



# IMPROVING DRIVER & VEHICLE SAFETY

FLEETSAFE POLICY AND GUIDELINES FOR LOCAL GOVERNMENT  
in the Southern Sydney Region

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# FOREWORD

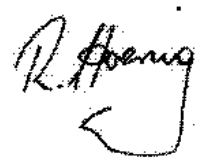
Member Councils of the Southern Sydney Regional Organisation of Councils operate thousands of vehicles ranging from large waste removal trucks to sedans and utilities. Many of these vehicles are involved in accidents every year, causing personal injury and trauma to staff and others, whilst also resulting in lost productivity, property damage and high repair costs.

Council vehicles form a significant part of the "fleet" or company vehicles which comprise about fifty percent of new vehicle registrations on our roads. If we can significantly and continuously improve driver and vehicle safety in Councils, a major contribution can be made to improving road safety on local roads.

Past approaches to improving road safety in Councils have placed a major reliance on the State Government's public compliance programs. With the recognition that driver and vehicle safety is an occupational health issue, Councils must join with the Government to continuously improve driver and vehicle safety in Councils.

The FleetSafe Project which is funded by the Roads and Traffic Authority, is unique to Local Government and SSROC in particular. It provides an exciting opportunity for Government and Councils to jointly improve driver and vehicle safety for the benefit of staff and their families as well as the local community.

The FleetSafe Report was prepared by SSROC to provide safe driving and safe vehicle policies and operational guidelines for all member Councils. Successful implementation of FleetSafe will significantly improve road safety at the local level. Furthermore it will provide an excellent example of best practice for other NSW Councils, as well as other organisations with fleets of vehicles.



Cr Ron Hoenig  
President, SSROC

# INTRODUCTION

## THE NEED FOR IMPROVED FLEET SAFETY IN THE SOUTHERN SYDNEY REGIONAL ORGANISATION OF COUNCILS

### The Current Situation

The twelve member Councils of the Southern Sydney Regional Organisation of Councils (SSROC) together operate over 2,700 vehicles with an estimated 5,900 staff\* who drive vehicles either as the main aspect of their jobs or occasionally as operational requirements demand.

Council vehicles are often involved in accidents, which can cause significant injury to staff and others, and lead to significant costs in lost productivity, repairs, insurance premiums and "excess" level insurance payments.

Whilst the average crash rate for fleet vehicles is about 30%, (that is a third of the fleet will be involved in some sort of accident in each year), the majority of Councils are understood to have nearer to 50% of vehicles involved in crashes. The bulk of these accidents are in the light fleet, with about 60% of the accidents having the Council driver at least partially at fault.

The above figures are estimates based on an indicative survey conducted for the FleetSafe Phase I Report, which was not able to gather data from all SSROC Councils as they did not have data collection systems in place. Accordingly there is not a clear view of the real accident situation or the associated costs.

Nevertheless, the survey did illustrate the following situation:

- overall the Region pays out approximately \$1.2 million annually in fleet repair bills
- the Region pays out approximately \$900,000 in insurance premiums annually
- most Councils could not break down their costs of repairs by light and heavy fleets
- only four Councils have general driver or fleet policies in place
- most Councils reported low injury levels as a result of fleet accidents, but they could not demonstrate the statistics to support these reports
- there was a broad range of repair costs across the twelve Councils

\* estimate based on 95% of full time equivalent staff at January 1999

# FleetSafe Phase I Report



### fleet size in southern sydney

<b>Bankstown=480</b> LF=130 HF=350	<b>Randwick=185</b> LF=133 HF=52
<b>Botany Bay=113</b> LF=66 HF=47	<b>Rockdale=213</b> LF=95 HF=118
<b>Canterbury=215</b> LF=143 HF=72	<b>South Sydney=351</b> LF=181 HF=170
<b>Hurstville=115</b> LF=69 HF=46	<b>Sutherland Shire=476</b> LF=243 HF=233
<b>Kogarah=65</b> LF=45 HF=20	<b>Waverley=141</b> LF=67 HF=54
<b>Marrickville=183</b> LF=74 HF=109	<b>Woollahra=183</b> LF=90 HF=93
	<b>REGIONAL TOTAL=2720</b> LF=1356 HF=1364



