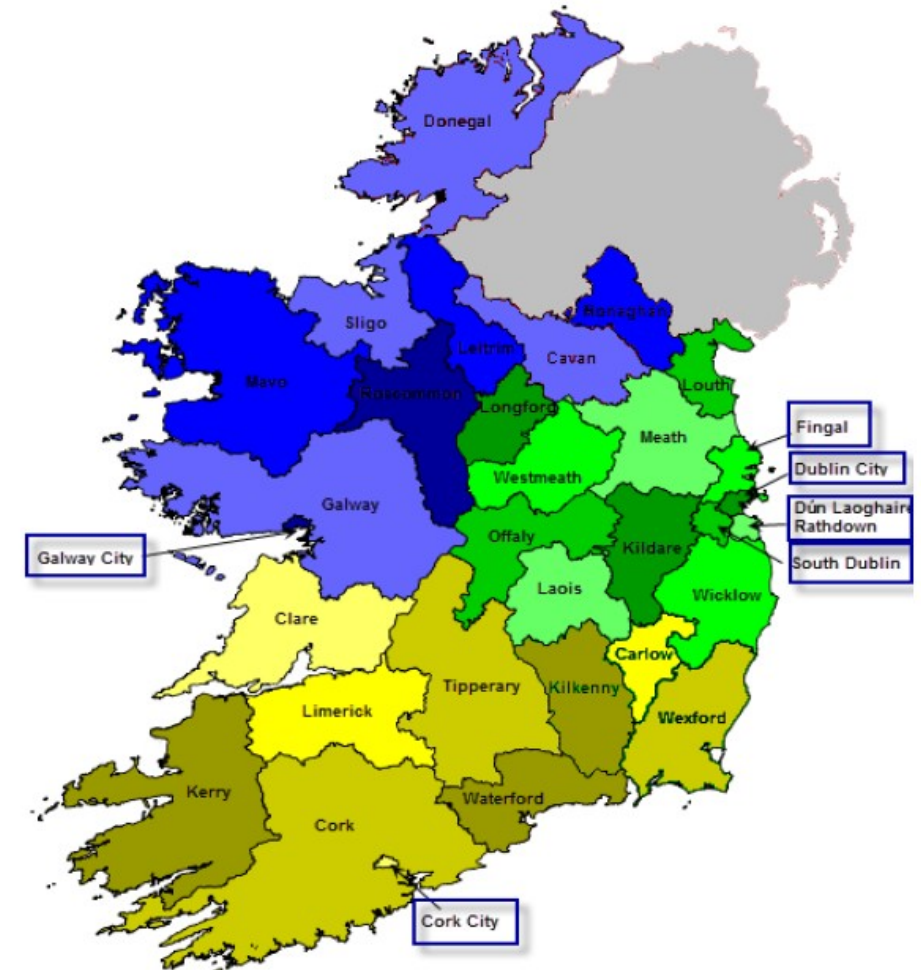




# History

## Facts and figures:

- Direct headcount of >850 personnel.
- >565 personnel that drive personal vehicles (grey fleet) and claim business mileage.
- >6,696 assets over 3 regions covering 31 local service providers and capital delivery partners.
- Irish Water employees drive over 2,750,000 miles per annum.



# 2014: Employee Risk Assessment

## 1 Hazard Identification

- ✓ Office based organisation
- ✓ IW employees visiting operational assets and construction activities.

## 2 Risk Evaluation

Consequence	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	Probability					

## 3 Risk Reduction/Control

- ✓ Identification of drivers
- ✓ Risk categorisation of all drivers
- ✓ Effective training and support programme
- ✓ Line manager support and follow up

## 4 Challenges

- ✓ Creation of a drive safe programme in a new organisation with so many business risks
- ✓ Senior management commitment
- ✓ Employee engagement

