

## Summary report from the Fleet Safety Benchmarking Seminar London, 16 January 2008

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# 1 Introduction

With support from the Department for Transport, Brake, Interactive Driving Systems and British Telecom have been running an online Fleet Safety Benchmarking project for the past 12 months, which to date has involved well in excess of 400 organisations. More details about the project, and how to participate, are show at [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net)

This report provides a summary of the outcomes from a Fleet Safety Benchmarking Seminar held in London during January 2008, which was attended by the organisations shown in Appendix 1. The following presentations are summarised.

- Introduction to the Fleet Safety Benchmarking Project by Cathy Keeler, Head of Campaigns, Brake.
- Fleet Safety Benchmarking Project: results so far and future plans by Dr Will Murray, Research Director, Interactive Driving Systems.
- Using benchmarking data to present a fleet safety case to the board by Mike Stockton, Senior Asset Control Manager, Royal Mail.
- Fleet Safety Benchmarking: engaging the business by Paul Gallemore, Head of Health, Safety and Environment, Wolseley UK.
- Using benchmarking as a safety tool in managing a large fleet. Dave Wallington, Group Safety Advisor, BT.

Each presentation, and the discussion it generated, is described below with the full PowerPoint presentations available on request.

## 2 Fleet Safety Benchmarking Project

**Cathy Keeler, Head of Campaigns, Brake**

### 2.1 Background to the project

Poor and incomparable data on work-related road safety is a recurring barrier to the success of research projects. With organisations reporting and recording different types of data and varying levels of data quality, it is difficult for researchers – and the organisations themselves – to measure and compare success. The lack of comparable data is a barrier to sharing good practice across industry and improving fleet safety.

There is currently limited Government data on work-related road safety, as ‘purpose of journey’ data has only just started to be collected by police following road crashes and there have been concerns raised about probable under-reporting of at-work crashes – particularly those occurring in smaller vehicles such as cars and vans. Organisations do not have the same duty to report and record data about on-road crashes as they do with on-site incidents. However, research by Dr Will Murray and other fleet safety academics has identified benchmarking as a possible way of improving crash reporting (See report at [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net) and ‘Research’ page at [www.virtualriskmanager.net](http://www.virtualriskmanager.net)).

Recent work by Government has provided a greater focus on improving work-related road safety:

- Crash data recorded by police through the STATS 19 form, from which the Department for Transport (DfT) collates casualty figures, includes ‘purpose of journey’ data since January 2005.
- The Health & Safety Executive (HSE) began a review of the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) which require companies to report health

and safety incidents on-site, to see if this could be extended to on-road incidents (although this review has now been shelved).

- DfT has provided significant funding for a project by RoadSafe, called Driving for Better Business, which is identifying business 'champions' who can help promote fleet safety.
- The Government's THINK! Publicity program has run its first driving for work campaign, targeting van drivers and is planning to develop publicity targeting other at-work drivers.

## 2.2 Beginnings of the project

Brake and Interactive Driving Systems (IDS) obtained a DfT grant to develop a fleet safety benchmarking project and published a research report by Dr Will Murray, supported by Zurich Global Corporate Europe and BT.

The *Work-Related Road Safety Benchmarking* report by Dr Will Murray summarises the findings of previous fleet safety benchmarking projects, including research published by Dr Murray and colleagues while working at the University of Huddersfield, such as the findings of a DfT-funded *Company Vehicle Incident Reporting & Recording (CoVIR)* project.

The report outlines discussions from an informal group of leading fleet safety experts led by IDS, Brake and BT on improving the quality of data reported and recorded by organisations. It also examines insurance-led benchmarking.

## 2.3 Aims and objectives of the project

The Brake and IDS benchmarking project, funded by DfT, aimed to:

- Improve work-related road safety data at an organisational level.
- Develop a benchmarking website accessible to fleet managers.
- Provide accessible on-line benchmarking information and data relating to crash rates, risk management practices and appropriate safety interventions.
- Allow participants to submit data and obtain an anonymous comparison of their performance on a range of key performance indicators (KPIs), including:
  - frequency of safety audits
  - risk assessments for drivers
  - numbers of crashes
  - crash costs.