### Reasons for Fleet Safety Programs

The cost of vehicle fleets is very significant to Councils, in terms of the capital costs of cars and trucks, running costs, and the hidden costs, some of which are detailed below:

- Fiscal costs of accidents can be enormous. For example industry figures suggest that accident repair costs for

# INTRODUCTION

a sedan will be \$2,300 (Sureplan), and about \$5,000 for a truck.#

However the real, and often obscured costs can be much higher. The Australian Federal Office of Road Safety (FORS) has suggested that when premiums, work hours, vehicle down time, lost productivity and workers' compensation costs are accounted for, the real cost may be four or five times the repair bill!#

- Human costs in accidents which relate to the death, disability and injuries sustained by workers in fleet vehicles, are significant. In Australia road crashes are the most common cause of work related fatalities, injuries and absence from work, with the average time lost greater than any other workplace claim. A study completed by Telstra demonstrated that 13% of its workers' compensation claims were due to motor vehicle accidents.#
- Legal responsibility for the safety of fleet drivers has been directed at managers and staff through the Occupational Health and Safety Act (1983). This places a duty of care on Councils for the safety of staff whilst driving Council vehicles, which are workplaces.
- Morale, productivity and public relations can be affected. Major efforts to improve fleet safety can demonstrate benefits in less tangible areas like morale. For example, Telstra found strong

## CAN SAVINGS BE MADE?

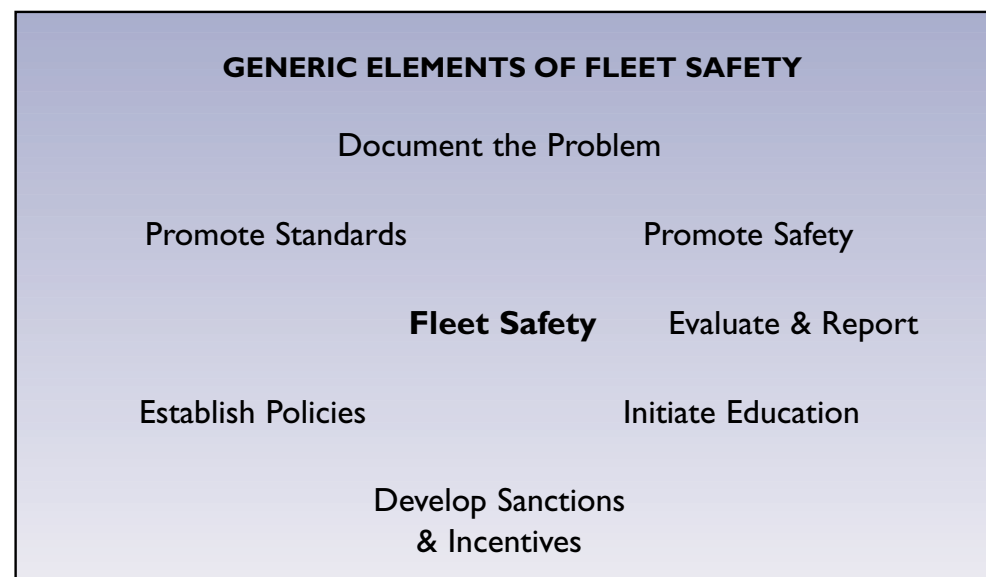
bumper sticker initiative, which encouraged the public to advise on driver behaviour.#

Significant savings have been demonstrated by Australian organisations which have implemented effective fleet safety programs. For example, the Commonwealth's Department of Finance and Administration refers to companies which have seen a 17% per annum drop in costs and a 54% reduction in "driver at fault" insurance claims through better fleet control.#

Other organisational savings have been shown in the NSW Police Service which over a 3 year period reduced its insurance premiums by \$4M, reduced its at fault rate, and reduced specific accident types significantly.#

