



# CASE STUDY

## Driving for Better Business Champion

### Introduction

Together with our associated companies, Ringway is responsible for maintaining over 50,000 kms of the UK's highways network – we deliver specialist highway services across the largest highways maintenance portfolio within the UK, including strategic road network, DBFO motorway and trunk roads, and the local authority network.

We offer best practice maintenance services through local solutions which make an impact in the communities in which we operate. We take pride in offering a dedicated, flexible approach which supports our clients, underpinned by the recruitment, development and retention of a locally based workforce and supported by a close community of trusted supply-chain partners.



### Scott Wardrop, Eurovia UK Chief Executive

"We operate from the North of Scotland to the South West tip of England, with many and varied operations that necessitate rigorous management of risk. We firmly believe that all our people, including our supply chain, come to work and must go home safe – in body and in mind. We try to be very passionate when it comes to managing and leading health, safety and wellbeing, keeping our message fresh, appropriate and genuine, while making all levels in our organisation visible, accessible and inclusive. We are proud to be part of Driving for Better Business and hope we can work with all the partners to make our roads safer."



### David Campbell, HS&E Director

“Since January 2009 the management of road risk / fleet safety has been part of our management of health and safety at work. The management of road risk is no different to the management of any other risk to the business. With this ethos in mind we have made considerable progress through to 2019. The management of road risk is now well established in the business and seen as being key to our success.”

### Core values drive ‘safety for a reason’

Ringway undertakes all types of Highway maintenance type activities for both Local and Strategic Highway Authorities across the United Kingdom. We are in a unique position where we self-deliver most of our activities through the vertical integration of our businesses in the UK.

Risk management is critical to our business. Our Health and Safety core values are in two parts. Firstly, the company safety branding is called ‘safety for a reason’. The three reasons for managing safety across the business are **moral, legal** and **economic**. No one comes to work to be injured. Managing safety is a legal duty and in doing so effectively it will have a positive impact on all our people, including our supply chain, our Clients and Stakeholders, which in turn makes us a more sustainable and effective business. The second stage safety values were chosen by the workforce. These are five statements that are used to challenge unsafe behaviours. They can be used to defuse what could be a confrontational situation and they also help to guide our approach to health and safety across the business.

### ‘Driving for Work’ activities

As a highway business, driving is at the core of what we do. In the majority of cases it’s the highest risk activity we undertake. The nature of driving is made up of a significant fleet of company cars and small car derived vans. These are used to access our job sites and also used for commuting to and from work.

Secondly, we have our workhorses of the fleet. These are general highway maintenance vehicles which are used for routine maintenance activities and are predominantly 3.5t / 7.2t / 12.0t specialist bodied end tippers with storage and other auxiliary plant and equipment.

Our larger specialist vehicles include one of the biggest fleets of winter maintenance vehicles in the country with other specialist vehicles such as mobile elevated work platforms, gully tankers with jettors, traffic management vehicles with impact protection cushions, road sweepers,

street lighting pole trucks and hook-lifts; all of which help us to deliver a diverse range of highways maintenance services, but also expose our people to a wide variety of levels of risk.

### Vigiroute - tracking and improving driver behaviour

Our fleet safety system; Vigiroute, manages business driving risk. It has now become a familiar term across the business to associate road risk and is driven from the top. It is included in our Health and Safety policy statement which is signed by the Chief Executive. Should an incident occur, then a full investigation is carried out. The investigation needs to be led by the Divisional Manager and approved by the Regional Director. This aspect of the process ensures that senior managers are taking a full and active part in this area of risk to the business.

The road risk management approach starts at recruitment where new employees are given an induction into the Vigiroute road risk requirements and then a driving licence mandate is completed.

Our main performance indicator is driver fault crashes. This is a simple indicator that has been built into our Vigiroute road risk programme. All driver related incidents are reported through to our accident management company where we focus on incidents and the cause of them. This is a key target as a reduction in this number indicates that our road risk management programme is working.

The incident data is also broken down into other indicators such as the number of crashes and costs per division as well as the number of crashes per individual over a period of years. From this we can see which divisions and individuals need closer support.

### Our Fleet

	Total Number of Drivers for Company Vehicles:	1,534
	Company Cars:	180
	LCV:	517
	LGV:	418
	Grey Fleet: Private vehicles used for business purposes	53





In addition, all driver fault incidents are reported internally on our intranet through a 'report it' icon. This icon is used to capture all safety, environment and road risk incidents internally. From this, the line manager who is logging the incident can start the investigation process.

These reports are broken down into a number of areas. They are split per division, so we can compare divisional controls along with a running total of incidents per month. They are also split per vehicle type, so we can see what percentage of the commercial fleet is involved, as well as the percentage of company cars and grey fleet.

A summary report is used to show the vehicle involved and the action taken as part of the investigation. An incident type analysis focuses on the impact of the incident. Examples include; rear shunts, crashes when changing lane or crashes into fixed stationary objects. This gives us good information to assist in our monitoring measures.

The detailed analysis above gives us a clear picture as to where the main risks are in relation to the type of driving we are carrying out, including the risks to the individuals who are driving our vehicles as well as financial and legal risks to the business.

## Driver Training and preparing for driving in severe weather

In 2018, we introduced the third phase of our high-risk driver training strategy. Phase one was for company car and small commercial fleet drivers which has now been running for over three years. Phase two of the training was for our winter fleet of gritter drivers with over 500 drivers attending this training in a two-year period. Phase three is for the rest of our heavy goods drivers.

