



Van Smart

A toolkit for
managers



In London, vans account for 80 per cent of all road freight mileage. Vans are involved in 10 per cent of road traffic incidents and 11 per cent of these incidents result in serious injury or fatality. A Driver and Vehicle Standards Agency (DVSA), formerly the Vehicle and Operator Services Agency (VOSA), report revealed that many vans fail their MOT first time and 89 per cent of those stopped were found to be overweight.

Van Smart is a Transport for London (TfL) backed programme that aims to reduce work related road risks, improve safety and create long-term behavioural change in the van sector.

Components include:

- A Competency Framework – this underpins the whole programme and defines what competent van drivers need to know, what they need to do and when and what behaviours they should demonstrate
- **A Toolkit for Managers – essentially a ‘How to’ guide for fleet operators and transport managers to help implement the Van Smart programme, the toolkit includes guidance on implementing or improving Van Smart training and tools such as toolbox talks and posters**
- An eLearning module – On route to a good day – simulating a typical driver’s day, this eLearning is an engaging and highly interactive game-based resource available via the Fleet Operator Recognition Scheme (FORS) website www.fors-online.org.uk
- A modular Driver Training Course – an assessed and certificated, professionally facilitated training course for van drivers comprising three modules
- A Driver Handbook – covering everything a van driver needs to know about how to be a safe, professional and courteous driver. This handbook is the takeaway from the Driver Training Course

The Van Smart programme

A Toolkit for
Managers

eLearning
module

Workshops

Driver
Handbook

Competency framework



Driver & Vehicle
Standards
Agency

The Van Smart programme was developed by Transport for London and is supported by the Driver and Vehicle Standards Agency (DVSA), in line with their van safety awareness campaign.



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Introduction

This toolkit provides helpful information and advice to fleet operators and transport managers about how to:

- Recruit responsible, safety-minded staff
- Engage with staff to improve their driving standards and professionalism
- Develop and run an internal road safety campaign
- Comply with the law and contractual requirements
- Recognise why and know how the streetscape in London is changing to improve the safety of vulnerable road users

Understanding the risks associated with operating vans in London and having the tools to engage effectively with staff will help your drivers share the roads safely with others.

In addition to advice, this toolkit has been designed to provide you with practical tools to communicate key messages to drivers and staff.

Identifying vulnerable road users

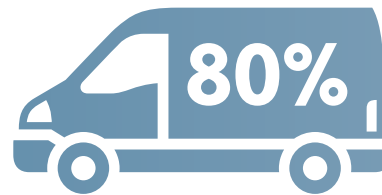
The term 'vulnerable road users' is referred to in the Highway Code as:



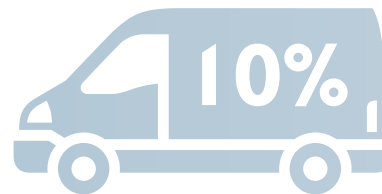
- Pedestrians, particularly children, older or disabled people
- Cyclists
- Motorcyclists
- Horse riders

It is important that all road users are aware of their obligations under the Highway Code. This applies to pedestrians as much as to drivers and riders.

The future of van operations on London's roads is focused on the continued improvement of road safety for all road users. In London:



- Vans account for 80 per cent of all road freight mileage



- 10 per cent of road traffic incidents involve a van



- 11 per cent of these incidents result in serious injury or fatality



- First time MOT failure rates are higher for vans than HGVs.

Van Smart aims to create **sustainable behaviour change** within the van sector to improve operator and driver attitudes to road safety and encourage safer vehicles and raise driving standards.

The Van Smart training programme

This toolkit provides information and advice on how to improve the safety of vulnerable road users and details various benefits to van operators. This supports the modular training programme your drivers have completed (or are about to complete) together with the competency framework, posters, toolbox talks and the Driver Handbook. The handbook is a key reference point of the Van Smart programme.

Reference will be made throughout this toolkit to the Driver Training Course, the Fleet Operator Recognition Scheme (**FORS** – www.fors-online.org.uk), the Construction Logistics and Cyclist Safety Standard (**CLOCS** – www.clocs.org.uk) and Work Related Road Risk (**WRRR** – www.tfl.gov.uk/cdn/static/cms/documents/wrrr-toolkit-september-14.pdf).

You can go online to learn more about these safety and environmentally related initiatives; all of which underpin and contribute to your drivers becoming the sort of driver you would want to share the road with.

Key messages run through all the Van Smart training materials, tools and events – key messages that your drivers should learn and live by.



Background to road safety in London

The Mayor is focused on improving the safety of London's roads for everyone but is aware that the Capital has a fast growing population. The success of programmes designed to increase the numbers of people cycling and walking means that we all need to work even harder in future to improve road safety.

Population growth and increased demand for goods and services

London's population has increased by 12 per cent since 2001 with a current total population of 8.6 million. This is the highest it has been for 76 years, making it Europe's largest city. Since 2008 the population has grown by more than 100,000 per year and forecasts suggest that the total number could reach 10 million by 2030.

A growing population needs more goods and services to support it and these goods and services require transportation.

Increased van numbers

The number of vans has grown rapidly over the past decade and there are now nearly 3.3 million on the road. Van activity is predicted to double between 2010 and 2040. In London, vans account for 80 per cent of all road freight mileage.

Vans are involved in 10 per cent of road traffic incidents in London and 11 per cent of these incidents result in serious injury or fatality.

How and why city roads are changing to accommodate active travel

London has seen a significant increase in the numbers of people who cycle and walk in recent years. This has been influenced by investment in infrastructure and changes in lifestyle. Within London, the numbers cycling are high due to greater centralisation of employment and services

in the centre. As a result, London's cityscape has changed to include pedestrian zones, cycle routes, chicanes, built up areas, 20mph zones, speed bumps, school zones and rising bollards. Your drivers should understand how their vehicle interacts with elements of London's cityscape and the appropriate driving techniques they should use to ensure they do their bit to increase safety for all road users.

Background information on cycling

Cycling offers the fastest journey times and for some the most pleasant journey experience; hence it is an attractive mode of transport for many people. In 2011 there was an average of 570,000 cycle journeys undertaken each day, representing a 79 per cent increase over the decade from 2001. By 2026, TfL is aiming for 5 per cent of all journeys in London to be made by bike – which is equivalent to a 400 per cent increase on 2001 numbers. Additionally, many people walk in the city due to the easy accessibility of transport and other facilities for work, home or leisure purposes.

Factors that increase the risk of incidents

There are a number of factors that can increase the chance of an incident happening including:

- Vehicles frequently breaking down and requiring repair
- Excessive driving hours
- Insufficient driver breaks
- Not using defensive driving techniques
- Non-essential journeys that can be reduced or eliminated
- Frequency of being caught in traffic that can result in driver frustration
- Excessive or inefficiently planned workload, causing drivers to cut corners and hurry
- Inexperienced or young drivers and drivers requiring additional training
- Poor incident history



Enforcement of the law

MOT failures are higher for van than HGVs. The most common causes of MOT failure are tyre condition, suspension and brakes. This means that a high number of vans are not roadworthy – which has a serious safety implication.



The DVSA and the police enforce road traffic regulations for vans. In 2010-11 DVSA (then VOSA) stopped 23,769 vans. Of these, 12,389 were found to have at least one prohibition giving a rate of 52.1 per cent. (This may be high due to targeted checks.)

Twenty-four per cent of van operators have no knowledge of the Domestic Drivers' Hours rules which means that your drivers could be at work or behind the wheel for too many hours to be safe and – importantly – legal.

A recent report by the Department for Transport (DfT) highlighted that the percentage use of mobile phones whilst driving is almost twice as high for van drivers as car drivers. The report concludes saying 'Tackling mobile phone usage must be a government priority for 2015. People must have the fear of being caught increased as we believe this is the only viable deterrent.' In addition a fifth of car occupants who died on Britain's roads in 2013 had not belted up.

On 2 March 2015 the drug driving law changed to make it easier for the police to catch and convict drug drivers. It is now an offence to drive with certain drugs above a specified level in your blood – just as it is with drink driving. Sixteen legal and illegal drugs are covered by the law, including cannabis, cocaine, ecstasy and ketamine. The limits for all illegal drugs are extremely low – taking even a very small amount of an illegal drug could put you over the limit. The new offence will work alongside the existing offence of driving whilst impaired through drink or drugs. Full details can be viewed at <http://think.direct.gov.uk/drug-driving.html>

What is TfL doing to improve safety

TfL's Freight and Fleet Programmes have a number of initiatives aimed at reducing the impact of freight on the environment and increasing the levels of compliance and safety. This is being achieved via the following:

Road safety action plans

Improving the safety of our roads is a key factor in making London a more liveable city. In 2013, Transport for London (TfL) and the Mayor of London published a document called Safe Streets

for London. This document acts as a road safety action plan and sets out our plans to reduce the number of people injured on our roads. It included a target of a 40 per cent reduction in people killed and seriously injured on London's roads by 2020 (compared to a 2005-2009 baseline), which has recently been stretched to 50 per cent. Safe Streets for London can be read at tfl.gov.uk/cdn/static/cms/documents/safe-streets-for-london.pdf.

Improving safety for cyclists, pedestrians and motorcyclists is a key part of this plan, and in order to achieve this, TfL also published the Motorcycle Safety Action Plan, the Cycle Safety Action Plan and the Pedestrian Safety Action Plan (available in 'Progress Reports' at <https://tfl.gov.uk/corporate/publications-and-reports/road-safety>). These plans set out actions to improve the safety of each mode through design, improving vehicle safety and improving driver standards.





FORS: This is an accredited scheme for businesses operating van and lorry fleets of all sizes. It offers impartial, independent advice and guidance to help improve lawfulness and environmental, social and economic performance. Unlike many other membership and recognition schemes, it

requires evidence of performance against the many regulatory and environmental requirements facing the industry.

The operator is required to undertake an onsite audit providing evidence of fleet management systems, procedures and documentation that demonstrates that their company can meet the FORS bronze standard. Once registered, operators can access free practitioner workshops; the Safe Urban Driving (SUD) Driver Certificate of Professional Competence (CPC) training, four eLearning modules for drivers; Safety, Fuel management and PCN toolkits; performance management tools, use of the FORS logo on material and vehicles; and qualify for a range of exclusive discounted products and services. For more information on FORS, visit www.fors-online.org.uk/



CLOCS: TfL facilitated the publication of the 'Standard for Construction Logistics: Managing Work Related Road Risk' on 9 December 2013 as part of its CLOCS programme. The standard is available here: [www.tfl.gov.uk/cdn/static/cms/documents/clocs-standard-for-](http://www.tfl.gov.uk/cdn/static/cms/documents/clocs-standard-for-construction-logistics.pdf)

[construction-logistics.pdf](http://www.tfl.gov.uk/cdn/static/cms/documents/clocs-standard-for-construction-logistics.pdf)

This standard can be implemented by operators and followed in a consistent way by the construction industry.



A second guidance document covering driver training and licensing can be found here – <http://www.clocs.org.uk/clocs-guides/>
A number of other useful documents are available on CLOCS website which can be visited using the following link: www.clocs.org.uk/

WRRR: TfL introduced Work Related Road Risk (WRRR) requirements in its procurement contracts since February 2012 to manage the risk of a road user being killed or seriously injured by a vehicle delivering to, collecting from or servicing one of its projects, premises or sites. These requirements include accreditation to FORS, vehicles fitted with enhanced safety equipment, drivers undergoing SUD training as well as regular Driver and Vehicle Licensing Agency (DVLA) licence checking and the operators having a system in place for collision reporting. For more information, see: <https://tfl.gov.uk/info-for/freight/safety-and-the-environment/managing-risks-wrrr?intcmp=7787>

Safe Urban Driving (SUD) training: The SUD course focuses on vulnerable road users such as pedestrians, cyclists, motorcyclists and horse riders but has a particular focus on cyclists. The course includes a practical 'on-road' cycle training element and gives drivers a 'real life' experience of a cyclist's perspective when riding on London's roads. The training also counts towards the 35 hours' Driver CPC that professional drivers need to complete every five years. TfL trains over 4000 drivers each year on SUD. The details can be found here: www.fors-online.org.uk/index.php?page=DCPC_INTRO&return=PTE_INTRO

FORS eLearning: There is a range of eLearning courses available to drivers via FORS online using the following link: www.fors-online.org.uk/index.php?page=AE_INTRO&return=PTE_INTRO

Each module comprises a course followed by a short quiz. Upon successfully passing the quiz a certificate will become available for drivers to print.

Crossrail lorry driver induction training:

Crossrail's safety requirements for any vehicle working on the project is leading to widespread haulage industry changes as goods vehicles across Britain are upgraded with new safety equipment to alert drivers to vulnerable road users. Crossrail has trained over 7,000 lorry drivers on how to share London's roads safely with cyclists and other vulnerable road users. Every frequent lorry driver working on the construction of Crossrail must attend a course designed in consultation with cycling and road safety campaign groups and the police. The details can be found here: www.crossrail.co.uk/construction/road-safety-information/lorry-driver-training

What can you do to improve safety?

According to Department for Transport (DfT) figures, more than a quarter of all road traffic incidents may involve somebody who is driving as part of their work at the time. Health and safety law applies to work activities on the road in the same way as it does to all work activities and you need to manage the risks to drivers as part of your health and safety arrangements. Effective management of work-related road safety helps reduce risk, no matter what size your organisation is. It could also result in, for example:

- Fewer injuries to drivers
- Reduced risk of work-related ill health
- Reduced stress and improved morale

There are a number of things which can be done to reduce the likelihood of collisions with vulnerable road users (VRUs) which will benefit you in a number of ways. These benefits include:

- Promotes a positive company image and protecting the company's reputation
- Develops your drivers' skills – particularly in road safety and awareness of other road users
- Develops a professional van fleet operation
- Reduces the financial costs of collision (insurance premiums, insurance excess, injury claims, legal fees, repairs and loss of business)
- Reduces the emotional stress which follows a serious collision or fatality to yourself, your staff and those involved in the collision



The figures presented earlier show that there is a need to improve standards in the van sector and these changes need to happen sooner rather than later.

If you take the time to communicate and implement the key messages by using some or all of the practical tools contained in this toolkit, you will be well on your way to improving road safety, cutting your costs and running a compliant van operation.

The Van Smart process for continuous improvement

This toolkit gives you the tools and information to help improve your fleet operations for the benefit of the company and the safety of vulnerable road users. A key action is the adoption of a system of continuous improvement of processes. An example of this has been established by the Health and Safety Executive (HSE) in their document, 'Driving at work. Managing work-related road safety' which can be found using this link: www.hse.gov.uk/pubns/indg382.pdf

The plan for this van standard is split into phases for the control and continuous improvement of processes. This phasing can be adopted so that any issues encountered on a daily basis may be prevented (preferably) or resolved. Clearly it is

important that if, during the monitoring stage, results are not as required then adjustments are made. This is an ongoing process which leads towards good practice.