Through the project, Brake and IDS hoped that they would be able to set standardised industry benchmark KPIs and promote their use to a wide range of fleet managers. These benchmarks would provide advice for fleet managers on how benchmarking data can help prevent drivers from being involved in road crashes.

The benchmarks developed through the pilot group and project were designed to raise awareness of key aspects of fleet safety risk management by highlighting key data for fleet managers to collect and analyse. Brake and IDS wanted to encourage organisations to report, record and analyse crash, incident and 'near-miss' data by providing an easily-accessible tool to measure work-related road safety at: [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net)

Ultimately, the project aims to improve risk management practices in order to prevent road casualties – drivers at work are estimated to be involved in a quarter to a third of fatal crashes.

## 2.4 Project achievements to date

The project set up a pilot group of fleet safety experts, which developed 30 key benchmarks. A short 10-question audit was also developed to act as an introduction to benchmarking and provide organisations with a quick snapshot of how their policies and procedures compare to other organisations using the website. A longer 168-question audit is also available, for organisations wanting to analyse their procedures and incidents in greater depth.

The project website, [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net) is up and running, with over 400 organisations signed up, having completed the introductory 10-question audit to date. Growing numbers (50+) are also completing the 30-question benchmarks and we are pleased that so many people (Appendix 1) attended today's benchmarking seminar.

## 2.5 Seminar content – results so far and your feedback

In today's seminar, Dr Will Murray will talk about the importance of benchmarking, give an overview of the project benchmarks for processes and outcomes. He will also talk through some of the online results to date.

We will hear from three fleet managers who have found the benchmarking process useful in their work: Mike Stockton, from Royal Mail; Paul Gallemore, from Wolseley UK; and Dave Wallington, from BT.

We would also like to use today as an opportunity to gain feedback on the project. What challenges are there in your organisations to using benchmarking as a tool? Is there anything we could improve to aid data capture or data entry on website?

Finally, what are your benchmarking outcomes – how have you used or are you planning to use information from the benchmarking data you have submitted to the project?

## 3 Fleet Safety Benchmarking project: results so far and future plans

**Dr Will Murray, Research Director, Interactive Driving Systems**

### 3.1 What is benchmarking?

The academic definition of benchmarking is the '*continuous process of measuring products, services or practices against industry leaders*'. In essence, it is a comparison of practices and performance between companies (or divisions of the same company) to gain new insights and identify improvements.

Benchmarking can focus on process (the policies and procedures an organisation has in place) and outcomes (in the case of fleet safety benchmarking, KPIs on crash data and costs associated with crashes). The speakers presenting case studies at this conference are industry leaders, who know that to improve fleet safety, it is important to focus on process as well as outcomes.

### 3.2 Why is benchmarking important?

Benchmarking data against other organisations gives you, as fleet managers, opportunities to protect yourselves by identifying where you can improve. Benchmarking allows you to measure and improve process and outcomes, often forcing better crash reporting, recording and quality of data. It is often said that what gets measured, gets bettered.

Data on both process and outcomes underpins many fleet safety improvements. Benchmarking allows you to make the countermeasures you introduce needs-based and assess their effectiveness as part of a continuous improvement process.

The benefits for your organisation can include positive PR, awards, business development and diversification. Benefits for you can include protecting your scorecard/ bonus and protecting yourself against accountants, 'ambulance chasers' and the police and making sure you are complying with health and safety regulations, your 'duty of care', O'Licence and RIDDOR reporting.

### 3.3 Process benchmarking

As a starting point, the 10-question audit allows simple analysis and benchmarking of processes against industry. Fleet managers entering their data into the audit get immediate feedback via email and within a few weeks receive an invitation to join the Fleet Safety Benchmarking Group and enter further data in the password-protected section of the website.

The (anonymous) results of the 10-question fleet audit can be seen on the open-access part of the fleet safety benchmarking project's website ([www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net)).

The 30-question fleet audit is on the password-protected section of the website. To date, about 50 organisations have entered data. It includes questions on the type of fleet, incident numbers and types and expands on the information provided through the 10-question audit.