# Grey Fleet Risk Factors:

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**Killer behaviours**

**Driver distractions**

**New Organisation**

**Road types**

**Unfamiliar sites/ assets**

**Adverse Weather**

**Car Parks and Reversing**

**Driver Well-being**

# Driving for Work (DFW) Strategy 2014-2017 Grey Fleet:



- Driving for work strategy 2014
- Meet industry experts
- Procurement of suitable external provider
- Establishment of a safe driving steering
- Development of policy and safe driver handbook
- Roll out Individual driving for work survey to identify risk categories of drivers
- Implement policies and procedures
- On-going training programme based on findings from survey
- Roll out of various driving for work initiatives and communications across the business
- Development of an enduring solution for the business



**The Role of  
Management**

**Drivers  
Responsibilities**

**Journey Planning**

**Vehicle  
Requirements**



# Risk Minimisation



IW-HSQE-GL-08 Rev1.00 Effective Date: 26/11/2016



## Safe Driving Handbook



Irish Water Policy Statement

Document No:	1.0	Page No:	1
Version:	1.0	Issue Date:	2016
Author:	Policy Manager	Approved By:	Director
Reviewed By:	Policy Manager	Reviewed Date:	2016
Approved By:	Policy Manager	Approved Date:	2016
Policy Statement:	This policy statement sets out the principles and objectives of Irish Water's policy on risk minimisation.		
Policy Objectives:	To ensure that Irish Water's operations are conducted in a safe and secure manner, and to minimise the risk of harm to the public and the environment.		
Policy Scope:	This policy applies to all Irish Water employees, contractors, and visitors.		
Policy Implementation:	This policy will be implemented through a series of measures, including training, communication, and monitoring.		
Policy Review:	This policy will be reviewed annually, or more frequently if necessary.		