Guide to using the competency framework

The competency framework defines what a van driver must know, what they must do and how they must behave in order to be deemed competent. The underpinning philosophy is quite simple. It is designed to ensure that a person acquires the skill and ability to do a task in a way which meets the specified performance requirement. In effect, he or she becomes competent.

Plan	Do	Check	Act
What data do you hold – Key performance indicators (KPIs)?	Put measurements in place	Key performance indicators (KPIs) analysis	Adjust Key performance indicators (KPIs) if necessary
Do you have policies in place relating specifically to vans and drivers?	Write new or amend existing policies to reflect latest good practice	Ensure drivers are made aware of any changes	Create new policies to reflect latest best practice as necessary
Sub-contractors – how do you appoint them and what is the process?	Write process for appointing sub-contractors	Check process is working as it should	Adjust process if necessary
Training records?	Use toolbox talks	Continually check competence	Get feedback and adjust if necessary
Safety culture? Awareness?	Use toolbox talks	Continually check competence	Get feedback and adjust if necessary
Tools	Tools	Tools	
checklist, sample policies, questionnaire	checklist, posters, training course, toolbox talks, Driver Handbook, top driver tips, competency framework, eLearning	competency framework, checklist, spot checks (of vans) spot challenge (questioning of drivers)	

The framework comprises a number of columns:

Topic	Learner performance requirement	Underpinning knowledge	Training reference: main and [supporting]	Date of training	Manager Signature
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- Icons representing the category or categories of the defined task: ie contractual compliance, legal compliance, good practice, vulnerable road users, cost savings, environmental benefits and safety
- The topic area
- The performance requirement related to the task
- The knowledge which underpins the practical competence
- The cross reference to other training available
- The date that the driver has been trained and met the specified performance requirement
- The signature of the manager/supervisor who verifies the driver’s competence

If a driver attends the three Van Smart training sessions, the dates that they have been trained can be completed. However, if you want to use the framework to ensure drivers become and remain competent, you will need to both observe and question on an ongoing basis to confirm that competency remains current.

Underpinning any skill is knowledge and understanding. These are vital to ensure that the driver appreciates the reasons behind doing what may, without such comprehension, seem irrelevant or unimportant. If someone understands why they are doing something in a particular way or at a particular time, it helps develop the right attitude and behaviours.

Other uses of the competency framework

The competency framework helped TfL define and develop the Van Smart programme. However, it could also:

- Inform your van drivers’ job descriptions
- Form the basis of a competency based interviewing model (talk to Human Resources (HR))
- Help with refresher training/continuous improvement
- Be added to in order to take account of your own company processes (editable version downloadable from FORS)
- Be used as a reward mechanism

The Highway Code

Underpinning the training are the rules of the Highway Code, which are legal requirements. If your drivers disobey these rules, in the majority of cases they will be committing a criminal offence. It is therefore important that all road users are aware of the Highway Code and are considerate towards each other. References to the Highway Code are made throughout this toolkit (where applicable) and if you want further information or you or your drivers wish to download a copy you can do this by following the link:

www.highwaycodeuk.co.uk/download-pdf.html

Quick start guide

This section provides information on what fleet operators can do to make a quick start to improving the safety of vulnerable road users and their fleet operations.



The top five tips for improvement

- 1 Put up the workplace posters and affix the cab signage/stickers that communicate the six key messages
- 2 Plan the speedy delivery of the driver briefing and toolbox talks
- 3 Send drivers on the modular training course and issue the Driver Handbook
- 4 Implement the six key messages for improvement which are:
 - Prepare yourself
 - Check your vehicle
 - Plan your journey
 - Stick to the basics
 - Consider others
 - Act professionally(see Tool 1 of the toolkit)
- 5 Create and issue the road safety policy and statements (see Tool 2 of the toolkit)



Tools to assist

There are six tools in this toolkit which will help you to improve the safety of your van operation and make the roads safer for vulnerable road users. The tools are:

- Tool one** Key messages to give to drivers
- Tool two** A clear road safety policy
- Tool three** Guidance on sharing the roads safely with others
- Tool four** A company-wide Van Smart campaign (including toolbox talks)
- Tool five** A checklist to make sure you haven't missed anything
- Tool six** Materials to help you deliver road safety

Tool One

Key messages to give to drivers

The following key messages are instrumental to the Van Smart programme and are present in every component, ie The competency framework, the training course, the Driver Handbook and the eLearning. The key messages inform the content of the driver toolbox talks and should be used in conjunction with the set of posters you will find included in this pack.

Before you travel



1. Prepare yourself

- ▶ Competency framework – 1.1-1.8
- ▶ Modular training – Module 1
- ▶ Driver Handbook – Section 3

- Create and issue your company road safety policy to your driver(s) and make sure they sign to record that they have received it. The policy shall be written in line with the Highway Code, the WRRR Standard and any other contractual requirements your organisation might have.
- Make sure all your drivers have a copy of the Highway Code – this should be kept with the Driver Handbook and referred to as necessary. This can be downloaded at: www.highwaycodeuk.co.uk/download-pdf.html

- Ensure a system is in place to verify all your drivers hold a valid, up-to-date licence for the category of vehicle they are tasked to drive. This system shall be in line with the CLOCS standard (3.3.2 – Driver licensing – www.clocs.org.uk). Licences can be checked at: www.gov.uk/view-driving-licence
- Make sure drivers carry their licences with them at all times. There is space for it in their Driver Handbook. Insist this is where they keep it
- Ensure drivers do not drive under the influence of alcohol and drugs (as stated in Rule 96 of the Highway Code – Alcohol and drugs)
- Check that all drivers meet the required insurance standards to drive company vehicles
- Ensure drivers inform their line manager of any medical conditions which may affect their ability to drive (as stated in Rule 90 of the Highway Code – Fitness to drive)
- Ensure drivers know who to contact in the event of an accident or if the vehicle gets damaged
- Confirm your drivers are fully familiar with the van they are going to be driving and know how to operate it correctly and safely. Give inductions to any new starters or drivers that aren't familiar with them





2. Check your vehicle

▶ Competency framework – 2.1-2.4

▶ Modular training – Module 1

▶ Driver Handbook – Section 4

- Ensure you have documentary evidence that all vehicles are registered, taxed and insured, and have valid and current MOT certificates
- Ensure all vehicles comply with the full requirements of the Road Vehicles (Construction and Use) Regulations and Road Vehicles Lighting Regulations (as stated in Rule 89 of the Highway Code – Vehicle condition)
- Ensure a system is in place to allow drivers to complete a daily walkaround check and record any defects before a vehicle is used. (This might lead to several checks per day if different drivers drive the vehicle)

In order to carry out the daily checks all drivers should:

- Be trained to carry out an effective daily walkaround check
- Complete a checklist appropriate for the vehicle
- Be trained to identify vehicle defects that can be easily spotted once they know what to look for
- Be trained in what action to take when they identify a defect and how to use the defect reporting system
- Be aware of the availability of any tools necessary to carry out checks
- Be familiar with any 'unusual' hazards

An example of a daily walkaround check sheet can be found in Tool 6 – Materials to assist – at the back of this toolkit and also in the Materials to help section of the Driver Handbook.

- It is advisable that defects and their rectification are recorded and kept for 15 months (as with all maintenance records). Please note this is best practice guidance and not a requirement of the law for van operators)
- Ensure a system is in place to ensure drivers can check any safety equipment on the van and record that it is properly fitted and works as it should
- Make sure vehicles are serviced to at least the minimum standard in line with the manufacturer's guidelines
- Have a procedure in place to repair faults as soon as possible, even if the fault is not safety critical
- Ensure drivers fully understand the need for vehicle security and that the vehicle and load is kept safe and secure at all times
- Ensure drivers are fully trained on the correct methods of loading and unloading a vehicle safely, including correct use of restraints and aids (as stated in Rule 98 of the Highway Code – Vehicle towing and loading)





3. Plan your journey

▶ Competency framework – 3.1-3.4

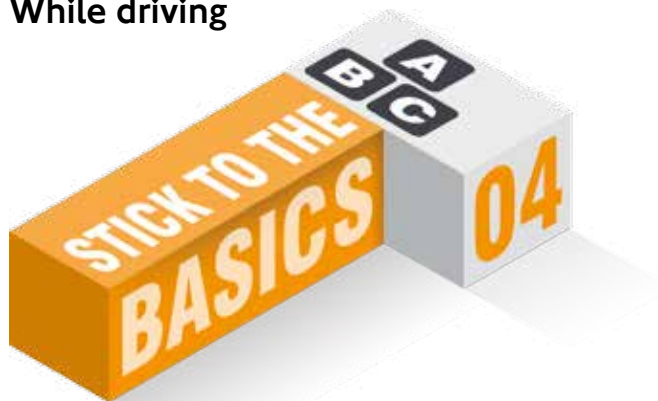
▶ Modular training – Module 1

▶ Driver Handbook – Section 5

- Ensure drivers are allocated a realistic amount of time to travel. Ensure their workload is sensible and can be completed in their working day (as stated in Rule 97 of the Highway Code – Before setting off)
- Inform the drivers that they shall assume full responsibility for the load; checking and signing for it to ensure it is safe and secure before beginning their journey. Also, emphasise the importance of ensuring the load is in the correct drop order (for multi-drop deliveries) as it will save time sorting deliveries at drop points, prevent leaving the load unsupervised and reduce the possibility of making an incomplete delivery
- Have a procedure in place to avoid congestion hotspots where possible. This will save the company and driver time and money and reduce stress levels
- If areas of high concentrations of vulnerable road users (such as schools) can't be avoided, ensure drivers try to pass them at their least busy times by factoring these things in when conducting their route planning
- Set out an approach that your company will take to ensure awareness of the need to reduce unnecessary mileage, provide a set procedure for planning routes and introduce a contingency plan for unforeseen delays (including accidents and blockages)
- If you haven't already, consider investing in a companywide routeing and scheduling system
- If your customer has provided you with specific routes to their site(s) make sure the driver is aware they need to stick to them. If they don't, this could affect the relationship you have with the customer and even result in contractual action. Drivers should understand the responsibilities they have to follow given routes as far as possible and know what to do if they need to deviate from the route or in the event of an emergency
- Ensure there is a system in place to help and support drivers in the event of a problem with the route
- Ensure a completed journey schedule/route plan is included with the load (where possible). An effective journey schedule will include the delivery locations and consignment information as well as the delivery time windows and en-route parking and fuelling arrangements. It should also identify hazards along a particular route and give guidance for dealing with each hazard identified



While driving



4. Stick to the basics

- ▶ Competency framework – 4.1
- ▶ Modular training – Module 2
- ▶ Driver Handbook – Section 6

- Ensure drivers don't drive faster than the speed limit for the road and for the vehicle type (as stated in Rule 124 – Highway Code - Speed limits)
- Ensure you have a policy in place which covers hand-held mobile phones or other hand-held devices, eg satellite navigation while driving (as stated in Rule 149 of the Highway Code – Mobile phones)
- Ensure seat belts are worn at all times (as stated in Rule 99 of the Highway Code– Seat belts)
- Passengers must only be carried if your company allows it and only where a seat and seat belt is provided
- Ensure drivers drive safely – anticipating and adjusting to road and traffic conditions
- Ensure drivers drive smoothly, avoiding sudden harsh braking and rapid acceleration
- Ensure drivers do not eat, drink, smoke, listen to loud music or argue with passengers whilst driving (as stated in Rule 148 of the Highway Code – Safe driving and riding needs concentration)
- Ensure drivers concentrate on the road as driving 'in a fog' or 'on autopilot' increases the risk of collisions





5. Consider others

- ▶ Competency framework – 5.1
- ▶ Modular training – Modules 2 and 3
- ▶ Driver Handbook – Section 7

- Operators should train drivers not to drive too closely to the vehicle in front. They must keep their distance and resist the temptation. They must always aim to leave at least a two-second gap (as stated in Rule 147 of the Highway Code – Be considerate)
- Operators should instruct drivers to demonstrate understanding if other road users cause problems. They may be inexperienced, nervous or lost – and the last thing they need is an unnecessary blast on the horn
- Drivers must look 15 seconds ahead – not just at the vehicle in front. They should be instructed to anticipate risks, make fewer and smaller steering corrections and make better predictions of what is going to happen
- Operators should instruct drivers to keep their eyes moving and stay alert, combining both what they see ahead and around them to identify hazards
- Drivers must be instructed to monitor and maintain the ‘safety space’ around them to give themselves time and options
- Drivers must be instructed to ensure other road users see them – by giving early, clear and effective signals
- Drivers must be trained to be patient and remember that anyone can make a mistake – including them
- Drivers must not allow themselves to become agitated or involved if someone is behaving badly on the road. This will only make the situation worse. They must pull over, calm down and when feeling more relaxed, continue their journey
- Operators must ensure that drivers slow down and hold back if a road user pulls out into their path at a junction. Allow them to get clear. Everyone makes mistakes. They must not over-react by hooting, flashing and driving too close to frighten them
- Drivers must be instructed not to throw anything out of a vehicle, eg cigarette ends, cans, paper or carrier bags. This is not only anti-social behaviour, it can endanger other road users, particularly motorcyclists and cyclists





6. Act professionally

- ▶ Competency framework – 6.1-6.4
- ▶ Modular training – Modules 2 and 3
- ▶ Driver Handbook – Section 8

- Drivers must be trained to anticipate road and traffic conditions in urban areas (as stated in Rule 152 of the Highway Code – Residential streets)
- Operators should explain to drivers that driving smoothly and with due care and attention can help to reduce costs and improve road safety for themselves and other road users
- Drivers must be instructed not to treat speed limits as a target. It is often not appropriate or safe to drive at the maximum speed limit
- Drivers should ensure they adapt their driving to the appropriate type and condition of road they are on (as stated in Rule 146 of the Highway Code – Adapt your driving)

- Operators must instruct drivers to try to anticipate what pedestrians and cyclists might do. If pedestrians, particularly children, are looking the other way, they may step out into the road without seeing the van
- Drivers must be trained to take the road and traffic conditions into account and be prepared for unexpected or difficult situations; for example, the road being blocked beyond a blind bend. They must be prepared to adjust their speed as a precaution

Appearance:

- Drivers must be instructed to adhere to the company's uniform or dress code
- Drivers must be instructed to make sure the vehicle is clean on the inside and outside

When interacting with others, operators must instruct their drivers to:

- Be kind and courteous
- Park their vehicle considerately
- Not block the pavement when loading and unloading (as stated in Rule 247 of the Highway Code – Loading and unloading)
- Make sure they collect and retain all paperwork



Tool Two

A clear road safety policy

Background

As a manager of a transport operation, it is essential you have policies that cover the various aspects of the business. In some companies these policies are set at national level and passed down to the regions for implementation. But in other cases it could be your role to consider whether you have a robust policy in place that employees understand and comply with. For the purposes of this toolkit, the emphasis is on safety – but clearly a wider transport policy covers much more than this.