For example, the question from the 10-question audit on whether the organisation has a Safety Health and Environmental Management (SHEM) policy in place which includes clear objectives and a commitment to improving driver safety performance over time becomes six questions on different aspects of the organisation's SHEM policy. Similarly, a single question on driver well-being in the 10-question audit becomes four questions on different aspects of driver well-being in the 30-question audit.

Organisation completing the 30-questions gains anonymous access to other organisation's data as soon as they have completed the audit. This allows them to identify areas of opportunity for improving their risk management processes and policies. For example, results to date have shown that many organisations could benefit from improving their policies. Only half say they review their fleet safety policy annually, which is an important process and opportunity to make sure it remains up-to-date. Less than a quarter say they carry out driver, vehicle and journey risk assessments (as recommended in the HSE guidance on Work Related Road Safety) – another important area of opportunity.

Once they have entered the benchmarking data, participants can also gain access to the full 168-question fleet audit, which focuses on process as well as internal and external outcomes benchmarks.

### 3.4 Outcomes benchmarking

The benchmarking project allows organisations an overview of their fleet safety climate at the organisational level and helps to identify areas for action at the industry, depot, vehicle or driver level.

Benchmarking at depot level within an organisation can highlight important differences between depots and help identify good practices. In one recent case staff turnover was lower at the better depots, while the poorer depots had high staff turnover, high levels of agency staff and a low reporting rate.

At driver level, benchmarking can be 'reactive' (comparing drivers based on data collected after collisions) or 'proactive' (comparing attitudes and behaviour of drivers to tailor interventions before an incident happens).

### 3.5 Summary

- Benchmarking is important for a number of reasons, and should include both process (e.g. what fleet safety policies and procedures are in place) and outcomes (e.g. incident rates and cost) measures.
- The benchmarks developed for the DfT-funded project involved pilot participants who are all 'best in class', from which other participants can learn a great deal.
- The project's website, [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net), allows participation by any organisation, providing the following tools:
  - Benchmarking report, best practice guides and case studies
  - Five-minute, 10-question self audit and feedback
  - 30-question process benchmarking
  - Outcomes benchmarking
  - Proactive and reactive KPI comparisons
  - 168-question fleet audit.

### 3.6 Questions

**Paul Gallemore, Wolseley:** Given the results indicate that many participant organisations are not carrying out risk assessments (particularly of their journeys), would you agree that there must be a need for better guidance on this topic?

**Dr Will Murray:** I think there is already some good guidance, so perhaps better promotion of the guidance that is available. We also see more and more organisations engaging in risk assessments – particularly driven by the Corporate Manslaughter Act. In relation to journey risk assessment, BT is a good example, in that it carries out one-to-one interviews with all drivers travelling more than 20,000 miles for work per annum, to discuss their journey planning needs. This process, and the company wide adoption of 'meeting without moving' technologies, more conference calls and web-based video conferencing has been credited with reducing journeys by 8% in recent years, leading to safety, fuel and environmental savings.

**Paul Hook, Essex Police:** Many police drivers, because of the nature of the work they carry out and the personal qualities needed for it, score badly on attitudes and behaviour when it comes to driver profiling. How can we best deal with these attitudes – through education?

**Dr Will Murray:** Education is important, but is only one part of the picture. We strongly recommend a holistic program, based on education, enforcement, enablement, empowerment and evaluation – covering issues such as recruitment, corrective measures, incentives and information sharing.

**Mike Stockton, Royal Mail:** It can be worth running a classroom-based course aimed at the drivers having the majority of crashes.

**Cathy Keeler, Brake:** Police forces have extra resources they can use in 'hearts and minds' education in the form of Traffic Officers and Family Liaison Officers, who can pass on first-hand information about the terrible aftermath of fatal and serious injury crashes.

**Dave Wallington, BT:** With the new Corporate Manslaughter legislation coming in April there can be no excuse for not doing something about an issue that you know to be a problem with drivers in your fleet.