Driving in severe winter conditions is one of the highest risk activities which is carried out within our industry. However, standard industry competency requirements do not provide drivers with the skills to drive in these conditions.

Driving a gritter in particular is a very challenging experience and current industry training does not take into account how to drive an 18-tonne vehicle on snow and ice.

To improve the skills of our drivers in these high-risk conditions, we developed a more 'hands-on' approach to driver training.

We designed, developed and implemented a new approach to training with our supply chain partner; R3 Rockingham, to develop a bespoke Winter Maintenance Driver Training Course. We worked closely with R3Rockingham to develop the course criteria to meet our requirements. We used our extensive experience of providing the winter service for

more than 20 highways authorities up and down the country including insight into the types of incidents, the main risks to our drivers to develop key risk factors. This resulted in a course that is based on facts, is specific to our workforce, and as a result is both interactive and engaging.

We chose the Thrupton Circuit for its low friction surface where we could replicate a skid situation. Our aim was to provide drivers with the experience of driving a gritter in a difficult situation that replicated real life risk, such as a skid, but in a safe and controlled environment.

This ability to drive in real life winter conditions, certainly had more impact than a video or words alone. Using low friction surfaces, we provide anti-collision training using active safety systems along with practical experience of how they work and why they are in the vehicle.

The training was broken into a number of modules, starting with an induction session and including a pre-course test. The test was then taken again at the end of the day to assess levels of learning and understanding.

Other modules include: emergency stops, recognition and correction techniques, driving away safely, skid recognition, observation, speed and spatial awareness and slow manoeuvres. There is also a practical module of fitting and removing a plough safely; a key activity which is carried out under difficult weather conditions within poor visibility.

The first tranche of the winter maintenance driver training took place in 2017. We trained 206 front line drivers at Thrupton Circuit that year; in 2018 a further 500 drivers attended the course. With over 700 drivers trained at a cost of over £350,000, this is truly an investment in our driver's safety.

## Driving award-winning results

- 2012 Brake 'Best of the Best' Award for Excellence in road risk management & fleet safety innovation award
- 2013 Brake Fleet Safety Conference and Awards: The Fleet Safety Innovation Award for the company-wide road safety campaign 'Drive for Life' and the Best Newcomer to Road Risk Management Award.
- ROSPA Management of Road Risk 9 consecutive gold awards
- FORS Bronze accreditation
- 2019 CIHT Skills and Training Award: Winter Driver Training



## Encouraging ownership for driver safety

The management of fleet and driver safety remained a central aspect of risk management across the business. Line manager's ability to assess and understand the risks around driving behaviour improved in 2019 in several areas. Further changes have been realised in vehicle specification in areas such as forward-facing / four-way recordable / intelligent webcams, and trials with automated handbrakes for vehicles where drivers regularly need to gain access and egress from the cab.

Competent advice to guide the group is headed up by the Group Health Safety & Environment Director and the Group Plant and Fleet Director in consultation and support from the Group Insurance Manager, as well as the Group Dangerous Goods Safety Advisor. Together all aspects associated with the management of road risk are considered so the processes which are developed are up to date, relevant and meet the business needs.

The support and advice extend into other stakeholders. These include industry bodies which we are active members of such as the Freight Transport Association, ROSPA, IOSH and the British Safety Council. The company insurance provider sees that the organisation is making great progress in this area as the cost of crash damage repairs fall, it has a positive impact on the premiums they charge. They have supported our approach to the management of road risk and we share their enthusiasm. The group level of assessment and conformity is managed through a Plant and Fleet steering group. They ensure that policies are reviewed and updated as well as specification document and other associated control measures. We then move forward as a collective rather than individually.

Each Divisional Manager is set a reduction target each year by their Regional Director, which is based on their previous year's performance in relation to the number of collisions as well as other key business indicators such as a fuel usage relating to miles driven and vehicle damage. These targets are then used by the divisions to set individual objective in their Health, Safety & Environment Strategies.

## Structural change for visible improvements

The specification of our commercial fleet as well as our company cars is important in the risk assessment and policy control. A commercial vehicle specification process is used to ensure that when an order is placed for a vehicle, it is clear that both the manufacturer and fabricator of the vehicle body know exactly what is expected regarding areas such as visibility and access. This ensures that we have a consistent level of risk management when operating a commercial fleet over a large geographical area.

In addition, our company cars are specified to be a conspicuous colour and are fitted with amber light bars and rear facing chevrons when working in or near roadworks.

We increased the specification of company cars with the provision of reversing sensors as a standard specification item. This was to address the highest category of crashes being vehicles colliding with fixed stationary objects. We followed on with this approach in 2018 with the addition of forward-facing recordable cameras to give us clear evidence of the events leading up to an incident. This evidence has been invaluable already to the company as we used some of the footage in a safety film we made called 'Safety for a Reason'.

Another activity covered by the approach of risk assessment includes the assessment of driver behaviour through vehicle tracking. Causeway Telematics is a vehicle tracking device that is fitted to all of our commercial fleet.

## Benefits

- A reduction of 14% in commercial vehicle crashes
- A reduction of 21% of company car crashes
- A reduction in commercial vehicle crash damage costs by 23% equates to a cash saving of £130,000
- Crashes involving drivers between the ages of 26-30 have reduced by 15% (2016-18)
- Crashes involving drivers between 41 and 50 have reduced by 9% (2016-18)
- Driver fault crashes in Ringway have seen a 63% reduction