As a priority, it is important to initiate and maintain an effective safety culture in the workplace. Various pieces of legislation cover this requirement, including The Health and Safety at Work etc Act 1974 and the Management of Health and Safety at Work Regulations 1999. These regulations require managers to write and communicate company policy. You will also need to ensure that it is kept up-to-date. This policy should also include reference to road safety and traffic regulations.

The policy will help clarify your organisation's approach to safety and ensure that senior managers are signed up to it. It also ensures that the essence of the policies is communicated at induction and via regular refresher training.

Driver attitudes towards other road users – and particularly vulnerable road users such as pedestrians, cyclists and mobility scooter users – can vary. Having a clear-cut policy in place, and ensuring it is communicated effectively and regularly, makes it clear where your company stands. You can use this policy information as the basis for guidance on vulnerable road users contained in the Driver Handbook.

Legislation to consider

There are various pieces of legislation that are likely to cover aspects of your operation and it is important to be familiar with these and factor them in when developing policy. Some of them only relate to drivers of bigger goods vehicles, ie those over 3.5 tonnes gross, but you may have a mixed fleet and hence need to be aware of the differences. This is not necessarily the complete list – but it is a comprehensive list in date order:

- The Health and Safety at Work etc Act 1974
- The Health and Safety (First Aid) Regulations 1981
- The Road Vehicles (Construction and Use) Regulations 1986
- The Traffic Management Act 2004
- The Workplace (Health, Safety and Welfare) Regulations 1992
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- The Working Time Regulations 1998 (and subsequent amendments)
- The Provision and Use of Work Equipment Regulations 1999
- The Road Safety Act 2006
- The Vehicle Drivers (Certificates of Professional Competence) Regulations 2007
- The Corporate Manslaughter and Corporate Homicide Act 2007
- The Health and Safety (Offences) Act 2008

Things to consider when developing policy

It is important to think about the following points when developing the policy:

- Check if there is an existing policy and, if so, check when it was produced and whether it is still relevant and compliant with current legislation
- Find out whether your industry or trade association can help. Make use of the additional advice and information signposted in this toolkit. For example, you will find useful information on cycle safety at www.fors-online.org.uk/hgvcyclesafety and you could book yourself on a FORS policy development workshop at www.fors-online.org.uk/cms/training/workshops/policy-development-workshop/
- Carry out a review of your whole operation to ensure the policy you are developing covers all activities
- Carry out a documented risk assessment of the company's activities to identify areas for improvement
- Use the suggested text on the following pages to develop a policy which demonstrates the company's commitment to safety
- Implement a system for recording, investigating and monitoring all incidents and near misses
- Ensure your policy contains a specific post-collision procedure
- Consider including processes for determining vehicle suitability and routeing to avoid hotspots, where possible
- Review all training needs and provision
- Ensure the policies are communicated effectively once endorsed by senior management

Sample policy text

The sample policy text and template that follows is designed to fit within a wider policy. Some of the points will not be relevant to your organisation – pick and choose the elements you require to make a policy appropriate to your operation. Similarly, the driver's sample policy text should be used in any relevant materials, such as an insert for the Driver Handbook.



Sample Road Safety Policy text

In **[name of organisation]**, we are committed to:

- Safeguarding people
- Managing road safety as a critical business activity

We will strive to achieve this through:

- Compliance with the law related to road safety
- Continuous improvement in our road safety performance
- A systematic approach to road safety by establishing minimum standards and processes for:
 - Risk assessment
 - Manager management
 - Driver management
 - Vehicle management
 - Journey management
 - Incident management
- Training, education and motivation of all our employees to follow safe working practices
- Conducting planned inspections and reviews on a regular basis to identify and eliminate sub-standard practices
- Aiming to avoid all collisions involving other road users, by adhering to the simple precautions outlined in our safety policy and procedures
- Sharing the roads with many other road users, some of whom are at a far greater risk than others. We recognise that some of these road users may warrant special consideration and greater vigilance in order to protect their safety and wellbeing
- Identifying significant risks from our operations involving transport activities (including the safety of vulnerable road users) and putting in place procedures to reduce these risks. Owing to the variable factors involved, no single measure is enough to completely ensure safety
- Reporting and conducting thorough investigations of all road incidents
- Reporting and learning from near misses and potential incidents
- Communicating this policy to all employees, customers and other relevant stakeholders

Signed and dated:

Sample Driver's statement of compliance

My personal commitment to improve road safety

I, **[full name]**, will:

- Operate within the law at all times
- Wear a seat belt whenever I drive or travel in a vehicle
- Only use my mobile phone when safely parked
- Ensure that the lights of the vehicle I'm travelling in are switched on when visibility is poor, especially at dusk and dawn
- Not drive a vehicle while under the influence of alcohol and/or drugs
- Only overtake when the road ahead is clear with enough distance to safely complete the manoeuvre
- Drive at all times with a courteous manner with due consideration for all other road users
- Drive at an appropriate speed for the road conditions but, in any case, never exceed the speed limit
- Allow a safe following distance between the vehicle I am driving and the one in front (allowing least two seconds following distance, and more time in wet and icy conditions)
- Ensure that the vehicle I'm driving is in a roadworthy condition and that I submit evidence that the:
 - Lights work
 - Washers and wipers work
 - Brakes work
 - Tyres are undamaged and have at least 2mm tread across the whole surface
 - Horn works
- Report without prejudice all incidents that I am involved in on the road
- Take care of my own health and safety and that of others too
- Inform management if I develop any medical conditions likely to affect my driving
- Notify management of any endorsements on my licence
- Take responsibility for paying for fines, traffic offences or other breaches of the law

Signed and dated: _____

Sample policy text

Drivers

- Always stay alert and do not be distracted by your mobile phone, the radio, music, passengers or scenery
- Always wear your seat belt
- Know how to control your vehicle under all conditions and for all manoeuvres, taking into account the hazards you may face and allowing for other road users, especially the most vulnerable (children and the elderly)
- Safeguard yourself, passengers, your load and your vehicle
- If you become tired or unwell, get help or stop at the first safe location. Ensure you adhere to the recommended number of breaks, ie one 15-minute break every two hours

As a driver, you have a duty of care to share the road safely with all road users. This is particularly vital within the urban environment where vulnerable road users are at a greater risk.

(For a full sample policy, visit www.fors-online.org.uk/hgvcyclesafety)

Vehicles

- Always have regard for the stability of your vehicle if towing or carrying heavy loads. Vehicles should be loaded safely to minimise the risk of the load moving should an incident occur
- To increase your safety and security and that of your vehicle, always remove keys from the ignition and lock your vehicle when not in use
- Do you possess the relevant documents, eg MOT, insurance, vehicle maintenance records?

Journeys

- Van managers and drivers must acknowledge the impact of their vehicle and driving standards on health and the environment. Safe driving standards reduce fuel consumption, cut costs, reduce emissions and reduce the depreciation rate of your vehicle
- Always plan your journey before you set off. Using simple online route planners or satellite navigation systems can identify the best route in terms of distance, approximate time and condition of the road (ie motorways, country roads, regular bottlenecks). Doing this can reduce time spent in congestion and thereby reduce frustration
- Report incidents promptly and be involved with any subsequent investigation

Arrangement section of your road safety policy

Please note your road safety statements and texts should be supported with an arrangement section. This should say how you will meet the commitments you have made in your statement of

policy. You should include information on what you are going to do to eliminate or reduce the risks of hazards to other road users.

Tool Three

Guidance on sharing the roads safely with others

Your vehicle(s) share the roads with many other vehicles, some of which are at a far greater risk than others. Managers shall take adequate steps to ensure drivers share the road safely with other road users, with particular emphasis on the type of road users at special risk.

The Highway Code identifies the most vulnerable road users as:

- Pedestrians
- Motorcyclists
- Cyclists
- Horse riders

These road users should be highlighted to drivers, and control measures should be identified and adopted to protect them.

What makes a road user vulnerable?



Pedestrians

Without a vehicle or protective equipment, pedestrians are the road users who are most at risk in traffic. There are a number of different groups of pedestrians that your drivers

should be aware of and each are vulnerable to the different factors listed below:

- **Children** may not be aware of traffic as they could be distracted by other things

- **Young adults** may be distracted by use of their mobile phones or tablets, or by listening to music through headphones. This makes them vulnerable
- **Older people** often move more slowly and therefore require more time. They might be less able to judge a vehicle's speed and consequently be indecisive and hesitant or step out unexpectedly when crossing roads
- **People with a disability** may not be able to move as easily/quickly and may require additional time when crossing roads
- **People impaired by drugs or alcohol** may lose their ability to make judgements and be unaware of vehicles approaching
- **Tourists** are vulnerable because they can easily get distracted by sights/tour guides, be looking at their maps or take the wrong direction when crossing or stepping on to the road



Cyclists

Managers should make drivers aware of the different types of cyclists including:

- Children
- Commuters
- Occasional cyclists
- Regular/serious cyclists

There are a range of factors that make cyclists vulnerable. Firstly, they are often difficult to see, particularly when they are coming from behind, out of junctions, at roundabouts, are overtaking or filtering through traffic.

Secondly it is often difficult to judge their speed – and their range of speed is surprisingly much greater than that of motor traffic. In slow moving traffic, cyclists can pass on both sides of the vehicle, sit in the blind spots, put their hand on the vehicle when stationary and even hold on to the vehicle when moving. Finally, cyclists may suddenly change direction to avoid hazards and obstacles including: parked cars, opening doors, potholes, uneven road surfaces, drain covers, glass, litter and oily, wet or icy patches on the road. This exposes them to greater risk.



Motorcyclists

Motorcyclists are particularly vulnerable because of:

Age: Licences vary and so will age. There are young riders with little experience or road sense and the older riders who think they can

just pick up where they left off 20 years ago! The two highest risk age groups are therefore 16 to 19 years, riding mopeds and small engine motorcycles, and riders aged between 20 to 49 years – but particularly those aged 30 to 39 years – riding larger machines.

Visibility: They can be hard to see, especially if they are coming from behind, out of junctions, at roundabouts, when overtaking, filtering through traffic and on bends in non-built-up roads.

Weather: Bad weather and wet roads make it more dangerous for riders, so drivers should make extra allowance in such conditions.

Recognise places where there might be high concentrations of vulnerable road users (VRUs) and the importance of route planning.

High concentrations of vulnerable road users will be experienced by drivers when delivering/collecting from sites in the city, therefore route planning is essential to avoid any risk (as stated in Rule 97 of the Highway Code – Before setting off).

Ways of reducing risk include:

- Specifying routes to and from sites and communicating them to drivers. Managers should also communicate with drivers so that they are not penalised for journeys running over time if delayed
- Setting realistic schedules, allowing for possible delays, to allow drivers to complete journeys without being tempted to speed or behave unlawfully
- Providing training about vulnerable road users and vehicle safety equipment to all drivers
- Ensuring that all drivers employed by the company hold a valid licence and having a system for managing points and endorsements

As a manager you should monitor your staff's performance by:

- Making sure drivers regularly check the field of view in their mirrors (as stated in Rule 161 of the Highway Code – Mirrors)
- Using the appropriate tools in this toolkit and sending your drivers on the Van Smart training course
- Establishing 'near-miss' reporting
- Installing cameras in the vehicle to monitor driver behaviour and actions of other road users
- Considering driver profiling to monitor and reward driver behaviour in terms of speed and smooth driving
- Making sure drivers do not use hand-held phones while driving (as stated in Rule 149 of the Highway Code – Mobile phones)
- Planning driver routes and avoiding areas where there is a high concentration of vulnerable road user traffic

Tool Four

A company Van Smart campaign

A company Van Smart campaign will help you to engage with your staff and encourage your van drivers to prioritise road safety. It will ensure everyone involved knows exactly what Van Smart is aiming for and what is required of them.



Tool 1 – key messages; shall be used as the foundations of your communications. These will aid the process of continuous

improvement through reinforcement of these key principles.



Tool 4 – highlights methods you can adopt in your communications plan. Six toolbox talks – one for each of the six key

messages – can be tailored to fit your particular organisation.

Staff engagement and incentives

The most effective change management strategies are well planned and simple to understand. But with the right programme in place which implements changes and improvements at the right pace and the right time, tangible improvements can be achieved. What is key to success is that your drivers are involved every step of the way so they don't feel that change is being forced on them.

A well-planned change management strategy can help employees feel positive about a change and lessen the resistance. If the strategy is poorly explained, managed or executed then employees are likely to feel negative and resistance will be heightened.

Here are three ways managers can be effective when communicating and implementing change:

- 1. Face-to-face, two-way communication** – People value dialogue and conversation. It takes much longer than email but is infinitely more effective. Managers should avoid going to all meetings with detailed and well-prepared presentations as these inhibit dialogue.
- 2. Tailor messages to the receiver's perspective** – We can often talk in a language that people further down the organisational chain don't understand, and people at different levels of an organisation can also see the issues from a different perspective. What people need and expect can also vary depending on their career stage. Those just out of college may need a different communication style to those nearing retirement. Managers should be aware of this and alter their communication style accordingly.
- 3. Seek feedback** – Once the change management strategy has been implemented, Managers should seek feedback from employees that received the information. This will allow the company to understand the successes, failures – and possible flaws – of the strategy.

Providing incentives for staff can also help to change employee behaviours. Driver incentive schemes cover a wide range of interventions which can be used to back up training, cultural change, or to prompt driver behaviour in another direction. However, great care needs to be taken to ensure that rewards help to foster cultural change, as opposed to encouraging ways of circumventing the proper process because drivers literally have their eyes on the prize.

A scheme that rewards drivers for each year of accident-free, offence-free or complaints-free driving can be an effective way of motivating staff to maintain their driving standards. Other incentives you should consider include:

- Driver league tables
- Percentage share of cost savings
- Driver awards/recognition

Another effective approach is to link driver training and driving standards to a 'permit to drive'. These schemes authorise employees to drive if they meet certain standards and maintain good driving records.

www.fleetnews.co.uk/fleet-management/managing-driver-behaviour-incentives/48416/page/2/

Van driver competency framework

This framework defines the standards that must be met to become competent. A copy is included in this toolkit and is also in the Drivers' Handbook.

Toolbox talk – driver briefing

A toolbox talk is an informal discussion with the workforce that focuses on a particular safety issue. These talks provide an excellent opportunity to have an open two-way conversation with your drivers about what Van Smart is and what it aims to achieve. It also provides a platform for drivers to have their say about any concerns or suggestions for improvements they might have to ensure the initiative is fully adopted and implemented.

Six toolbox talks have been created for you to administer and they mirror the key messages of the Van Smart programme:

- Prepare yourself
- Check your vehicle
- Plan your journey
- Stick to the basics
- Consider others
- Act professionally

You might consider introducing a different key message every month. This could help to make the overall process more digestible for your drivers and will give you the opportunity to see what is working and what isn't and why. You can then adapt the implementation process as you see fit.