## 4 Using benchmarking data to present a fleet safety case to the board

**Mike Stockton, Senior Asset Control Manager, Royal Mail**

### 4.1 Some key facts

In order to talk about how Royal Mail has used benchmarking data to present a fleet safety case to the board, it is important to understand the scale of Royal Mail's fleet. It has:

- 190,000 people.
- 90,000 drivers.
- 1,600 delivery offices.
- 64 Mail Centres.
- 33,000 red vans.
- 2600 company cars.
- 400 – 500 daily external hires.
- 610m miles travelled per annum.
- £150m fuel spend.

With 90,000 operational and company car drivers, and even more people doing business miles in their own vehicles, even communicating simple messages is a huge challenge – but the sheer numbers of drivers involved means that even small improvements to safety can make a big difference.

Within Royal Mail, Health and Safety remains a high profile, key business priority to ensure we protect our most important asset – our people.

### 4.2 Setting the Scene

2006-07 was an expensive year for Royal Mail in terms of vehicle damage, with substantial costs to the company for repairs to its 'red' fleet including vehicle write offs, external hire, and third party compensation payments. We joined the fleet safety benchmarking project because we couldn't be sure how much of a problem this was compared to other organisations.

Royal Mail has good crash analysis systems that can analyse everything down to the running costs of each vehicle (which is used for office management and setting budgets). It also has an accident management centre in Birmingham, which collates and analyses data about different types of collision and has identified, for example, that reversing incidents are a problem, which led to an extensive company wide driver training programme.

Royal Mail has good analysis and internal audit systems, but has also learnt about opportunities for improving fleet safety through the benchmarking project. Prior to the project it was difficult to get like-for-like data to enable comparison with other companies, a problem made particularly difficult because there are few organisations in the UK with a fleet as large as that of Royal Mail. However, the benchmarking project has allowed comparison of similar data with other organisations, including other large fleets such as BT, British Gas and others.

The 30-question benchmarking audit placed Royal Mail among the leading organisations, with very good vehicle safety practices, including good reporting of incident data. However, when it came to driver safety, although Royal Mail had good policies overall, there were clear opportunities to improve our driver licence checks and pre and post-risk assessments of drivers. The benchmarks relating to journey safety confirmed that although Royal Mail had done some work on improving journey planning, it had not yet considered how telemetry could help improve its fleet safety.

The benchmarking results prompted Royal Mail to improve its systems for driver risk assessment and checking licences and led to a business case being presented to the board for introducing telemetry to give information about journeys and standards of driving (such as harsh braking). Benchmarking data was a key factor in understanding the current situation and cementing the case for licence checks, risk assessment and telemetry, which helped persuade the board that it would benefit the company. Presenting a case to any board for investing in fleet safety can be a bit like the TV programme 'Dragon's Den', where would-be entrepreneurs pitch to potential investors. If their figures don't add up, they are unlikely to be successful. Similarly, when pitching for fleet safety investment, it pays to know your numbers – and benchmarking can help.

#### 4.3 Where are we now

Royal Mail's board agreed to the business case for introducing telemetry and driver risk assessment and a successful trial was completed at Bradford mail centre. Telemetry has now been introduced into 8,000 Royal Mail vehicles and a driver risk assessment system (provided by IDS) has been chosen. We are loading driver details into the driver risk assessment system and are hoping to risk-assess 30,000 drivers per annum over the next 3 years in order to be able to tailor interventions. Although the programme is in its early stages, we are excited about the opportunities for making a real difference to our fleet safety.

Other Royal Mail initiatives currently running include:

- Incident reduction campaign.
- Drivers check campaign.
- Improving drivers behaviours forum.
- Safe And Fuel Efficient Driving (SAFED) trial.
- Fuel reduction campaign.
- Current driver training, including driver discussion workshops.

#### 4.4 Questions and comments

**Unknown:** We introduced a policy of checking licences with the DVLA and have been amazed at the number of fraudulent licences in circulation.

**John Gorton, Essex Police:** Are any employees unhappy with employers looking at their licence data?

**Mike Stockton, Royal Mail:** Employees sign a licence mandate which allows Royal Mail to carry out licence checks. This mandate is renewed every three years.