# Developing a Culture

**Senior Management Commitment**

**Journey Planning**

**Meetings without moving**

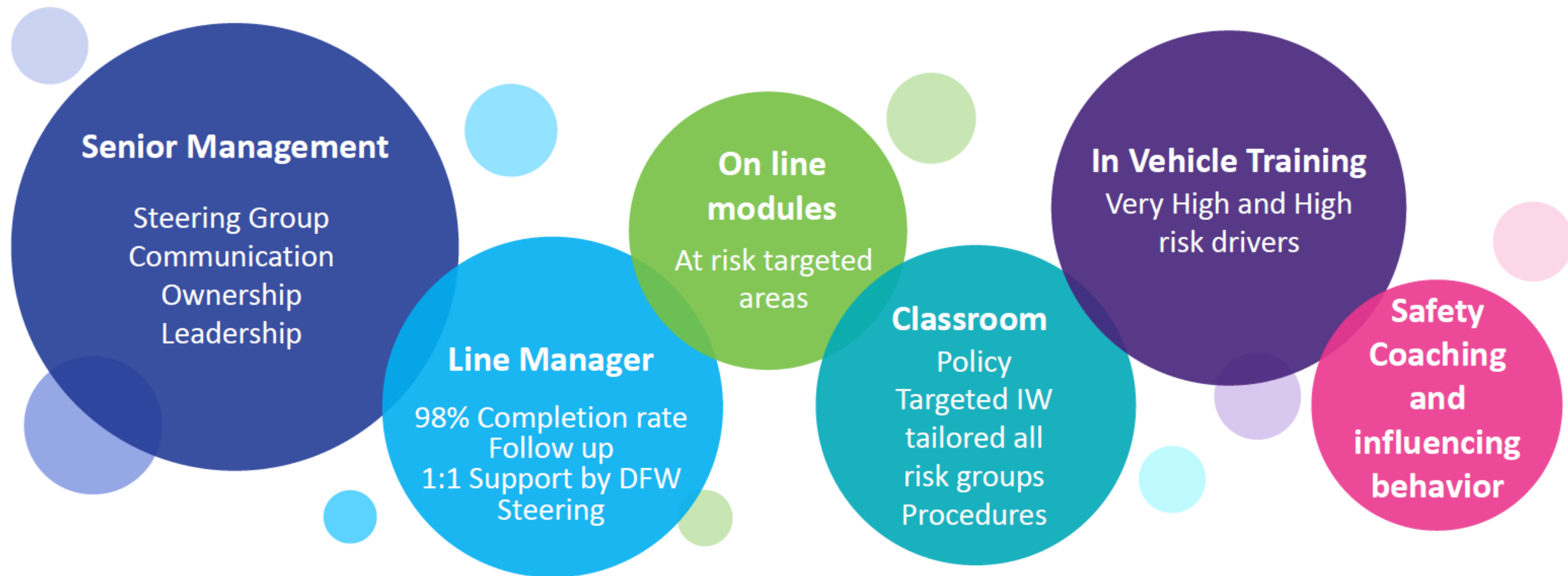
**Public transport**

**Safety values and behaviours**

**Minimise driving for work**

**Meeting management**

**Driver Well-being**





# Journey planning **saves lives**

- Is the journey necessary?
- Is public transport an option?
- Allow for distance, travel time, road and weather conditions
- Avoid driver fatigue



**We must consider how to we can make sure employees have a safe experience on our roads**

Managers must consider location, start & end times of meetings, appointments and field-based work assignments

If early starts and / or late finishes cannot be avoided, drivers should consider overnight accommodation to reduce the risk of fatigue.

# Driver Responsibilities

## Licence

- If you drive for work, you must have a **full valid licence** to drive the vehicle.

## Roadworthiness

- Grey fleet drivers must ensure their vehicle has a **valid statutory roadworthiness cert** (e.g. NCT), that it is maintained in roadworthy condition and that it undergoes regular basic safety checks.

## Insurance

- Drivers must have **appropriate insurance cover** for their vehicle that covers driving for work.

# Driver Well-being

- Pre-employment health screening
- Corporate eye care scheme / Occupational health support
- Employee health screening
- Employee assistance programme
- Car Ergo set up checklist
- Flex and stretch
- Mental health and mindfulness
- Agile working

## Car Ergonomics Checklist





# Campaigns

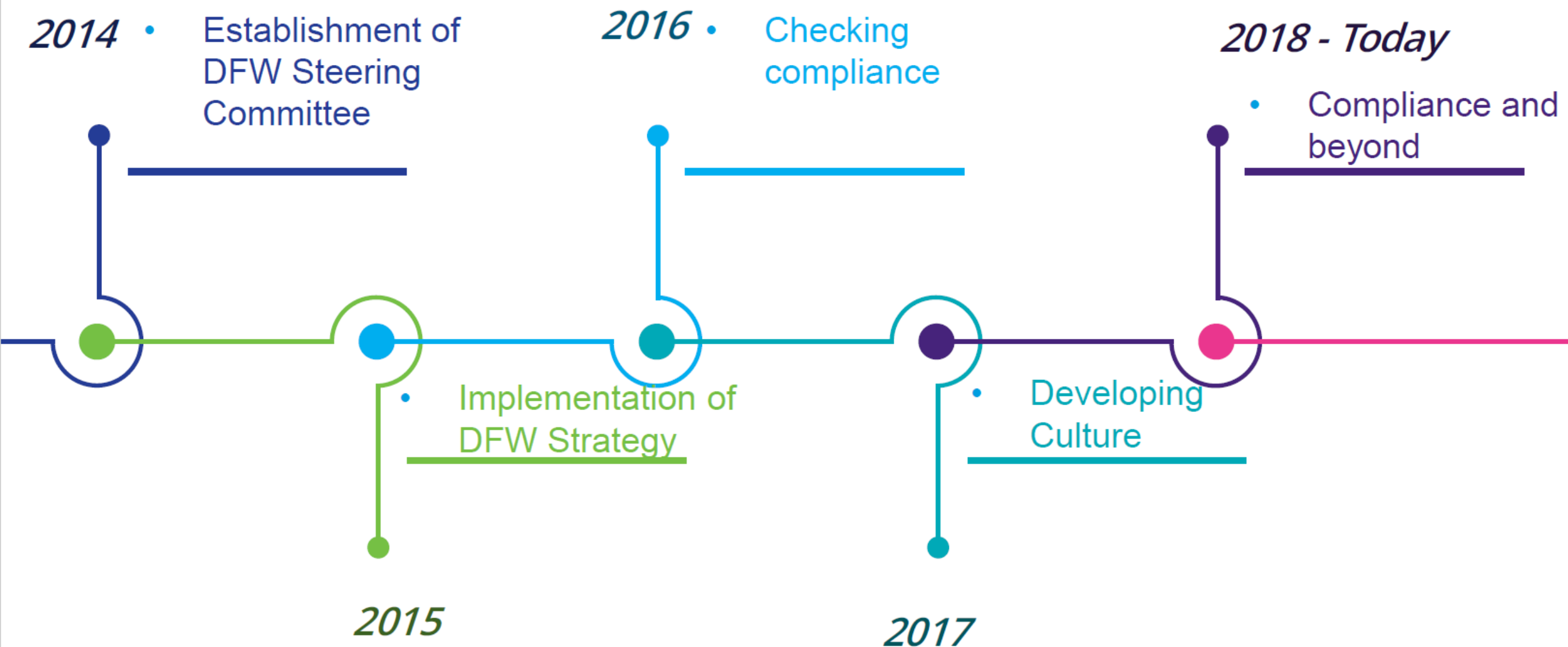
- Seasonal campaigns;
- Project EDWARD,
- National Slow Down Day,
- Driver Distractions – Use of Mobile Phones,
- Dealing with Emergencies and Collisions.
- Road Safety Week
- Tyre checks and information
- Weather Warnings
- Crisis Management