The record sheet in this toolkit can be used to record driver attendance at training sessions.



Toolbox talk driver briefing

A toolbox talk should be delivered by the transport manager, supervisor or line manager. It is a quick and easy way to educate drivers, either on a one-to-one basis or in a group, at a time that is convenient for the company.

The talk should be short and easy to deliver. Before delivering the talk, make sure you're familiar with your company's work related road safety policy.

The following hints and tips will help you deliver a really effective talk.

Keep it simple and consistent with your messages. Use short, straightforward, simple words and phrases. Avoid slang words and jargon.

Think about the pace of delivery. Make sure your audience has time to digest what you're saying. If you rush, you may come across as impatient or not bothered and listeners may not feel able to ask you questions. Some people may also need more explanation than others, so give yourself plenty of time.

Use open questions to check understanding. If you ask, 'do you understand?', people tend to say 'yes' even when they mean 'no'. Ask your listeners to run through what you have said to make sure they really do understand what you mean.

Keep it positive. Focus on what can be done rather than what cannot be done.

People have a limited attention span, so keep it brief! Most people will only remember between 25 per cent and 50 per cent of what you have said, so use the hand-out material available with this pack to give to your drivers to remind them of the points they may not have fully taken on board.

Post briefing; get feedback on the impact, messaging and content of your toolbox talk.

Ask drivers what they thought about it, and consider asking another supervisor or manager to observe one of your talks.

Posters

Six posters are included in this toolkit. These will help to reinforce each of the key messages. These should be put up in drivers' rest areas, canteens, offices and workshops. Consider rotating the posters on a regular basis to keep the messages active.

The Driver Handbook

The Handbook should be used by your drivers as a 'go-to-guide' to help them understand the law better, improve their driving standards and help them to keep vulnerable road users safe. It provides everything they need to know to ensure:

- A safe and efficient vehicle
- A safe and efficient driver
- Safe and efficient driving
- A safe and efficient operation

The Driver Handbook and its key messages shall be underpinned by the competency framework and reinforced by the eLearning, the training course and this toolkit.

Sub-contractor engagement

www.eldirect.co.uk/hr-documents/subcontractor-management-guide-free-download.html

Managers need to be aware that sub-contractors carry out work on a company's behalf, and therefore in their name. It is essential that managers ensure sub-contractors are capable of carrying out the work to a satisfactory standard in a professional and safe manner. They should therefore be covered by all aspects of the work related road safety policy. They should also be encouraged to adopt similar policies and procedures to your own company, be willing to attend the driver training course and join the toolbox talks.

Sub-contractor approval

You should also consider putting a sub-contractor approval procedure in place to make sure sub-contractors are reputable and of a suitable standard. The following information should be requested from the sub-contractor:

- References and examples of previous work
- Insurance
- Health and safety policies and procedures including work related road risk
- Industry specific qualifications and certifications
- Training records
- Equal opportunities policy
- Corporate social responsibility-related policies
- Proof of financial stability

Any information provided should be reviewed and only when you are satisfied that they are competent should they be approved. Having a procedure in place enables a consistent approach to engaging with sub-contractors. Your procedure could include a copy of the competency framework.

Employment status

If you are taking on an individual sub-contractor, especially if they are labour only, then managers should take great care to ensure that they are not being engaged in a way which would cause HM Revenue & Customs (HMRC) or an Employment Tribunal to consider that they are an employee.

Simply stating in writing that the person is a sub-contractor is not sufficient as his/her employment status is a question of fact. Therefore it is important that any contract terms are consistent with the status of self-employment and the relationship is managed consistently with that contract.

Formal contracts

No matter the size or nature of the work to be carried out by the sub-contractor, it is important to ensure that the details of the contract are clear and properly recorded.

It is recommended that the fundamental contractual terms are put in writing and agreed before the sub-contractor has been taken on and the work started. The scope of the work should be clearly identified, as well as the terms of remuneration and responsibilities and obligations of each party.

Where the relationship is straightforward then a simple but comprehensive written template may be sufficient, which can be supplemented with details of specific work/tasks.

More complex projects, however, will require more clauses, especially where there is a master contract between you and your client. For example, provisions relating to liquidated damages may need to be stepped down, collateral warranties implemented between the client and the sub-contractor or interface agreements implemented between two sub-contractors.

Monitoring and reviewing performance

There are drawbacks when taking on a sub-contractor, which arise mainly from the fact that they are not an integral part of your organisation, and therefore the level of control you have over them is limited.

A system should therefore be in place that allows the performance of each sub-contractor to be monitored and incrementally reviewed. The nature of sub-contractor work sometimes means that they may carry out the required work without coming into contact with permanent company employees.

Recruitment

Managers need to carefully consider how they recruit drivers. The recruitment process needs to include an assessment of the candidate's driving abilities and history. The following information should be obtained from each candidate:

- Amount and type of driving experience
- At least two forms of identification
 - to cross-check them with their driving licence details
- References from previous employers
- Accident history
- Previous motoring offences

During the recruitment process, managers should ensure that new employees are reminded about the:

- Laws and rules about safe driving
- Main causes of road crashes related to bad driving
- Increased accident risk of poor driving
- Potential impact of poor health, fatigue and distractions
- Organisation's policy on driver assessment and training
- Help that is available to staff that would benefit from further training

Again, you might find the competency framework useful to measure competence prior to appointment or to use it to inform a competency-based interview.

Tool Five

Checklists

Use the following checklists to make sure you haven't missed anything.

Safe management systems

Action	Completed (tick)	Comments
1. Have you created a work related road safety policy?	<input type="checkbox"/>
2. Does it include objectives, targets, who will be responsible for the work and how it will be carried out?	<input type="checkbox"/>
3. Was it developed through consultation with staff?	<input type="checkbox"/>
4. Has the policy been communicated to all staff?	<input type="checkbox"/>
5. Has a date been set for review of the policy?	<input type="checkbox"/>
6. Have you made your drivers aware of the WRRR Standard and the consequences of non-compliance?	<input type="checkbox"/>
7. Have you made your drivers aware of any other contractual requirements and the consequences of non-compliance?	<input type="checkbox"/>
8. Have you decided how you will use the competency framework to ensure and maintain competence?	<input type="checkbox"/>
9. Have you shared the competency framework with your HR Department to inform job descriptions and competency-based interviewing framework to ensure and maintain competence?	<input type="checkbox"/>

Risk assessment

Action	Completed (tick)	Comments
1. Are fleet safety risk assessments carried out?	<input type="checkbox"/>	<hr/> <hr/>
2. Do they include journey, vehicle and driver risks?	<input type="checkbox"/>	<hr/> <hr/>
3. Are responsibilities for carrying out risk assessments defined?	<input type="checkbox"/>	<hr/> <hr/>
4. Are the results of risk assessments properly recorded?	<input type="checkbox"/>	<hr/> <hr/>
5. Are they communicated to relevant staff?	<input type="checkbox"/>	<hr/> <hr/>
6. Have the results been used to prioritise actions?	<input type="checkbox"/>	<hr/> <hr/>

Driver management

Action	Completed (tick)	Comments
1. Have you checked your drivers have a copy of the Highway Code?	<input type="checkbox"/>
2. Do they know about the competency framework?	<input type="checkbox"/>
3. Have you arranged for them to attend the Van Smart training course?	<input type="checkbox"/>
4. Have you put a plan in place to carry out annual online vulnerable road user training?	<input type="checkbox"/>
5. Have any of the following measures been introduced? Selecting appropriate drivers Providing driver development programmes Controlling drivers' hours	<input type="checkbox"/>
6. Have any of the following fleet safety standards been set? Driver fitness (eg eyesight, health) Driver competence Driver breaks Maximum driving hours/miles Licence checking Alcohol and drugs Speeding Mobile communications Vehicle awareness inductions Journey route and hazard awareness inductions	<input type="checkbox"/>
7. Is data collected on the following? Experience Incident involvement Training achievement	<input type="checkbox"/>

Vehicle management

Action	Completed (tick)	Comments
1. Have any of the following fleet safety standards been set? Vehicle safety specifications Vehicle maintenance Vehicle checks	<input type="checkbox"/>
2. Is data collected on the following? Numbers and make of vehicles Vehicle condition Vehicle maintenance Fuel and tyre usage Mileage travelled CO ₂ output Transport related fines and charges	<input type="checkbox"/>

Journey management

Action	Completed (tick)	Comments
1. Does your route planning take account of road restrictions, ie overhead restrictions?	<input type="checkbox"/>
2. Do you identify your preferred route options (ie use of strategic routes to avoid congestion) and provide alternatives to drivers in the event of an emergency, breakdown or other unforeseen events?	<input type="checkbox"/>
3. Do you plan journeys so that they are not excessively long in order to reduce the risk of fatigue?	<input type="checkbox"/>
4. Do you plan routes in consultation with drivers, taking into account the need for rest breaks and access to toilets, washing facilities and refreshments?	<input type="checkbox"/>
5. Do you use safer routes which are more appropriate for the type of vehicle doing the journey?	<input type="checkbox"/>
6. Do you try to avoid periods of peak traffic flow?	<input type="checkbox"/>
7. Do you have a company policy in place to prevent drivers from taking unnecessary risks, ie exceeding speed limits?	<input type="checkbox"/>
8. Are drivers trained on any fixed routes in place prior to using them?	<input type="checkbox"/>
9. Do you identify the routes which drivers should not use or any areas drivers should avoid?	<input type="checkbox"/>
10. Are your drivers briefed before each journey and provided with the appropriate route plan/map?	<input type="checkbox"/>
11. Do you plan your loads efficiently?	<input type="checkbox"/>
12. Have you considered vehicle suitability? Are you using the right vehicles for the right jobs?	<input type="checkbox"/>
13. Do you evaluate existing routes to check they are still the most efficient?	<input type="checkbox"/>
14. Is data collected on the following? Length of journeys Cumulative journey mileages Journey purposes Incidents on routes, ie hotspots Parking restrictions	<input type="checkbox"/>

Incident management

Action	Completed (tick)	Comments
1. Have any of the following measures been introduced? Incident reporting Incident analysis Incident follow-up	<input type="checkbox"/>
2. Have any of the following fleet safety standards been set? Incident response Incident follow-up	<input type="checkbox"/>
3. Is data collected on the following? Numbers Causes Locations Date and time Injury and damage Third party costs Own damage costs	<input type="checkbox"/>

* For help with logging and monitoring your road safety data, as well as look at anonymised data, lessons learnt and remedial interventions from other organisations, please visit www.clocs-manager.org.uk/

A company Van Smart campaign

Action	Completed (tick)	Comments
1. Have you informed your drivers of what you are doing and how they can get involved?	<input type="checkbox"/>
2. Have you considered your sub-contractors (if applicable) and how your policy applies to them?	<input type="checkbox"/>
3. Have you put up the posters supplied in the toolkit?	<input type="checkbox"/>
4. Have you regularly moved the posters between locations to keep the messages active?	<input type="checkbox"/>
5. Have you delivered the toolbox talks described in this toolkit to drivers?	<input type="checkbox"/>
6. If you have, did you ensure drivers signed the enclosed driver record sheet?	<input type="checkbox"/>
7. Are you using the competency framework for initial/refresher training to monitor competence?	<input type="checkbox"/>

Maintaining momentum

Action	Completed (tick)	Comments
1. Is regular monitoring carried out to assess compliance with fleet road safety standards?	<input type="checkbox"/>
2. Are the results analysed/recorded/disseminated?	<input type="checkbox"/>
3. Have appropriate targets been selected?	<input type="checkbox"/>
4. Have you communicated the results of your campaign to all staff?	<input type="checkbox"/>
5. Is feedback provided on performance used to assist road safety improvements?	<input type="checkbox"/>

Tool Six

Materials to help

This section highlights a range of materials that are available to help you implement the Van Smart programme effectively. In order to access the links provided quickly and easily, you may find it easier to access a digital copy of this list from the FORS website.



The Highway Code – The Highway Code is available to view and download here:
www.gov.uk/browse/driving/highway-code

The Cycle Safety toolkit – A toolkit which offers practical advice to help minimise the risk of collisions between vehicles and vulnerable road users on London's roads. This is available to download here.

www.fors-online.org.uk/index.php?page=PS_CYCLESAFETYTOOL&return=RSI_4_03

WRRR requirements: Managing contract compliance – This is a toolkit which provides a step-by-step guide plus the necessary tools to ensure that suppliers are meeting their Work Related Road Risk (WRRR) contractual requirements.

www.tfl.gov.uk/cdn/static/cms/documents/wrrr-toolkit-september-14.pdf

CLOCS guide: Managing supplier compliance – This is a guide that helps you to meet the supply chain compliance requirement of the CLOCS Standard.

<http://www.clocs.org.uk/clocs-guides/>

CLOCS guide: Managing work related road risk in contracts – This is a guide designed to help procurement and contract managers to play an effective role in managing WRRR and improving road safety in the construction logistics industry.

<http://www.clocs.org.uk/clocs-guides/>

FORS website

www.fors-online.org.uk

DfT/DVSA: Your van: best practice guide –

A guide for light goods vehicle (LGV) operators about running a compliant van fleet can be viewed here. www.gov.uk/government/uploads/system/uploads/attachment_data/file/248620/your-van-best-practice-guide.pdf

Van best practice programme – This is a guide to help van users to save money by improving the operational, environmental and safety performance of their vans.

<http://webarchive.nationalarchives.gov.uk/20100113205143/http://vanbestpractice.businesslink.gov.uk/cms/>

Driving for better business website – A website which raises awareness of the importance of work-related road safety in the business community and public sector can be viewed here.

www.drivingforbetterbusiness.com/

Van Excellence – An industry-led initiative that aims to enhance standards of van operator compliance, celebrate operators who demonstrate excellence and represent the interests of the van industry can be found here.

www.vanexcellence.co.uk/

RoSPA: Managing occupational road risk –

Tackling the key issue of road safety within the pre-existing framework for managing health and safety at work is covered here.

www.rospace.com/drivertraining/morr/

HSE: Driving at work: Managing work-related road safety – This document provides advice on how to manage work-related road safety.

www.hse.gov.uk/pubns/indg382.pdf

CLOCS guide: Managing driver training and licensing – Guidance that helps to meet the driver training, development and licensing requirements of the CLOCS Standard can be found here.