**Unknown delegate:** What data are you getting back from the telematics introduced?

**Mike Stockton, Royal Mail:** Data includes: use of vehicles, savings on fuel from better route-planning, information on driver behaviour for the risk management system (including harsh braking, and fast acceleration). This contributes to driver risk profiles and helps tailor training interventions.

**Paul Hook, Essex Police:** Police drivers are likely to come out as 'high risk' on driver risk assessment profiles – this makes it difficult to benchmark accurately against other organisations.

**Dave Wallington, BT:** Actually, truck drivers often come out as high, due to their extremely high mileage, even though per mile travelled, they are far less likely to have a crash than other drivers.

**John Gorton, Essex Police:** The typical culture at divisional command level can lead to conflict between the need to get things done and the need to get them done safely.

**Will Murray, Interactive Driving Systems:** Although driver risk assessment systems are not perfect, *'predicting what's going to happen is very hard – especially when its about the future'*, they are becoming more sophisticated and our research and experience suggests that they can be successfully applied to both Police and Truck drivers. We would be happy to provide the Police or any other participants with a free trial to allow a detailed evaluation of Virtual Risk Manager. In previous studies, 1.5 to 35% of drivers have come out at risk, depending on the nature of the organisation and operations.

## 5 Fleet Safety Benchmarking: engaging the business

**Paul Gallemore, Head of Health, Safety and Environment, Wolseley UK**

### 5.1 Wolseley UK overview

Wolseley UK is part of the world's largest heating and plumbing distributor to the professional market and a leading supplier of building materials. It has operations in 28 countries and more than 5,000 branches worldwide. In total, it has 75,000 employees and generated £16.2 billion of sales and £877 million of trading profit in year to 31 July 2007.

Wolseley UK sets itself the goal of doubling in size every 5-7 years, which means engaging the business is an ongoing challenge. Currently the company has:

- 2,000 branches.
- 18 distribution centres.
- over 16,000 employees.
- 4,000 new starters each year.
- 15 business units (brands).
- 3,000 commercial vehicles and 3,000 company cars.
- 7,500 drivers (all drivers).
- Turnover of £3.2 billion.

Driving is the biggest injury risk faced by the company, and the members of the public with whom it comes into contact with. For this reason we have engaged in the benchmarking project, and developed the following initiatives.

### 5.2 Presentation aims

**The presentation has several aims:**

- To share the development and implementation of a **Proactive Fleet Safety Strategy**.
- Provide an overview of how Wolseley UK Engaged the Business in Fleet Safety.
- To highlight effective **Crash Analysis Techniques**.
- To share proactive **fleet safety risk assessment** systems.
- To demonstrate a **holistic approach** to Fleet Safety.
- To highlight the **benefits of benchmarking** and sharing best practices.

### 5.3 Proactive approach

Our proactive approach is shown below.

- › **Policy** - do it rather than *just* have it. This is supported by our Risk Foundation assessment.
- › **Risk audit**. Several Zurich Fleet Audits have helped identify and fill gaps in our program.
- › **Occupational health and safety integration**. Driver safety is a core element of our OHS.

- › **Assess/train** managers, supervisors and drivers. RoadRISK is used to assess our people.
- › **Crash analysis and investigation.** Insurance data is used to identify and target risks.
- › **Trade off analysis.** Key trade-offs are between the costs of collisions v risk management.
- › **Implementation and change management.** Engaging people to take action.
- › **Very enthusiastic management champion.** Leadership is vital to improving safety.
- › **Evaluation.** We have evaluated our program based on many indicators.

This proactive model has been applied in several areas of our business, and discussions identified that our managers can influence Safety both positively and negatively, as shown below. Our goal is to engage and empower our managers to behave in a positive way towards safety.

<b>Negative Factors / Characteristics</b>	<b>Positive Factors / Characteristics</b>
Lack of engagement.	Engaged – with process / people / operations etc.
Lack of training and knowledge.	Excellent communications.
Lack of standards.	Awareness of processes and standards.
Puts profit and loss before safety.	Accountability - zero tolerance.
Manages from behind desk.	Good documented processes.
Agrees to actions and then does nothing.	“Want to” vs “have to” / Has a passion for safety.
No confidence / No control.	Perceives safety as a value.
No fear of retribution / No accountability.	Excellent standards - housekeeping.
Only manages upwardly.	Receptive to change.
Attitude – safety is not a core value.	Proactive – thinks out of the box.
Does not set culture or expectations.	Usage of resources. (Safety team)
Lacks balance.	Regular communications with all levels.
Antagonistic towards safety.	Performance focused.
Not receptive to change.	Well respected by subordinates and peers.