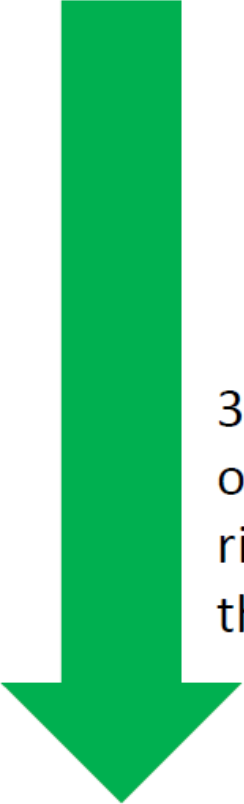
# Enduring Solution:



# Grey Fleet in Irish Water at a Glance



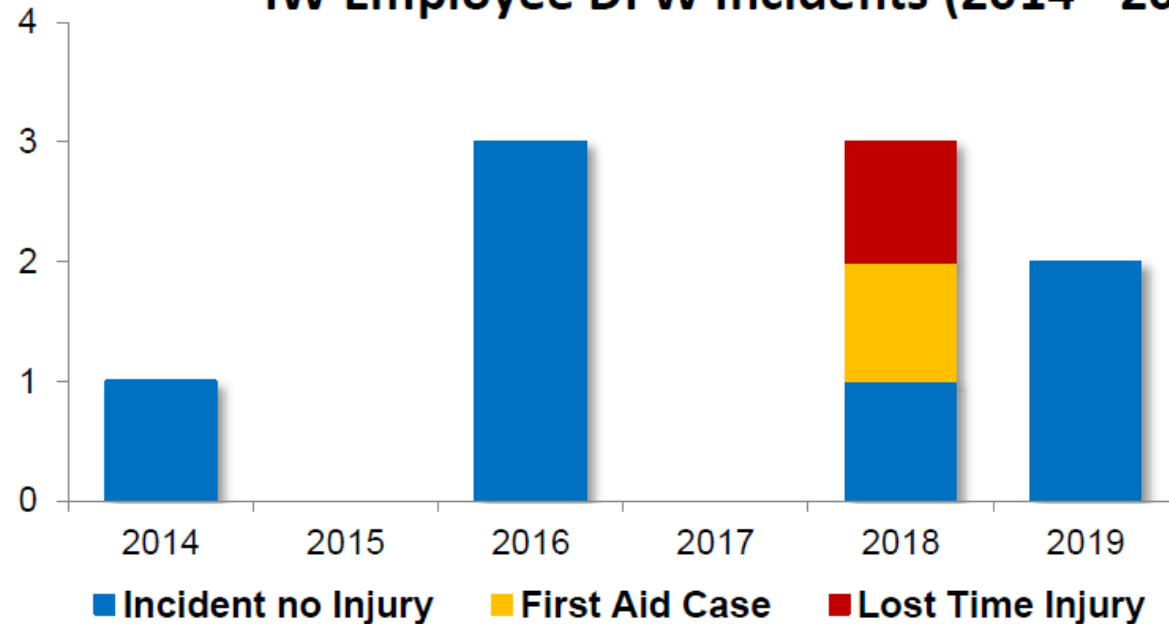
# Benefits: Where did we see the changes:



37% Reduction rate  
of very high and high  
risk drivers across  
the business

As a return on our investment IW has a low incident rate on grey fleet.

IW Employee DFW Incidents (2014 - 2019)



# Current and Future Challenges

- Driver behaviour
- SMS development
- Establishment of an enduring training function
- IT Systems
- Organisational change and growth





# Thank you for your time

[hsqe@water.ie](mailto:hsqe@water.ie)

## ervia

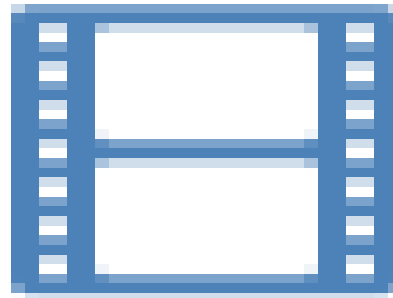
Aurora  
TELECOM



Gas  
Networks  
Ireland

UISCE  
ÉIREANN : IRISH  
WATER

# Deirdre Sinnott McFeat Senior Policy Inspector, Health and Safety Authority



# Managing Driving for Work

**FREE** online  
course




[www.drivingforwork.ie](http://www.drivingforwork.ie)



## Information leaflet

To educate employers about safe driving for work practices and the benefits of implementing driving for work risk management practices










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Road Safety Authority

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1 in 3 road collisions involve someone driving for work.






# Driving For Work

## Information And Resources

Helping you to Reduce Risk,  
Protect your Business and Save Money.

 WATCH WELCOME VIDEO

I'm 

an employer

 looking for information about 

vehicle management

GO



# Managing Driving for Work My Responsibilities

Information Sheet October 2016

This information sheet will help you learn about the relevant legislation, duties of employers and how to implement a safe systems approach to managing driving for work. It will help:

- employers who provide staff with vehicles (including powered two wheelers) to drive for work,
- employers who provide staff with bicycles to use for work,
- self-employed people who drive vehicles or ride motorcycles or bicycles for work,
- employees who drive their own vehicle for work.

This information sheet complements the Managing Driving for Work e-learning course which can be found at [www.drivingforwork.ie](http://www.drivingforwork.ie).

Driving for work involves a risk not only for drivers, but also for fellow workers and members of the public such as pedestrians and other road users who share the road space. People who drive for work have a higher collision rate than the general driving population, even after their higher mileages are taken into account.

As an employer or self-employed person, you have a legal duty to manage the risks that employees face (and for others) when they drive for work. Businesses, employees and the community all benefit from safe driving for work.

You should have systems in place to make sure that employees comply with your driving for work policies. Employers cannot directly control road or weather conditions, but they can influence the way their employees act and drive on the road.