<http://www.clocs.org.uk/clocs-guides/>

HSE: Health and safety policy – Guidance on how to write a health and safety policy for your business can be found here.

www.hse.gov.uk/simple-health-safety/write.htm

Vehicle registration and driving entitlement – Information on how to register your vehicle and the different categories of licence can be viewed here.

www.fbhvc.co.uk/legislation-and-fuels/dvla-and-dvsa/

Enhanced vehicle safety features – More information on what technology is available and a brief explanation of what this equipment does can be viewed here.

www.euroncap.com/rewards/technologies.aspx



Vehicle documentation – A link to more information on what documentation is required is provided below.

www.gov.uk/rules-drivers-motorcyclists-89-to-102/motor-vehicle-documentation-and-learner-driver-requirements

HSE: safe driving: loading and unloading – A Guide to help avoid the problems encountered whilst loading and unloading vehicles can be found here.

www.hse.gov.uk/workplacetransport/factsheets/loading.htm

Discounts on safety equipment – Available to FORS-registered companies via this link.

www.fors-online.org.uk



Drivers' hours and breaks – More information on the requirements, the methods of recording and monitoring drivers' hours and breaks is provided at the link below.

www.gov.uk/drivers-hours/overview

Congestion toolkit – This is a toolkit that offers practical advice to help you minimise the congestion drivers create on the Capital's roads, and reduce its impact on your operations.

www.fors-online.org.uk/cms/contractors/congestion-toolkit/



Drink driving – Guidance on legal limits and penalties for conviction whilst under the influence can be found here.

<http://think.direct.gov.uk/drink-driving.html>

Drug driving – Guidance on the law relating to drug driving and consequences of a drug-drive conviction can be found here.

<http://think.direct.gov.uk/drug-driving.html>

Fatigue – Facts and advice on managing fatigue within your business can be found here.

<http://think.direct.gov.uk/fatigue.html>

Fitness to drive – This guide summarises the national medical guidelines of fitness to drive. A full A-Z of conditions is also provided.

www.gov.uk/current-medical-guidelines-dvla-guidance-for-professionals

HSE: Manual handling – A guide to manual handling can be found here.

www.hse.gov.uk/msd/manualhandling.htm

Speed limits – Information on the van speed limits on the different types of road can be viewed here.

www.gov.uk/speed-limits

<http://think.direct.gov.uk/speed.html>

Mobile phone and in-vehicle technology –

Facts and advice on safe usage of mobile phones and in-vehicle technology can be found here.

<http://think.direct.gov.uk/mobile-phones.html>

Driver and passenger safety – Information on correct usage of seat belts can be found here.

<http://think.direct.gov.uk/seat-belts.html>



CLOCS toolkit: Managing collision reporting and analysis – A toolkit that helps to meet the collision reporting requirements of the CLOCS Standard can be viewed here.

<http://www.clocs.org.uk/clocs-guides/>

FORS: Incident and collision data management tool – A series of spreadsheets where you can record the details of any incident or collision involving your drivers can be downloaded from here.

www.fors-online.org.uk/cms/fors-incident-and-collision-data-management-tool/



SAFED for vans – A guide to Safe and Fuel Efficient Driving (SAFED) for Vans can be found here.

[www.tyneandwearfreight.info/bestpractice/Publications/Developing%20Skills/SAFED%20For%20Vans\[1\].pdf](http://www.tyneandwearfreight.info/bestpractice/Publications/Developing%20Skills/SAFED%20For%20Vans[1].pdf)

HSE: Delivering safely – A guide which outlines the problems that could be encountered when making deliveries, key responsibilities and best practice principles can be viewed here.

www.hse.gov.uk/workplacetransport/information/cooperation.htm

Anti-idling toolkit – A pack of information on the issues surrounding engine idling and what can be done to avoid it can be found here.

www.fors-online.org.uk/index.php?page=PF_ANTIIDLING&return=PF_INTRO

FORS: Fuel saving calculator – This enables you to quickly estimate how much fuel (and therefore money) you could save by using different fuel saving techniques on your vehicle and can be found here.

www.fors-online.org.uk/index.php?page=PF_CALC_INTRO&return=PF_INTRO

FORS accreditation – FORS can help you to stand out from the crowd and prove to current and prospective customers that you are an operator that works to standards above the legal minimum. Additionally, accreditation gives you access to a range of exclusive benefits that offer real competitive advantage and can save you money. Find out more at:

www.fors-online.org.uk

Drivers' Vehicle Check Sheet / Defect Report

Date:	Driver's name:
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Vehicle reg:	Vehicle mileage:
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Daily or shift check (Tick or cross)

No fuel/oil leaks	<input type="checkbox"/>	Warning signage clean and visible	<input type="checkbox"/>
Windscreen clean	<input type="checkbox"/>	Windscreen wipers and washers working	<input type="checkbox"/>
Tyres in good condition	<input type="checkbox"/>	Sufficient fuel for journey	<input type="checkbox"/>
Doors working and closing properly	<input type="checkbox"/>	Horn working	<input type="checkbox"/>
Vehicle clean	<input type="checkbox"/>	Brakes in good working condition	<input type="checkbox"/>
Mirrors clean and intact	<input type="checkbox"/>	Seat belts in good condition	<input type="checkbox"/>
Load secured adequately	<input type="checkbox"/>	Lights and indicators working	<input type="checkbox"/>
Exhaust system secure and leak free	<input type="checkbox"/>	Driving aids (cameras, sensors etc) fitted and serviceable	<input type="checkbox"/>
Body/wings secure	<input type="checkbox"/>	Gauges and warning systems working	<input type="checkbox"/>
Number plates clean and undamaged	<input type="checkbox"/>		

Report defects here:

Write NIL if no defects found

Rectified:

Defects rectified by:

Driver's Signature:

Signature:

Date:

Van Smart Case Studies

Prepare yourself – Driving for better business

Balfour Beatty

Balfour Beatty Plant & Fleet Services

Key messages included:

- Prepare yourself
- Consider others
- Stick to the basics

Nature of Operation and Driving Activities

Balfour Beatty Group is a world-class engineering, construction, services and investment business. They currently operate in the region of 14,000 vehicles in the UK, ranging from company cars right through to custom-built Heavy Goods Vehicles (HGVs). Each autonomous Operating Company (OpCo) has the choice to use Balfour Beatty Plant and Fleet Services (BBPFS) or an external provider for the provision of their vehicles.

Present figures confirm that BBPFS currently supply and manage around 8,500 vehicles within Balfour Beatty Group, more specifically broken down into 4,500 company cars, 3,000 light commercial vehicles (LCVs) and 1,000 HGVs.

Work Related Road Safety Policy and Procedures

Balfour Beatty considers road safety an essential part of their Corporate Social Responsibility. They have proactively published a work related road risk policy titled 'Balfour Beatty Minimum Standards and Guidance on Managing Driver Risk'. This document stipulates that "each Operating Company must have suitable arrangements for managing the risks from driving".

If managing a fleet or employees who drive on company business the following minimum standards must be applied to ensure that any driving is designed, planned and conducted so

as to protect the safety and health of all those affected. Operating companies are required to:

- Comply with relevant regulations, Codes of Practice and Industry Standards.
- Avoid unrealistic work schedules which may encourage company drivers to drive too fast for the conditions, or exceed speed limits.
- Develop, Implement and Monitor a formal risk assessment process for identifying and managing risk when driving on public roads.
- Provide clear guidance on when rest breaks should be taken or alternative means of transport should be used.
- Ensure drivers are competent to drive the vehicles allocated to them and a competent authorised person is responsible for managing driver activities.
- Ensure that drivers and passengers are adequately protected in the event of an incident; i.e. protective devices are fitted and maintained.
- Organise maintenance work to reduce the risk of vehicle failure, ensure that maintenance schedules are in place and that vehicles are regularly checked by a competent person to ensure they are safe.
- Establish effective arrangements for dealing with emergency response in the event of a driving related incident.

Fundamental requirements are outlined, however it is important to note that the document conveys the minimum standards; therefore Operating Companies should seek to go over and above these standards wherever feasible

BBPFS strive to assist each Operating Company in meeting these requirements. Their service incorporates support on endless safety related issues including:

- Repair, maintenance and support on all vehicles supplied
- Installation and maintenance of apt safety devices

- Vehicle selection: over 75 per cent of car list achieved a 5-star NCAP safety rating
- Driver Risk Management
- O-Licence compliance

Through a network of Area Transport Engineers they also deliver toolbox talks, safety critical guidance, maintenance scheduling, intermediate vehicle inspections, and general assistance.

Work Related Road Safety Guidance for drivers

BBPFS, a corporate partner of 'Brake' the road safety charity, assist with their multiple campaigns for improvements to road safety. Together we endeavour to reduce road collisions by means of driver education.

Driver Risk Management Programme:

"Driving Balfour Beatty to a Safer Future"

BBPFS have recently begun the implementation of a comprehensive Driver Risk Management Programme that will be made available to all Balfour Beatty Group employees. The service is sub-divided into the following four areas:

Drive Safe, Arrive Safe presentations:

This service is delivered by Fleet Training Manager, Martin 'Nobby' Clark, an ex- Cheshire Police Traffic Officer. There is a multitude of educational presentations and sessions available, including:

- Defensive Driving / Advanced Driving
- Drinking & Driving
- Drugs & Driving
- Hazard Perception
- Mobile Phones
- The Human Cost of Road Traffic Collisions

This service is available nationwide and ideally delivered at conferences, seminars, or as interactive courses. The feedback to date has been astounding, with several recipients considering to make the courses mandatory for all Operating Company employees.

Company Driver E-Learning Module:

Drivers are required to complete an e-learning module and assessment, demonstrating that they have reviewed and understood the content

of the Company Car Drivers Handbook or the Commercial Vehicle Drivers Handbook. This cost-effective web based course allows employees to access training when it is convenient for them.

The course targets all employees who drive a Balfour Beatty vehicle (business or private usage) and drivers who utilise their own vehicle for business purposes. Driver awareness and education is heightened whilst providing an audit trail sufficient for demonstrating compliance over and above the 'Balfour Beatty Minimum Standards & Guidance on Managing Driver Risk'.

Financial and other benefits

Increased concentration on driver safety awareness and risk mitigation will significantly contribute to reducing the collision cost incurred. In addition there are many associated costs, which are not considered in this total. Insurance premiums would also reduce in correlation with a reduction in road traffic collisions.

Balfour Beatty Group use in excess of 30 million litres of fuel per annum; with fuel prices on the rise this is a substantial cost to the business. BBPFS propose to offer a Safe and Fuel Efficient Driving (SAFED) module to educate drivers utilising the Driving Simulator. This will not only have a positive impact on the environment through a reduction in carbon emissions, but also reap notable cost savings on a reduction in fuel purchased. Drivers who are taking steps to eco-drive are steadier and less-erratic on the roads, and this will lead to a safer road network for all. Vehicles will also receive less engine wear and tear, which will reduce expenditure on the vehicles maintenance over its life.

Lessons learned

The BBPFS Driver Risk Management programme is still in its initial stages, with a prospective future ahead. In order to enable a successful implementation it is critical to ensure the top level of the organisation is committed to the scheme and willing to support any financial decisions.

"People are a Company Asset that cannot be Replaced" - *Steve Farmer, Managing Director*

Check your vehicle – Driving for better business



Kaba Door Systems Limited

Key messages included:

- **Check your vehicle**
- Prepare yourself
- Stick to the basics
- Act professionally

Nature of Operation and Driving Activities

Kaba Door Systems Limited (Kaba) is a world leader in the supply, installation and servicing of automatic; sliding; swinging; revolving; and circular sliding doors. Kaba currently operates 175 company vehicles across the country, more than half of these being commercial vans.

Kaba employs over 300 staff across the UK and approximately 50 percent of them require vehicles to carry out their work.

The Kaba fleet covers all variants under 3.5 tonnes. Vehicles are used in a number of fields including estate cars for surveyors; larger vans for industrial door teams; and smaller vans for automatic door electricians. Drop side type vehicles are used for deliveries in order to maximise the payload of engineers' vans.

Work related road safety policy and procedures

Kaba lays down its policy and procedures for Road Safety in a comprehensive Vehicle Handbook which is issued to all drivers. A separate Company Car Policy document lays down policy for those driving company cars and those who have opted out of a company car and who drive private vehicles on business. The policy is thorough and covers the key areas listed below as well as other issues which might affect company drivers:

- Driver responsibilities.
- Care of vehicles and servicing.

- Tyres and Brakes.
- Weights.
- Drugs, alcohol, prescription and over the counter medicines.
- Driving licence controls and persons authorised to drive.
- Transfer of vehicles.
- Smoking.
- Use of Mobile Phones.
- Insurance Liability and Costs.
- In car entertainment.
- Fitting of alternate accessories and tow bars.
- Event of vehicle breakdown.
- Accident procedures.
- Security.

Work Related Road Safety Guidance For Drivers

Guidance for Drivers is covered in detail in the Kaba Vehicle Handbook. The driver is left in no doubt of Kaba's policies and his individual responsibilities. The Vehicle Handbook also addresses the responsibilities of those Kaba employees who have opted to use private vehicles and to receive car allowance payments.

Specific Examples of Procedures

Kaba test-weighs two commercial vehicles at each branch each month at random to ensure no one is driving over the legal weight limits.

Kaba has directed that ladder racks are no longer fitted on the larger vans – these have ratchet straps to secure ladders inside the vehicles. This is preferable for both health and safety and also for security.

Auditing and review

All Kaba drivers are required to fill in Vehicle monthly check sheets. These are completed and signed by the driver and have, in turn, to be co-signed by their Manager. These check sheets ensure that the vehicle condition is recorded and cover:

- All fluid top-ups.
- Last service dates.
- Tyres.
- Lights.
- Wipers.
- Bodywork.
- Tax Disc.

This allows any unreported accident damage to be spotted and the form also contains space for a driver to note any concerns which he might have. These points can then be actioned quickly to ensure optimal safety.

The drivers also have Driver Logs to complete by Time and Postcode. This process serves two purposes:

1. It provides a record of who was driving in the case of speed offences or other traffic violations.
2. It proves no private use of Kaba vehicles for HMRC audit purposes.

Performance Measures

Kaba has recently set up a monthly reporting system with their insurance provider. A quarterly report is sent out to the Fleet Manager documenting:

- Accident type.
- Driver age.
- Type of vehicle.
- Fault code.
- Areas of damage.
- Accident cost.

This report will, in future, be used to set out a league table for use by all Regional Managers.

Accident Reduction

Kaba pays full excess on any one “at fault accident” in a rolling 12 month period. A second “at fault accident” is paid for as a 50/50 financial responsibility between Kaba and the driver. The third and subsequent “at fault accidents” are paid for by the driver one hundred percent. This measure has been used to encourage drivers to take more care when driving.

Following a working seminar with Bosch who manufacture the Electronic Stability Control system (ESC), Kaba made the decision to fit ESC to all its vehicles, commercial and cars, received after August 2007.

Kaba’s other accident reducing measures are as follows:

- Reversing sensors are fitted as standard on all long wheel base commercials.
- All drivers have mobile phones with hands free car kits.
- Vans are fitted with vents for safety in gas transportation as standard.
- All vehicles have fire extinguishers and first aid kits.
- All vehicles are fitted with air conditioning as standard.
- All commercial vehicles are fitted with bespoke Sortimo racking to ensure safe storage of tools and equipment. Sortimo racking is the lightest on the market which optimises payload on the vehicles.
- Fully laden weight of vehicles including racking, roof racks, ladders, tools, equipment and allowance for two team members is calculated to ensure legal limits are met and maximum operating safety.