#### 5.4 Business case

To invest time and resources in bringing all our managers into the positive group, we had to make a strong business case to gain support from our board. This focused on duty of care, legal factors, moral issues and financial costs. In the latter case, we identified the revenue the company needs to generate to pay for its collisions, both in-total and for each lost, broken or damaged wing mirror, the latter being shown below.

Mirror Repair £'s (Excludes lost time, replacement vehicles or late delivery):

- Mirror Glass/backing £80
- Labour to fit glass £25
- Travel to/from Workshop £40 (60 mins)
- Wait for Repairs £40 (one hour)
- Cost £185
- Extra revenue required to generate £185 based on a profit or return on sales (ROS) figure of 8%:

**= £2,312**

Such cost modelling, as well as the legal and moral factors convinced our board of the need to invest time and effort on road safety, which allowed us to put a range of initiatives in place.

#### 5.5 Safety performance review

The starting point for our road safety program was to review our existing situation, through detailed collision analysis, a fleet safety audit and benchmarking.

The collision analysis identified a range of key issues, which are now targeted on an on-going basis through monthly claims information updates and reviews. This process has also improved the data itself, making it much more visible and accessible.

The Wolseley UK fleet was independently audited in 2004 by our insurers, Zurich. This involved a 300 point assessment of Road Risk Management practices, and several follow-up audits undertaken during 2006 to check progress. Overall it showed very positive outcomes and provided key independent outcomes data for our Brake award success in 2007. Between 2004-2006 we improved on all indicators, and went from below average to upper-quartile on all areas except our journey management and use of agency labour – both of which we are continuing to work to improve through our Fleet Safety Steering Group (FSSG), set up to guide our road safety programs.

The FSSG includes internal participants from health safety and environment, transport fleet, car fleet, HR, training and operations. External participants include our insurance broker (Willis), Insurer (Zurich), risk management advisors (Interactive Driving Systems), fleet suppliers (GE) and accident management company (FMG). The FSSG meets quarterly with a number of sub-groups focusing on specific fleet safety programmes such as a company car drivers, commercial drivers, driver of the year and claims review.

The FSSG has focused on a number of issues to manage road risk:

- Risk Assessment.
- Fleet Safety Audit.
- Drivers Handbook.
- Vision Screening.
- Driver Training / Assessment.
- Alcohol / Drugs Screening.
- Call Centre Reporting.
- Reversing safety - Preventing / Reducing Reversing, fitting sensors or cameras.
- Conditions of Employment.
- Driver Recognition: Driver of the Year.
- Driver and manager workshops and focus groups.
- Mobile phone policy and risk assessment.
- Accountability – Post collision investigation and Corrective Action Policy being discussed.
- Letters to Employees Home.
- Pre and Post Vehicle Inspection.
- High Visibility Clothing.
- Banksman Training.
- Management Bonus/Objectives.
- Near Miss / Hazard Reports.
- Behaviour Observations.
- Agency & Delivery Driver Controls.
- Site Lighting.
- Regular communications and campaigns – including: Captain of the Ship, Reversing, Alcohol and Drugs, Weather Conditions, Fatigue, Mobile Phones.

The implementation of these initiatives has been achieved through detailed project management, and a new fleet safety policy which is reviewed for progress and updated on a regular basis. We believe that a clear policy is the starting point for an effective program. It also provides a 'protection' if anything goes wrong. In 2004, we implemented a new Fleet Safety Policy, supported by Employee and Driver Handbooks. Our drivers understanding of the policy is then evaluated using an online Risk Foundation assessment, and we have achieved buy-in using an online Road

Safety Pledge – which is in the process of being signed by all our drivers – including as a ‘permit to Drive’ when they collect their new company vehicle.