## What the law requires

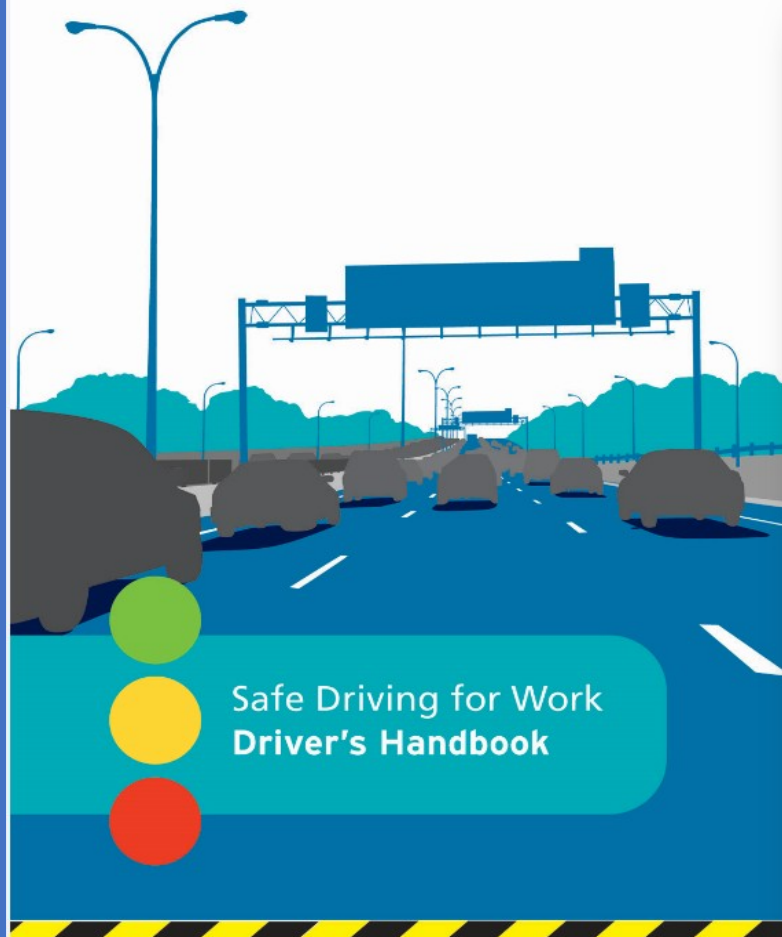
Health and Safety law applies to driving for work in the same way as for all work activities. As an employer, you should have a safety management system in place for managing all work related risks. Driving for work risks are managed as part of this system. You must also make sure your employees are:

- legally entitled to drive the vehicle they are using,
- using a vehicle that is safe and roadworthy,
- trained, competent and fit to drive their vehicle safely, and
- using their vehicle safely.



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## Safe Driving for Work Driver's Handbook



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# Managing Driving for Work Managing Grey Fleet

Information Sheet October 2019



This guidance will help you learn about the legal duties of employers and how to implement a safe systems approach to managing the risk associated with driving for work in privately owned or privately leased vehicles, more commonly known as the grey fleet.

This is part of a series of resources to help employers manage driving for work as a risk in their business. It complements the 'Managing Driving for Work My Responsibilities' information sheet, 'Safe Driving for Work Driver's Handbook' and the Managing Driving for Work e-learning course.

## What is the grey fleet?

The grey fleet is commonly defined as any vehicle that is not owned, leased or rented by an employer that is driven by an employee or a contractor making a work related journey.

This could be a financial contribution, a car obtained via an Employee Car Ownership (ECO) scheme, a privately owned vehicle used for occasional journeys or a vehicle that the employee has hired outside of any company-provided scheme.

When most businesses analyse the road journeys that their employees make on their behalf, they identify employees who they never considered as 'drivers' and who have never been included in any of the policies and procedures relating to driving for work.

<sup>1</sup> Full suite of resources on driving for work risk management can be accessed at [www.drivingforwork.ie](http://www.drivingforwork.ie)

<sup>2</sup> Managing Driving for Work Information Sheet

<sup>3</sup> Safe Driving for Work Driver's Handbook can be accessed at [www.drivingforwork.ie](http://www.drivingforwork.ie)

<sup>4</sup> Managing Driving for Work e-learning course can be accessed at [www.drivingforwork.ie](http://www.drivingforwork.ie)



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# Sample Driving for work Policy

Available in your packs

## A sample safe driving for work policy

Here is an example of a Safe Driving Policy which you can amend to suit the requirements of your business. This policy applies to anyone who drives as part of their work, whether driving their own vehicle or one provided by the company.