Financial and other benefits

Accidents have reduced by 20 per cent since the introduction of the accident financial liability policy described above. The Kaba Fleet Manager visits regional offices on “no-notice visits” to inspect vehicle records. These processes have greatly contributed to the overall reduction in accident rates.

Lessons learned

Kaba’s recent experience shows 2 key lessons learned:

- Monthly check sheets do work and encourage drivers to take more responsibility for their own vehicles and the way they look after them.
- Reversing sensors are invaluable. They ‘see’ everything a van driver cannot because of shape and size of the vehicles.

Current and future developments

Kaba is currently considering the introduction of driver training. This is envisaged as consisting of an on-line assessment to help identify high risk drivers. High risk drivers would then attend a driver training day to improve their safety and efficiency in their place of work – their vehicle. The intention is that this will, in turn, reduce accident rates. Kaba's insurers are visiting in September 2008 to complete a full Fleet audit and to advise on this and all Fleet aspects.

Additional information

Kaba is currently trialling a unique pre-production Volkswagen VW Caddy van which has a dual fuel (diesel and hydrogen) powered engine at the company's West Drayton branch. This will assist Volkswagen VW in their research and hopefully help make this vehicle freely available in the UK.

Kaba is also due to trial a Smith Electric Transit type van in September 2008. Both of these will help us to assess these vehicles' suitability for use in an Inner-City environment.

Plan your journey - FORS case study



4-Rail Services Ltd

Key messages included:

- Plan your journey

4-RAIL Services Ltd are an Environmental and Materials Consultancy to Transport and Industry sectors, focusing on Asbestos Management and rail related activities. Simon Wainwright, Fleet Manager, explains how PCN awareness for both drivers and managers has reduced the number of parking infringements, complaints, and the amount drivers are paying.

'We came across FORS as a contractual condition from Transport for London and Crossrail. We realised it would benefit us, as being an SME, running an expanding fleet of vans, we needed to do more than just keep the MOT in date and pay the insurance.

Penalty Charge Notices found on the windscreens used to be handed to the accounts department who deducted it from the driver. They were not investigated to find a root cause to prevent re-occurrence or if there were grounds for appeal. This ended up getting expensive for some drivers.

The PCN workshop clarified what the road markings and signs meant, and the grounds on which PCNs are issued. Each PCN could now be individually reviewed, analysed and appealed where possible. This information was fed back to all the drivers and is now included as part of the weekly Toolbox Talk schedule.

Going to a favourite coffee shop cost one driver over £390.00 in one week.

The main benefit of this has been that drivers are now able to understand the myriad of complex road markings, and have the knowledge to park in appropriate places. The number of complaints has reduced, the number of PCNs received has reduced and the drivers have more money in their pocket. Review of each PCN has also led to some costs being reclaimed from the client. Illegally or carelessly parked vehicles are a blight on the road and get in the way of everyone. People take note of a company when it is their vehicle blocking the road.

"They ignored me when I told them they to move – they all got tickets!" 4RS driver advising co-contractors about changes to local parking restrictions.

In the first year the number of both parked and moving vehicle notices has dropped dramatically:

	2011	2012	2013	2014
Stopping on Red Route or being in a Bus Lane	10	5	4	3
Moving vehicle contraventions	5	1	3	2
Parking location, restrictions or residents bays	10	9	18	4
Total number successfully appealed	2	3	5	2
Percentage successfully appealed	8%	20%	20%	23%

Annual number of Parking Charge notices received and appeal success rate.

As a result drivers can now plan where to park with confidence; managers can consider the implications of routing and parking restrictions in their planning. Should anyone still receive a PCN they only have themselves to blame.



Stick to the basics – Driving for better business



United Utilities Operational Services

Key messages included:

- Stick to the basics
- Prepare yourself
- Act professionally

Nature of Operation and Driving Activities

United Utilities Operational Services and its main customers of Welsh Water and United Utilities Operations Limited (Northern Gas Networks) have a fleet including, LGV, vans, leased company cars and grey fleet users. Most of the employees operate both in the field and in office locations that require mobility of various kinds.

Operational teams within the field carry out their duties using a company vehicle or their own vehicle to do the day to day job.

The vehicles used are either of standard type produced by the major manufacturers or are converted thus enabling operational teams to carry out field activities

Work Related Road Safety Policy and Procedures

The business sees the management of road risk as a key component of transport strategy. This has led to the following management of road risk framework being the catalyst for change.

- United Utilities Operational Services recognises the need to protect employees and others from the dangers of work related driving.
- UUOS is committed to the principle that transport accidents, including road traffic accidents, are not an acceptable fact of life but serious, costly and often avoidable events.
- UUOS has general duties under the current legislation to ensure the safety of employees and others affected by its work activities, and a duty to assess significant risks under the Management of Health and Safety at Work Regulations 1999.
- In practice, risk assessment needs to take place not only at an organisational level (by line managers), but also at a personal level by the individual driver.
- UUOS will endeavour to meet those statutory requirements and provide standards not less than those set out in any relevant approved Codes of Practice.
- UUOS will take all reasonable steps to ensure as far as reasonably practicable that employees driving at work do so in a manner that reduces the risk to themselves, other employees or any other person who could be affected.
- Staff involved in driving of vehicles, whether they are part of the company owned commercial fleet, supplied on the Company Car Scheme or private vehicles driven on work matters will be covered by this Policy

Work Related Road Safety Guidance for Drivers

The strategy we have developed has three main strands:

- Provide the business with best practice information / advice
- Provide a road risk register of employees and an associated improvement plan
- Develop a real time approach to driver licence management

The main areas that this covers are:

- Identify risks around vehicles, drivers, journeys
- Improving driver behaviour and competence
- Vehicle checks
- Driving Licence checks
- Best practice in relation to:
 1. Mobile phone use
 2. Smoking and the vehicle
 3. Drink and drug driving
 4. Speed and the dangers
 5. Tiredness
 6. Winter driving
 7. Other topical information

Specific examples of procedures

We have a number of policies that help the business and its employees understand responsibilities in the area of managing road risk. One example is detailed below:

MOBILE PHONES/RADIO AND MICROPHONE

Drivers caught using a hand held mobile phone whilst driving will have their licence endorsed with 3 points YOU can also be fined up to £2,500.

It is company policy that drivers must never use a hand held mobile phone when driving.

1. It is illegal to use a hand-held mobile phone when driving.
2. Keep your mobile phone switched off when driving and use your voicemail, a message service or call diversion so that messages can be left for you when your phone is switched off.
3. Only use your mobile phone after you have stopped in a safe place. Never stop on the hard shoulder of a motorway except in an emergency.
4. You may think a hands-free phone will enable you to have control of your vehicle, but your mind will not be fully on your driving. It is not like talking to a passenger who will be aware of what is happening when you are driving.

5. Avoid taking calls on a hand-free phone whilst driving, but if you must end the conversation quickly. Otherwise you will put yourself and other road users at risk.
6. You may use a mobile phone when driving for help in an emergency. On a motorway it is best to use a roadside emergency telephone, as the emergency services will be able to locate you easily. Other distractions Do not forget the advice in the Highway Code about other distractions which may affect your concentration when driving.

To Drive Safety Avoid:

1. Loud music that may mask other sounds.
2. Trying to read a map.
3. Inserting a cassette or CD or tuning the radio.
4. Arguing with your passengers or other road users.
5. Eating or drinking.

Performance measures

The business operates a dashboard KPI set that gives a flash report of non behavioural and behavioural activity to all stakeholders within the business. The flash report is backed with an electronic detailed data set that allows analysis to be done and as a result continuous improvement activity can take place. The KPI set benchmarks and measures the following areas:

- Vehicle repair and maintenance regime
- Fuel management
- Accident management and all associated activity
- Tyre management
- External benchmarking and customer satisfaction

All local management takes a responsibility for compliance of driver, journey and vehicle where they can affect behaviours.

Lessons learned

Following the road risk strategy being put in place it has been possible to begin the journey of improving our status in the eyes of all our stakeholders both within the business and outside.

It was not until putting this strategy in place and following a clear path was it possible to see the gaps we had in the business. It is important that being a high profile business working with both city and public stakeholders that we should take our responsibilities seriously.

It is quite clear that sustainability of the strategy can add value to the position of the business in the eyes of our utility peers but also in the eyes of our partners within the road transport and fleet sectors.

It is also safe to say that this is a complex journey; changing culture and bringing people with you is no easy task. There needs to be a passion for this area of work and a champion needs to be found to drive the process along. Accepting the challenges along the way and not getting despondent when things go wrong are key to success.

Networking amongst peers is also important and it is this that will help contribute to future developments within United Utilities Operational Services.

Current and future developments

A process of continuous improvement is being followed and standing still is not an option for the business now that there is a passion for the work.

As a result of beginning this journey and having created a network of peers the Haddon Matrix for example will be used to look at current position and set a path for the future. It is intended to work with a partner that can help this process.

We are working with a partner to create a driver awareness road show that will focus on areas such as:

- Driver checks
- Winter driving
- Drink and drug driving
- Use of mobile phones
- Tiredness
- All these areas will be part of an ongoing communications campaign.

Consider others - FORS Case study



London Borough of Southwark – Going for Gold

Key messages included:

- Consider others
- Plan your journey

Our job is to deliver lots of very different services to the residents and businesses in our borough. A few examples of the kinds of services we deliver are social care for vulnerable adults, council housing, looking after the borough's parks and green spaces and making sure the borough is clean. Tracey Coleman, Transport Manager and our elected Fuel and Emissions Champion explains how important FORS is to our borough.

We decided to go for FORS as best practise and it worked perfectly with our cyclist safety pledge. When we looked at the requirements and benefits of joining the scheme we saw that they fitted in perfectly with our ethos of improving safety whilst complementing our drive to improve fuel efficiency and reduce our environmental impact.

We passed our initial bronze assessment first time round, we were also given a few little pointers in best practise going forward.

Once we were bronze accredited we really made the most of the benefits on offer, such as the discounts available to us and the performance management tool. We decided to proceed to silver as we already had everything in place that was needed.

“FORS has helped us achieve compliance and safety”

The benefit of being FORS accredited, is so we can show the residence in our Borough how much we value their safety and that we will do as much as possible to protect them and our environment. Also in the Past 12 months the council has noticed a vast improvement in fuel and tyre wear since we have had our FORS accreditation, “The savings speak for its self”

We have also invested heavily in vehicle safety systems such as 360 degree cameras, nearside proximity sensors and audible alarms for all our vehicles.

We have saved 8 per cent on our total Fuel Spend and reduced our Carbon Footprint by 8 per cent by making sure our drivers select the best possible route and reduced our Idling across the Fleet.

“We have reduced our CO₂ by 8 per cent in the last 12 months”

Gaining FORS Gold Accreditation shows how dedicated we are as a company to improving road safety and the safety of all vulnerable road users in London as well as nationally. We will continuously use what FORS has taught us to help reduce our carbon footprint and make the roads so safer for everyone that uses them. We

have also managed to make a significant saving by reducing our fuel usage and improving our MPG. We have also reduced the amount of CO₂ we emit as a company because of all the policies and procedures FORS has helped us implement.

	Fuel Usage	Co2
Apr 13 –Mar 14	434,000 Litres	1,149 Tonnes
Apr 14 - Mar 15	401,868 Litres	1,064 Tonnes
Percentage improvement	8 %	8 %

Annual improvement in Fuel used CO₂ Emitted.

Act professionally – Driving for better business



Centrica / British Gas – Act professionally

Key messages included:

- Act professionally
- Prepare yourself
- Stick to the basics

Nature of Operation and Driving Activities

Compliance with the joint Health and Safety Executive/ Department for Transport guidance on “Driving at Work – Managing work-related road safety” (HSE INDG 382 09/03) is particularly important and is the basis for the British Gas road risk policy.

British Gas operates approximately 14,000 vehicles in the United Kingdom and is therefore very serious about the safety performance of its fleet and its impact on the wider society in which they operate. The road safety programmes described below are based on the belief that promoting sound driving practices at work also extends to private driving, which should reduce the chances of employees, family members and people in the local community being injured in vehicle collisions.

- Very detailed fuel monitoring and incident analysis.
- Vehicle safety features.
- Young driver safety initiative.
- Electronic driver licence checks.
- Pre employment driver risk assessment.
- Permit to Drive within fleet induction driver profiling booklet.
- Continuous road safety business plan.

- New initiatives to manage Grey fleet drivers.

Work related road safety policy and procedures

The **Centrica** Group HS&E staff has reviewed and comprehensively updated the arrangements and expectations for driving on company business. The new strategy is designed to deliver a leading road safety incident performance which protects people, third parties and the environment. This is to be achieved through the co-operation and engagement of employees and by applying the same standards and practices for driving within the commercial fleet to company car and grey fleet drivers.

In conjunction with the Fleet team (and in consultation with the business), Centrica has updated its “Driving on Company Business” Group standards and guidelines. These introduce a higher minimum expectation on all the group businesses globally, for example including:

- Expanded definitions of line manager and driver responsibilities.
- Mandatory risk-prioritised training for drivers.
- Preventing high risk drivers from driving on company business until their risk is adequately reduced.
- Restrictions on the use of hands-free mobile phones.
- More frequent checks on licence, insurance and vehicle roadworthiness (i.e. MOT or equivalent) for grey fleet drivers.

Work related road safety guidance for drivers

Two factors shape **British Gas** guidance for drivers. These are described below:

- **Electronic Licence Entitlement Checks.** British Gas ensures all employees have the appropriate licence, which are visually checked by a driver trainer and then verified electronically with DVLA through the electronic driver licence entitlement check. This ensures no employee can drive unlicensed.
- **Multi-media Driver Risk Assessment.**

British Gas also uses driver risk assessments which are carried out either 'in-vehicle' with an advanced driving instructor, through a booklet completed in a classroom or web based, to target both engineers and company car drivers, in addition to young drivers.

Specific examples of procedures

British Gas has introduced the following work-related road safety initiatives:

Fuel Monitoring

British Gas has implemented what is probably the United Kingdom's most detailed and comprehensive fuel monitoring program. Vehicles are subject to fuel data analysis with feedback through driver league tables. These, in turn, trigger practical driver development based on improving efficiency using safe and fuel efficient driving techniques. **British Gas** is in a unique position within the Fleet industry in the United Kingdom as they know the fuel efficiency of all types of vehicles currently operating and only procure the best performers. As a result of this policy, they therefore challenge manufacturers to produce more fuel-efficient engines if they wish to supply vehicles to **British Gas**. For example, **British Gas** has negotiated a contract with **Seat** to supply 500 new Leon Ecomotives. The eco Leon has a 1.6-litre diesel engine emitting 99g/km of CO₂. **British Gas** is combining its vehicle collision data with fuel efficiency data to verify the relationship between excessive fuel use and poor road safety.