As well as these internal initiatives, we have also focused some effort on community road safety, which provides a benefit to our organisation and helps the communities in which we operate. During Road Safety Week 2007, we implemented the following community initiatives:

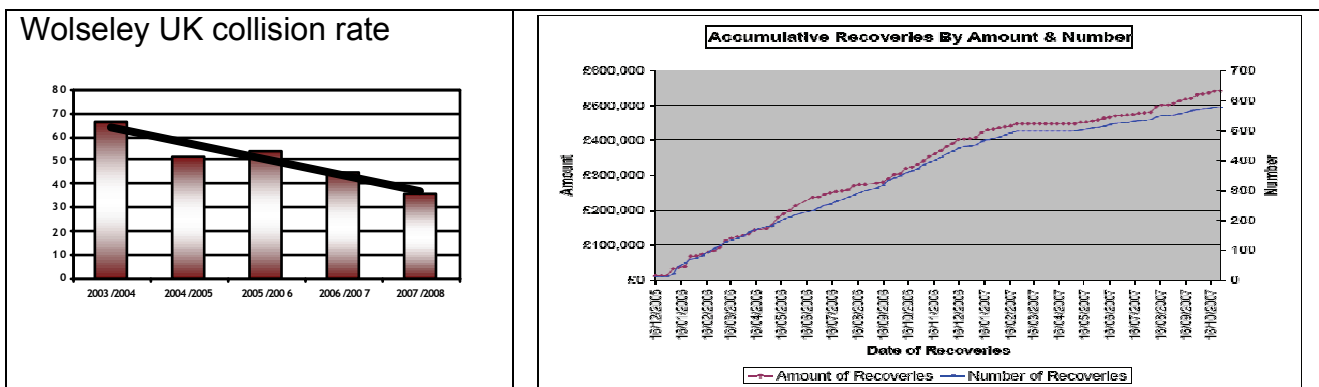
- Six road safety awareness sessions held at Champion School in Leamington Spa – targeting year 7 – 11 pupils (awareness packs distributed to all pupils and teachers).
- Four road safety awareness workshops held in head office.
- Brake’s petition for the funding of 20mph zones around schools signed by attendees at both sets of workshops at RLS and Champion School.
- Two national Road Safety Week banners displayed in Leamington and Ripon demonstrating Wolseley UK’s commitment to road safety.
- Commercial vehicles fitted with warning signs for cyclists.
- Kwik-fit conducted tyre checks on vehicles in RLS and Ripon HQs.
- Monthly essential safety theme campaign for November sent to all Wolseley UK locations focusing on the topic of ‘Fleet Safety’.
- All current Wolseley UK 1st year graduates conducted an online driver risk assessment.
- Wolseley UK Fleet Safety Steering Group meeting held during the week.
- Various articles and stories featured internally, in local papers and trade press.

### 5.6 Benefits to Wolseley UK

We’ve seen many benefits from focusing on the Health, Safety & Environmental Management of our fleet.

1. Brand enhancement/Protection.
2. Fewer injuries, collisions and lost workdays.
3. Significant cost savings.
4. Consistent & timely external/internal reporting.
5. Improved risk management.
6. Proven internal operational control.
7. Improved performance and compliance management.
8. Supported expanding operations.
9. Achieved operational excellence.
10. Ensure legal compliance.

These benefits are clearly reflected in our reducing collision rate, and increasing uninsured loss recoveries shown in the two graphs below.



We have also won several awards and recognition for our program, from Brake, RoSPA and Prince Michael.

## 5.7 Conclusion and key success factors

To date our on-going program has been a great success, thanks to the following:

- Visible commitment from the top down.
- Enthusiastic fleet safety champion.
- Consistent implementation across all locations.
- Cross functional steering group – engaging fleet providers.
- Accountability / ownership at all levels.
- Regular communication and awareness training.
- Setting high standards of expectations.
- Measuring performance - by business type, region.
- Implementing both proactive and reactive incentives
- Audit compliance.
- PROACTIVE approach to crash analysis, risk assessment and benchmarking.