**Safe Driving Policy for [enter name of business]**

**Date: [enter date policy is written]**

**To be reviewed: [enter the date you want to update it – annually is recommended]**

### Aim of this policy

To reduce vehicle incident and at-fault work related road collision costs and injuries by [determine an achievable figure and add it here] over three years by promoting a safe driving culture within the organisation.

### Objectives of the policy

1. To make drivers aware of the main risks they face or create when driving for work
2. To make sure that employees who drive vehicles in the course of their work demonstrate safe, efficient driving skills and other good road safety habits at all times.
3. To maintain all company vehicles in a safe, clean and roadworthy condition to ensure the maximum safety of the drivers, occupants and other road users, and reduce the impacts of company vehicles on the environment – this also applies to personal vehicles used for work purposes.

### Code of conduct

The code of conduct for [enter name of company] states: “While driving company or own vehicles for work purposes, employees must comply with traffic legislation, be conscious of road safety and demonstrate safe driving and other good road safety habits.”

The following actions in company vehicles will be viewed as serious breaches of conduct and dismissal may be a consequence:

- drinking or being under the influence of drugs while driving
- driving while disqualified or not correctly licensed
- reckless or dangerous driving causing death or injury
- failing to stop after a collision
- acquiring penalty points leading to suspension of licence



# National Road Safety Education Service

[www.rsa.ie](http://www.rsa.ie)



Available to educate your employees on:

- Speed & Speeding
- Seatbelt Wearing
- Drink Driving
- Drug Driving – Illicit or Prescription
- Driver Distraction
- Driver Fatigue
- Tyre Safety
- Vulnerable Road User's

# Order Road Safety Resources Online

[www.rsa.ie](http://www.rsa.ie)

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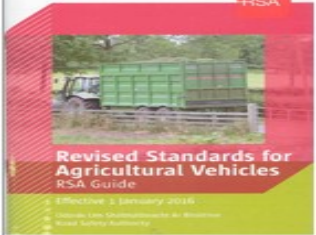
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### Agricultural Vehicles




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### Beep Beep Day 2017



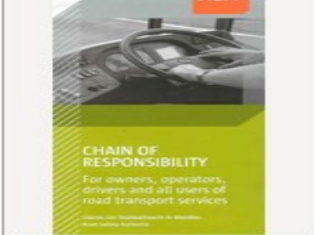
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### Child Safety In Cars




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### Commercial Vehicle Maintenance




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### Cyclists




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### Drink Driving



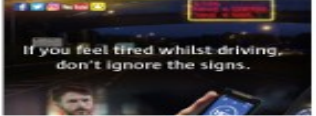
[more info](#)

### Driver Distraction



[more info](#)

### Driver Tiredness



[more info](#)

1. HSA Business electronic Safety Management And Risk assessment Tool at [www.besmart.ie](http://www.besmart.ie)
2. Managing Grey Fleet Safety - A short guide for companies whose staff drive their own cars for work at [www.etsc.eu/praise](http://www.etsc.eu/praise)
3. ROSPA Driving for Work Using Own Vehicles at [www.rospa.com](http://www.rospa.com)
4. National Road Safety Partnership Program Australia. Grey Fleet Safety Management Guide and Grey Fleet: Legal implications for businesses. <https://www.nrspp.org.au/resources/15096-2/>
5. Energy Saving Trust UK. <https://www.energysavingtrust.org.uk/>
6. Driving for Better Business UK. <https://www.drivingforbetterbusiness.com/>



# Key Contact Details

Email enquiries

[Drivingforwork@rsa.ie](mailto:Drivingforwork@rsa.ie)

Driving for Work [www.drivingforwork.ie](http://www.drivingforwork.ie)

Health and Safety Authority [www.hsa.ie](http://www.hsa.ie)  
and online courses at [www.hsalearning.ie](http://www.hsalearning.ie)

An Garda Síochána [www.garda.ie](http://www.garda.ie)

Road Safety Authority [www.rsa.ie](http://www.rsa.ie)

Commercial Vehicle Roadworthiness Testing  
[www.cvrt.ie](http://www.cvrt.ie)

## Driving For Work Information And Resources

Helping you to Reduce Risk,  
Protect your Business and Save Money.