Vehicle Safety Features

Vehicle Safety Features are important to **British Gas** for sound business reasons. **British Gas** decided to restrict all new **British Gas** vans to a maximum speed of 70 mph. The entire fleet of commercial vehicles has been fitted with speed restriction devices. This initiative has positively influenced both road safety and fuel consumption, reducing the potential for drivers to be involved in high-speed incidents. All vans also display a 70 mph maximum speed sticker on the rear doors to advise other road users.

E-learning Programme

British Gas has implemented a web-based driver development programme, named 'Be Smart' which incorporates safe and fuel efficient driving

techniques through text, video and voice. **Be Smart** assists in reducing the risks associated with driving. The intention is that driver development will increase safety when driving by developing knowledge and driving skills.

New Recruits

Each year a large number of new recruits, including young drivers, attend a one day fleet induction which consists of:

- In-vehicle driver assessment.
- Familiarisation with a driver profile booklet.
- Class room sessions on road safety, fuel efficiency, vehicle management and other fleet issues.
- Eyesight and licence check.
- 'Think' campaign videos' to supplement road safety issues.

As the complexity of the fleet has increased, the fleet induction is now specific to the type of vehicle driven. As a result of this focus, the timings of the driver assessment for large panel vans have been increased to concentrate more on manoeuvring techniques.

British Gas developed a young driver programme which took in to consideration the fact that, in the United Kingdom, although drivers under 25 years old make up only 10 per cent of all drivers, they are involved in 25 per cent of the road traffic fatalities. The fleet induction process was partly inspired the young driver themes from the Road Safety charity Brake. Young apprentices driving a van not long after passing their test in a small vehicle were particularly vulnerable – and have been successfully identified and targeted as such by the **British Gas** initiative.

Driver Risk Management System

The continuous Driver Risk Management Scheme (DRMS) is designed to contribute to the company objective of reducing Lost Time Injuries (LTI) by 25 per cent and actual driving incidents by 10 per cent. **British Gas** realised that a totally new method of identifying and managing the risks associated with driving was required, if the company was to continue this improved safety trend.

DRMS allocates risk points to a combination of

driver related incidents. The output is a system for “management” traffic lights for individual drivers who then receive specific interventions, training or otherwise, appropriate to their perceived risk. DRMS enhances the visibility and management focus on Lost Time Injuries and associated driving incidents. It creates a process with the ability to remove the right to drive from drivers whose personal attitude to safety is an unacceptably high risk for the business. For those drivers with a zero risk rating, there are incentives and rewards for being safe drivers.

Fleet Safety Reviews

A **British Gas** employee who is a high risk driver may be formally invited to a Fleet Safety Review. The review takes place with the General Manager; the Regional Service Manager; the Customer Operations Manager; the Service Manager; the Health, Safety and Environment (HS&E) Adviser, the Fleet Account manager and their local Safety representative. At this meeting a number of factors are considered:

- Technical safety defects.
- Attitude to safety scores.
- Personal Accident history (last 12 months).
- Data from Driver Risk Management System (driver license plus vehicle claims).
- Assessments of tyre usage; fuel efficiency (MPG); wing mirror damage; and correct fuel card usage.
- Van checks on the day include tyre pressures; tyre condition; and outside/inside van condition.
- Driver development; driver monitoring; and any other actions.

The Fleet Safety Review board then reaches a decision on the overall risk of the driver to the business and determines an outcome that may include further training requirements for this individual. If further training is recommended, the **British Gas** employee is required to return to the Fleet Safety Review board after specific driver development activities have been completed to discuss their impact on the individual.

Accident reduction and financial and other benefits

British Gas has authorised a five-year business case for their occupational road risk policy to cover all employees who travel in the course of their employment. The programme is holistic, innovative, data-led, proactive and a genuine attempt to contribute to the improvement of road safety in the United Kingdom. There are obviously wider benefits associated with this programme for the communities in which British Gas operates. The programme covers the following:

- Risk assessments.
- Licence checking.
- Training and development of:
 - Engineers.
 - Company car drivers.
 - Cash alternative drivers.
 - Casual users.
 - Recruits
 - Any driver involved in two or more collisions each year.

British Gas currently spends approximately £6.7 million per year on vehicle collisions which includes all own damage and third party costs within their fleet of 10,200 vans and 1,880 company cars, as well as £14 million on fuel.

Appendix I

Competency Framework

Key:



Contractual compliance



Vulnerable Road Users (VRUs)



Environmental benefits



Legal compliance



Cost savings



Training references

M = Modular Training Programme



Good practice









Safety




T/H = Van Smart toolkit/ Driver Handbook




Name
Job role
Company


Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
1. Prepare yourself						
1.1 Fleet Operator Recognition Scheme (FORS) and the role of the driver						
	1.1.1 FORS awareness	To demonstrate an awareness of what FORS is, what it covers in terms of driving standards and the training options available	<p>Drivers shall state what the FORS driving standards policy covers. This shall include:</p> <ul style="list-style-type: none"> • Driver responsibilities • Safety • Speed limits • Vulnerable Road Users (VRUs) • Actions following breakdowns and collisions • Safety equipment (where applicable) • Use of in-vehicle technology • Driver fitness and health 	<p>M1 H – Van safety in London and our cities</p>		


Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
1.2 Company policy and Work Related Road Risk (WRRR)						
	<i>1.2.1 Driving standards - company policy and WRRR</i>	To show that company policy and WRRR standards are being followed at all times	Drivers shall list both the company driving standards and the WRRR standards and the potential consequences of failing to meet them	MI HI.1 HI.4		
1.3 Safe practices and the law						
	<i>1.3.1 Driving standards - Highway Code</i>	To demonstrate compliance with the Highway Code at all times	Drivers shall list the key content of the Highway Code, namely: <ul style="list-style-type: none"> • Rules for drivers and motorcyclists • General rules/techniques and advice for all drivers and riders • Using the road • Road users requiring extra care • Driving in adverse weather conditions • Waiting and parking • Motorways • Breakdowns and incidents • Road works, level crossings and tramways 	MI HI.2		
1.4 Urban context and meeting customer needs (contractual requirements and good practice)						
	<i>1.4.1 Compliance with contractual requirements</i>	To show examples of how compliance could be met on any given contract	Drivers shall state the specific operational requirements including: <ul style="list-style-type: none"> • Vehicle equipment • Evidence of training • Documentation • Driving standards • Route compliance Drivers shall explain the potential consequences of non-compliance with each of the above operational requirements and the effect(s) this may have on the driver, the company and the customer. Consequences could include formal contractual action, such as: <ul style="list-style-type: none"> • Refusal of delivery at site 	MI HI.3		




				<ul style="list-style-type: none"> • Driver and/or vehicle site ban • Financial penalties • Retention of revenue • Removal of contractor/supplier from supplier list • Formal warning or termination of contract 				
	1.4.2 Awareness of new contracts and the importance of such contracts to the company	To demonstrate an understanding of how performing in a consistent and professional manner provides market advantage	<ul style="list-style-type: none"> • Safety • Vehicle maintenance • Deliveries (on time, in full) • Low/reducing number of driver endorsements 	MI HI.3				
	1.4.3 Monitoring against contractual requirements	To show how performance might be monitored against any given contractual requirements	<p>Drivers shall explain the methods of monitoring contractual requirements. Monitoring methods could include:</p> <ul style="list-style-type: none"> • Company key performance indicators (KPIs) • Notification from client of non-conformance linked with improvement plan 	MI HI.3				
	1.4.4 Awareness of changing streetscape	To show awareness of changing streetscape and how their driving needs to accommodate such changes	<p>Drivers should identify changes in streetscape and describe the factors which make them necessary, including:</p> <ul style="list-style-type: none"> • City growth in population, construction activity and traffic • Increased demand for goods and services • Increase in walking/cycling and how roads are changing to accommodate this • The rules associated with urban traffic design 	M2 M3 H – Van safety in London and our cities				
1.5 Driver licensing and training								
	1.5.1 Driving licences	To demonstrate that drivers have up-to-date and valid licences, and the licence shows that the driver is entitled to drive the specified vehicle	<p>Drivers shall explain the importance of having an up-to-date, valid driving licence and the potential consequences of not managing endorsements and restriction codes effectively, including:</p> <ul style="list-style-type: none"> • Issue of fines (up to £1,000) • Driving endorsements • Driving ban 	MI HI.5				

Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
1.6 Vehicle awareness training						
 	1.6.1 Vehicle awareness training	To ensure all vehicles are operated competently and safely	<p>Drivers should:</p> <ul style="list-style-type: none"> List all the vehicle types in the fleet that their category of licence entitles them to drive and their usage Describe how to control the vehicle in the environment it was designed for Explain legal requirements associated with the carriage of waste and dangerous goods (where applicable) Demonstrate location and correct fitting of the spare wheel, a fire extinguisher and a first aid kit Understand it is the managers' responsibility to train drivers and once trained it is the drivers' responsibility to operate in a competent and safe manner 	MI HI.6		
1.7 Fitness to drive						
	1.7.1 Fitness, health, safety and fatigue	To demonstrate that the driver is fit, healthy, and safe to work and meets driver licence medical requirements and is not impaired through drink, drugs or fatigue	<p>The driver shall describe the control measures that could be adopted to ensure the creation and maintenance of a healthy, fit and safe state and how health and safety is managed in the organisation.</p> <p>The driver shall state how drink, drugs, illness and fatigue all impact negatively on fitness to drive and the potential consequences of not complying with both legal and good practice health management, including driving infringements.</p> <p>The driver shall explain the procedure in place for notifying the line manager of any fitness issues that may affect their entitlement and ability to drive and the circumstances under which they should be referred to a GP.</p> <p>The driver shall state the measures in place to ensure work related road safety is correctly managed and prioritised during all company operations.</p>	MI HI.7 eLearning		

	<p>1.7.2 Manual handling</p>	<p>To demonstrate the safe lifting of loads, safe lifting techniques and the use of lifting aids such as trolleys, lift trucks and roll cages whenever possible</p>	<p>Drivers should list and explain:</p> <ul style="list-style-type: none"> • Correct manual handling techniques in accordance with the Manual Handling Operations Regulations 1992 • Maximum allowable weights • Available lifting aids and when they should be used • The potential consequences of injuring themselves or others by not using safe lifting techniques 	<p>H1.7</p>		
<p>1.8 Driving hours and breaks</p>						
	<p>1.8.1 Driving hours and breaks</p>	<p>To demonstrate compliance with GB Domestic Drivers' Hours rules on hours and breaks and the EC Working Time Directive</p>	<p>Drivers should state the rules relating to GB Domestic Drivers' Hours rules and the EC Working Time Directive including:</p> <ul style="list-style-type: none"> • Daily driving limit • Duty time • Daily duty limit • Breaks • Methods of recording drivers' hours 	<p>M H1.8</p>		
<p>2. Check your vehicle</p>						
<p>2.1 Vehicle roadworthiness</p>						
	<p>2.1.1 General vehicle inspection and maintenance - time or mileage servicing and vehicle safety equipment maintenance</p>	<p>To show that vehicles are maintained to operate safely, legally and efficiently in line with manufacturer's guidelines, are regularly serviced and inspected and vehicle safety equipment is checked properly on a daily/weekly basis to ensure serviceability</p>	<p>Drivers shall describe the correct procedures for vehicle inspections (eg using a daily defect reporting system) and maintenance and the potential consequences of not servicing the vehicle correctly in line with the manufacturer's guidelines.</p> <p>Drivers should explain the measures in place for checking any vehicle safety equipment. Equipment should be fitted correctly and be serviceable.</p> <p>Drivers should explain the potential consequences of not checking and how this increases the likelihood of breakdowns and collisions and how this may have a negative impact on the customers' experience.</p>	<p>M1 H2.1</p>		

Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	<p>2.1.2 Pre-journey vehicle checks (external, under the bonnet and from driver's seat)</p>	<p>To demonstrate what needs to be checked on, in and around the vehicle before setting off on the journey on a daily or weekly basis and follow the procedures in place to report and remedy any defects or problems</p>	<p>Drivers should explain how and when routine checks are carried out, the importance of making such checks and the potential consequences of not carrying them out as an inherent part of the maintenance regime.</p> <p>The vehicle should be clean and equipment stowed correctly, safe and securely. Awareness and use of a Nil Reporting System should be stated.</p> <p>External checks include:</p> <ul style="list-style-type: none"> • Lights • Tyres • Mirrors • Oil levels/leaks • Other fluid leaks • Bodywork • Load security • Doors are working properly <p>Drivers should be aware of the potential consequences of using an un-roadworthy vehicle including:</p> <ul style="list-style-type: none"> • Reduced vehicle efficiency • Vehicle breakdown • Impaired operations capability • Loss of business • Increased risk of collisions • Issue of fines • Driving endorsements • Driving ban <p>Under the bonnet checks to include:</p> <ul style="list-style-type: none"> • Fluid levels • Condition of battery and leads 	<p>M1 H2.1 eLearning</p>		

			<p>Drivers should explain the potential consequences of not checking under the bonnet correctly, including:</p> <ul style="list-style-type: none"> • Reduced vehicle efficiency • Vehicle breakdown • Impaired operations capability <p>Checks to be carried out from the driver's seat including:</p> <ul style="list-style-type: none"> • Lights and indicators • Seat belts • Windscreen wipers and washers • Speedometer • Brakes and brake lights <p>Drivers should explain the potential consequences of not carrying out such checks. Consequences can include:</p> <ul style="list-style-type: none"> • Collisions • Issue of fines • Driving endorsements 			
2.2 Vehicle safety features						
	2.2.1 Use of driver aids	To demonstrate the correct use of direct and indirect vision aids fitted to the vehicle	<p>Drivers shall describe the different types of driver aids available and their correct usage.</p> <p>These can include:</p> <ul style="list-style-type: none"> • Use of cameras: front, side and rear • Correct adjustment and use of mirrors <p>The driver shall explain the potential consequences of not using driver aids correctly, including:</p> <ul style="list-style-type: none"> • Distraction • Loss of concentration • Collisions • Non-conformance with contracts resulting in contract penalties 	MI H2.2 eLearning		


Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	2.2.2 Enhanced vehicle safety features	To demonstrate an understanding of the types of enhanced safety features fitted to any given vehicle	<p>Drivers shall describe the different types of enhanced vehicle safety features fitted to any given vehicle in the fleet and what they are used for. These can include:</p> <ul style="list-style-type: none"> • Telematics • Automobile emergency braking technology • Lane support systems • Speed alert systems • Attention assist • Automatic emergency call 	MI H2.3		
2.3 Vehicle security						
	2.3.1 Vehicle security	To demonstrate that the vehicle is kept safe and secure at all times	<p>Drivers should identify and explain how to keep the van and load secure from theft and/or damage, including:</p> <ul style="list-style-type: none"> • Keeping keys on them at all times • Locking all doors • Closing windows • Ensuring no valuables are left on display • No unauthorised passengers • Leaving in populated areas • Leaving in well lit areas if at night • Alarms <p>The driver should state the potential consequences of not being security conscious, eg theft and damage to the vehicle.</p>	MI H2.4		
2.4 Safe loads and safe loading						
	2.4.1 Loading, carrying and unloading goods safely	To show how to load and unload a vehicle safely, and how hazardous or abnormal loads can be carried safely	<p>The driver should explain:</p> <ul style="list-style-type: none"> • How to safely load and unload a vehicle • The use of any restraints and aids • The issues related to the carrying of hazardous loads <p>The driver should also explain the potential consequences of:</p> <ul style="list-style-type: none"> • Overloading • Unsecure loading and unloading • Not carrying the correct documentation and signage for hazardous goods • Not having the correct training 	MI H2.5 eLearning		





3. Plan your journey




3.1 Route planning/scheduling



	3.1.1 <i>Journey schedule</i>	To show how to load a vehicle in the correct drop order and execute the correct journey schedule	Drivers should explain the need for journey scheduling for different shift patterns, including the loading of the vehicle in the correct drop order and the potential consequences of not doing so, including: <ul style="list-style-type: none"> • Wasting time sorting deliveries at drop-off point • Leaving load unsupervised while looking for correct delivery item(s) • Making an incomplete delivery 	M1 H3.1		
	3.1.2 <i>Route planning</i>	To demonstrate the correct route plan to site	Driver should state the most efficient, safe and appropriate routes to a given site, the reasons they are safe and appropriate and the potential consequences of deviating from them, including: <ul style="list-style-type: none"> • Late delivery • Speeding • Penalties for using unauthorised routes (as stated in a contract) • Reduced customer satisfaction 	M1 H3.1 eLearning		




3.2 Legal loading and unloading






	3.2.1 <i>Legal loading and unloading</i>	To demonstrate compliance with the correct parking and stopping procedures and restrictions at any given site	Drivers should explain how to avoid penalty charges. This should include a knowledge of: <ul style="list-style-type: none"> • Using designated loading bays, parking bays and pavement parking • Road markings such as double or single yellow lines, loading and unloading kerb markings • Red routes; what they are and the rules that apply to them • The parking restrictions that apply when arriving at a given site • The correct procedures for stopping at any given site and why they exist 	M1 H3.2 eLearning		
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Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
3.3 Anti-idling and fuel efficiency						
 	3.3.1 Driving standards - fuel efficient driving	To demonstrate fuel efficiency measures	<p>Drivers should explain the benefits of being fuel efficient, eg financial and environmental.</p> <p>Drivers should explain techniques for fuel efficient driving, namely:</p> <ul style="list-style-type: none"> • No harsh braking • Effective use of gears • Smooth acceleration • Not carrying excess weight • Use of cruise control 	M1 H3.4		
 	3.3.2 Anti-idling	To demonstrate an understanding of the correct techniques to be adopted to reduce fuel usage and pollution and improve air quality	<p>Drivers should describe (as described in the <i>Mayor's Air Quality Strategy</i>):</p> <ul style="list-style-type: none"> • The negative effects that idling has on health and the environment • Anti-idling technologies • Anti-idling techniques • Ways of reducing idling, eg turning off the engine during loading/unloading, when parked or when in a traffic jam • How the use of anti-idling techniques and technologies can affect fuel usage and emissions • Company policy relating to anti-idling and the potential consequences of not adhering to the policy 	M1 H3.4		




3.4 Efficient record keeping			
	3.4.1 <i>Monitoring performance</i>	To demonstrate continuous improvement	M1 H3.5
		Drivers should provide accurate reports in order for driver performance to be monitored. Such monitoring allows for continuous improvement. This includes: <ul style="list-style-type: none"> Operational efficiency/productivity Non-conformance Road safety Walkaround checks and defect reporting Fuel usage Tyre usage 	
4. Stick to the basics			
4.1 Stick to the basics			
	4.1.1 <i>Speed limits</i>	To demonstrate a knowledge of the speed restrictions on single/dual carriageways, motorways and built-up areas	M2 H4.1 eLearning
		Drivers shall identify the different speed restrictions on UK roads and explain the potential consequences of speeding, including: <ul style="list-style-type: none"> Collisions with other road users Fixed penalty notice Prosecution 	
	4.1.2 <i>Safety for you and your passengers</i>	To demonstrate safety equipment is present and procedures are followed for the safe carrying of passengers	M2 H4.2
		Drivers shall explain that passengers: <ul style="list-style-type: none"> May need to be authorised Should only be carried where a seat and restraint is provided Must wear seat belts to reduce the risk of death or serious injury and know that it is a legal requirement Drivers shall list first aid and safety equipment that should be on board, operational or fit for purpose and used as necessary, namely: <ul style="list-style-type: none"> Seat belts – always worn First aid kit – items replaced if used High vis jacket Camera Warning triangle (reminder never to use on motorways) 	


Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	<p>4.1.3 Mobile phones and in-vehicle technology</p>	<p>To demonstrate the correct procedures for using in-vehicle technology</p>	<p>Drivers shall state the correct procedures for using in-vehicle technology including mobile devices, eg:</p> <ul style="list-style-type: none"> • Finding a safe place to stop to pick up messages and return calls • Setting up satellite navigation before beginning the journey • Making sure devices are installed so as not to obscure driver view <p>The driver shall explain the potential consequences of using mobile devices while driving, including:</p> <ul style="list-style-type: none"> • Collisions • Fixed penalty notice • Prosecution 	<p>M2 H4.3 eLearning</p>		
	<p>4.1.4 Distractions whilst driving</p>	<p>To demonstrate the importance of concentration and avoidance of distractions while driving</p>	<p>Drivers shall state the importance of not using mobile devices, eating, drinking, smoking, listening to loud music or arguing with passengers while driving and ensure this is avoided at all times.</p> <p>The driver shall explain the potential consequences of demonstrating such behaviour while driving, including:</p> <ul style="list-style-type: none"> • Collisions • Prosecution • Fixed penalty notice • Court prosecution 	<p>M2 H4.4</p>		


	<p>4.1.5 Tailgating</p>	<p>To demonstrate an understanding of what tailgating is and ensure it is prevented at all times</p>	<p>Drivers shall explain:</p> <ul style="list-style-type: none"> • What tailgating is; why it is dangerous; and how to avoid doing it or being a victim of it • The importance of maintaining a safe distance, allowing adequate time for braking and reducing the risk of jack knifing <p>Drivers shall explain the potential consequences of tailgating, including:</p> <ul style="list-style-type: none"> • Collision • Injury • Vehicle damage • Fixed on-the-spot penalties • Causing stress to other road users 	<p>M2 H4.5</p>		
<p>5. Consider others</p>						
<p>5.1 Sharing the road safely</p>						
	<p>5.1.1 Vulnerable road user awareness</p>	<p>To demonstrate safety awareness of all VRUs</p>	<p>Drivers should:</p> <ul style="list-style-type: none"> • List the types of VRUs (eg pedestrians, cyclists, powered two wheelers, children, the elderly and disabled people) • Describe what makes a road user 'vulnerable' • Recognise the places where there may be high concentrations of VRUs and the importance of route planning • Explain why some VRUs may be unaware of you, your vehicle and the potential risks it poses 	<p>M2 M3 H5.1 eLearning</p>		
	<p>5.1.2 Changing perspectives - van drivers switch places with cyclists</p>	<p>To demonstrate an understanding of issues that cyclists face and what it is like riding a bike in heavy traffic with limited visibility</p>	<p>Drivers should be able to:</p> <ul style="list-style-type: none"> • Demonstrate control of a bike • Demonstrate where to ride on the road and the use and limitations of cycle infrastructure • Tackle challenging roads and traffic situations • Demonstrate how and when to pass queuing traffic 	<p>M3 H5.1</p>		

Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	5.1.3 Understanding VRU behaviours	To demonstrate an understanding of the way VRUs behave	Drivers should be able to: <ul style="list-style-type: none"> Identify and react to hazardous road surfaces Use the experience of having cycled in moving traffic to improve driving standards and consideration for others 	M2 M3 H5.1		
6. Act professionally						
6.1 Professionalism						
 	6.1.1 Sharing the roads safely with others through professional and courteous behaviour	To demonstrate professional and courteous behaviour at all times	Drivers should: <ul style="list-style-type: none"> Explain the hazards of driving on urban roads and sharing the road with VRUs Explain the benefits of demonstrating professional behaviour and attitude to avoid conflict with other road users Explain how to avoid conflict with and deal with aggression from other road users Explain the importance of space, road position, signalling and eye contact 	M2 M3 H6.1 eLearning		
6.2 Procedures						
	6.2.1 Reporting procedures	To demonstrate the good practice reporting procedure at any given site	Drivers should explain the good practice reporting procedure (where applicable) when arriving at a given site and the potential consequences of not following the correct procedure.	H6.2		
	6.2.2 Delivery procedures	To demonstrate the correct delivery procedure at any given site	Drivers should explain the correct delivery procedures when delivering to a given site and the potential consequences of not following them. This should include hazard awareness, eg opening doors on passing VRUs when using on-street parking.	eLearning		

	<p>6.2.3 Paperwork</p>	<p>To demonstrate that the correct documentation is carried, presented and completed according to specific site requirements</p>	<p>Drivers should state what documentation is required when delivering to or collecting from a given site and the potential consequences of not being able to present the correct documentation.</p>	<p>M2 H6.3</p>		
	<p>6.2.4 Debriefing</p>	<p>To demonstrate effective driver debriefing</p>	<p>Drivers should state company policy and procedure regarding driver debriefing. This will incorporate the following:</p> <ul style="list-style-type: none"> • Drivers' hours record keeping • Complaints received during the shift • Collisions or incidents that occurred during the shift • The roadworthiness of the vehicle • Driving offences and the measures taken to prevent recurrence • The consequences of non-compliance • The signing and dating of the driver letter 	<p>H6.4</p>		
<p>6.3 Hazard perception and anticipation</p>						
	<p>6.3.1 Sharing the roads safely with others through applying defensive driving techniques</p>	<p>To demonstrate defensive and advanced practical driving skills</p>	<p>Drivers should:</p> <ul style="list-style-type: none"> • Conduct a hazard perception commentary of a busy urban street • Describe hazard types and explain the hazard drill • List the techniques of defensive and advanced driving 	<p>M2 H6.5</p>		

Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	<p>6.3.2 Anticipation and reaction to adverse weather conditions</p>	<p>To demonstrate an awareness of adverse weather conditions that can impact on safe driving</p>	<p>Drivers should state weather conditions that can increase driving hazards, namely:</p> <ul style="list-style-type: none"> • Fog • Snow • Ice • Rain • Extreme heat • Winter sun <p>Drivers should explain how to mitigate them and react to worsening weather conditions, including:</p> <ul style="list-style-type: none"> • Risk assessment; don't drive if you don't need to • Use of winter tyres • Changing journey planner • Driving at lower speeds • Increased use of mirrors • Use of lights and fog lights (wipers on, lights on) • Awareness of VRUs threading through traffic 	<p>M2 H6.5</p>		
 	<p>6.3.3 Anticipating road and traffic conditions in residential areas and factors directly or indirectly affecting driving styles</p>	<p>To demonstrate an awareness of the potential hazards in residential areas that can impact on safe driving and directly or indirectly affect driving styles</p>	<p>Drivers should state the potential hazards in residential areas that can impact on safe driving, including:</p> <ul style="list-style-type: none"> • Vehicles emerging from junctions • Car doors opening • Vehicles moving off or coming out of driveways • VRUs • Children running out from between parked cars or playing at the side of the road • Animals running into the road 	<p>M2, M3 H6.5 eLearning</p>		

			<p>Drivers should explain how to mitigate them, including:</p> <ul style="list-style-type: none"> • Changing journey planner • Driving at lower speeds • Increased use of mirrors • Use of lights and fog lights • Awareness of VRUs' potential behaviour, eg threading through traffic <p>Drivers should describe the factors which directly or indirectly affect their driving style including:</p> <ul style="list-style-type: none"> • Pedestrian zones <ul style="list-style-type: none"> • 20mph zones • Cycle routes • Chicanes • Built up areas • Rising bollards 			
<p>6.4 Emergency situation and reporting</p>						
	<p>6.4.1 <i>Preventing incidents before they happen</i></p>	<p>To show measures that can be taken to help prevent incidents before they happen</p>	<p>Drivers shall state the contributing factors that increase the risk of incidents occurring including:</p> <ul style="list-style-type: none"> • Poorly maintained vehicles frequently breaking down or requiring repair • Excessive driving hours • High mileage on vehicles • Poor incident history • Insufficient breaks • Fuel inefficiency • Non-essential activities that can be reduced or eliminated • Frequency of being caught in traffic that can result in driver frustration • Excessive work loads • Inexperienced or young drivers and drivers requiring additional training 	<p>H6.6</p>		

Task categorisation	Topic	Learner performance requirement	Underpinning knowledge	Training reference	Trained & date	Manager signature
	<p>6.4.2 Dealing effectively with incidents, traffic collisions, near misses or emergencies</p>	<p>To demonstrate what to do in the event of incidents, traffic collisions, near misses or emergencies</p>	<p>Drivers shall state the correct procedure to follow when involved in an incident or an emergency, namely:</p> <ul style="list-style-type: none"> • Stop in a safe place to minimise future risk and switch off engine • Ensure adequate warning to other road users to minimise risk • Get appropriate help • Ensure passenger safety and load security <p>Drivers shall state the correct procedure to follow after an incident, traffic collision or near miss and why such a procedure should be carried out, including:</p> <ul style="list-style-type: none"> • Recording, investigation and analysis • Implementation of actions to address any lessons learned • Identification of trends • Assessment of driver and vehicle before returning to the road <p>Explain the reasons behind the necessity for a full and thorough investigation and analysis through to implementing lessons learned:</p> <ul style="list-style-type: none"> • Defence • Reduced insurance premium or reduced payout • Prove innocence • Prove contributory negligence • Maintain reputation • Highlight worst offenders and take action 	<p>H6.6</p>		



6.4.3
*Dealing
safely and
effectively
with
breakdowns*

To **demonstrate**
what to do in the
event of
breakdowns

Drivers shall state the correct procedure to follow when a breakdown occurs, namely:

- Stop in a safe place to minimise future risk
- Ensure adequate warning is given to other road users to minimise risk by wearing high vis and using warning triangle
- Get appropriate help and call 999 if an emergency
- Ensure passenger safety and that load and vehicle are secure
- Notify your transport office as soon as it is safe to do so

Drivers shall explain the potential consequences of not following the correct procedure, including:

- Risk of collision and/or injury
- Recurring breakdowns
- Incomplete/delayed journey

H6.5