Despite this success, there is still a way to go in winning hearts and minds.

## 6 Using benchmarking as a safety tool in managing a large fleet

**Dave Wallington, Group Safety Advisor, BT**

BT has the following fleet risk exposure:

- 43,000 company vehicles.
- 100,000 potential drivers.
- Engineers, Sales Force, Customer Accounts, Managers.
- less than 200 Professional Drivers.
- 50+ countries.

We control these risks through:

- Risk Assessment using individual profiling tool.
- On road and Computer Based Training systems.
- Management Responsibility and Control.
- Regulatory Compliance.
- Environmental Impact.
- Corporate Social Responsibility.

Our costs of failure are as follows:

- Handful of fatalities and serious injuries each year.
- 20,000 collisions or damage incidents reported each year.
- £13m bent metal costs each year.
- 35% premium for known incident management costs.
- ??? For business disruption and hidden costs.

Is that good or bad? The following areas for benchmarking allow us to find out:

- Policy.
- Practices.
- Equipment.
- Training Standards and Outcomes.
- Performance.

Overall, we have had many fleet safety successes, including substantially reducing our collision rate and costs over the last few years, but there is still a lot for us to go after.

## 7 Workshop conclusions and participant pledges to act

Overall the workshop covered a range of important issues, and showed how Royal Mail, Wolseley UK and British Telecom have all used the Fleet Safety Benchmarking project ([www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net)) to help develop their road safety programs.

We believe that the investments made to date by the Department for Transport, Brake, Interactive Driving Systems, British Telecom and other participants have been fully justified, with the project already having engaged over 400 participant organisations.

After hearing the case studies presented at the workshop, the **participants pledged to undertake a wide range of actions**. These provide a very good list of ideas/things to consider implementing to improve fleet safety.

- Continue focusing on driver safety and implement some of the excellent parties mentioned today.
- Drive less in 2008 to reduce risk and carbon footprints.
- Review our management training regarding Health & Safety Culture.
- Enter benchmarking data.
- Review and re-launch our fleet safety policy.
- Focus on changing driver behaviour as well as skills.
- Focus on getting all data together for benchmarking and improving communications direct to drivers.
- Carry on encouraging drivers to drive safely.
- Start DVLA licence history checks.
- Implement a driver risk assessment program.
- Discuss risks with our fleet insurer to see more motor insurer representation.
- Very interesting afternoon, focus busy environment. Key issues which has devices benefits to all concerned in transport industry.
- Fully implement interventions which have recently been devised.
- Complete full online audit.
- Bear in mind public transport when offering travel solutions.

## Appendix 1 – Workshop participants

Company/Organisations	Job Title
Alfred McAlpine Infrastructure Services	Fleet Manager
Allied Bakeries	H & S Advisor
Anglia Ruskin University	Fleet Manager
Balfour Beatties	Insurance Projects Assistant
DHL	HSEQ Analyst
DHL	National Training Manager
DHL	Senior Driving Instructor
DHL Fleet Engineering	Continuous Improvement Manager
Drive Tech UK	Risk Manager
DriverFocus	Managing Director
Eon	Fleet Development Manager
Essex Police	Head of Transport Services
Essex Police	Head of Transport Services
Farrer Consulting Ltd	
Fleet News	News Editor
Friends Provident	
John Raymond Transport Ltd	Fleet Manager
Keymed	Senior Vehicle Administrator
Lloyds Pharmacy	Health, safety and environment manager
London Bus Services Ltd	
Mattel UK Ltd	
Monteray	
MS Society	Head of H & S
Norwich Union	Senior Motor Underwriter
Oval Risk Services	Risk Management Consultant
Pfizer Ltd	Senior Advisor
QBE	Claims Manager
R. Twining & Company Ltd	Transport Supervisor
Royal Mail	People & Organisational Devevelopment
Sanofi-Aventis	Health & Safety manager
Sanofi-Aventis	Fleet Manager
Serco	Local Manager
Suckling Transport	
The BDL Group	Group HIS Manager
The BDL Group	Transport Manager
Trade Team DHL	Risk Management Facilitator
Zurich	Risk Analyst