## HOW TO APPROACH THE CHALLENGE?

The FleetSafe Phase 1 Report identified a number of Policy/Program models used by organisations such as the NSW Police and the FORS. In generic terms these models can be summarised in the diagram shown below, which has been used as the basis for developing the FleetSafe Policy and Operating Guidelines in Phase 2 of the FleetSafe Program. **Significant savings have been demonstrated by Australian organisations which have implemented effective fleet safety programs.'**



# EXECUTIVE SUMMARY

## THE FLEET SAFETY PROBLEM

In 1996, the Southern Sydney Regional Organisation of Councils (SSROC) Road Safety Group recognised the lack of a co-ordinated safety focus being given to the driving of Council vehicles. As SSROC member Councils together operate over 2,700 vehicles with approximately 5,900 drivers who occasionally or regularly drive vehicles, Councils' fleet safety was seen to be a significant road safety issue.



## FLEETSAFE PROPOSAL

The SSROC Road Safety Group developed a proposal for a Safe Driving Best Practice Project, and in 1997 with RTA funding, SSROC engaged a project officer to undertake Phase 1 of the FleetSafe Project. The result was a report which established the current status of fleet safety in the twelve member Councils, and made recommendations to improve Council safe driving policy and practices.

With continued RTA funding, SSROC engaged a project officer in July 1998 for Phase 2. The aim was to work with the SSROC Councils to develop best practices to improve driver and vehicle safety in the total SSROC fleet. Phase 2 of the project completes in March 1999 when SSROC Councils take individual responsibility for implementation of the best practice policies and procedures (Phase 3).

As well as being unique to local government, the FleetSafe Project is understood to be the first such project of its kind which brings together a number of separate organisations with a range of vehicle types and varying cultures and practices.

The goal of Phase 2 of the FleetSafe Project was to establish for each of the SSROC member Councils:

- a model fleet safety policy that would significantly improve driver and vehicle safety
- best practice guidelines that could be adapted to each Council's unique requirements
- guidance as to how the Councils should go about putting the policy and guidelines into practice.

The Project Report provides SSROC Councils with a model Policy and recommended operating Guidelines to establish best practice driver and vehicle safety policies and procedures. In addition it gives the RTA the basis for other Councils, and possibly other government and industry organisations to adopt a similar course of action.

## PROJECT MANAGEMENT

For FleetSafe to be successfully implemented, it was considered vital that all SSROC member Councils be fully involved throughout the Project. To this end, two groups were formed comprising representatives of all Councils. The FleetSafe Steering Group, which was comprised of Director level managers, was tasked to provide senior management backing and to give advice on implementation issues. The FleetSafe Working Group was composed of experts in the specialist areas involved, including fleet management, insurance and risk management, occupational health and safety and human resources. This group's role was to develop the detailed policy and guidelines.

Throughout the project, Mayors, Councillors on relevant SSROC Committees and General Managers were kept informed about the project and their assistance obtained where relevant. In addition, a Focus Group was convened early in the project. The aim was to involve a

# EXECUTIVE SUMMARY

representative sample of drivers of all kinds of vehicles from all Councils in recommending fleet safety solutions particularly for improving driver behaviour. The same Group was re-convened near the end of the Project to review and comment on the draft report.

The Project accessed available reference material including abstracts of many papers from Australian and overseas sources on fleet safety as well as data and findings from commercial organisations involved in fleet safety and allied areas. In addition the Project team made contact with possible benchmarking partners such as Telstra, the State Transit Authority and NSW Police Service.

## FLEETS SAFE POLICY

The FleetSafe Policy explains the need for a safe driving policy in terms of occupational health and safety obligations. It further explains the personnel benefits and significant cost savings of a fleet safety program. The Policy also points out the need to change the driving culture by adopting a continuous improvement program which emphasises increased safety awareness and motivation, a strong emphasis on occupational health and safety, and creating a new attitude of care about vehicle usage.

The Policy recognises that past efforts have focused mainly on heavy vehicle and plant drivers to the detriment of light vehicle drivers who comprise about fifty percent of the whole driver workforce.

The FleetSafe Policy emphasises five key elements, being:

- **accountability** - all managers and all staff required to operate a vehicle being accountable for the consequences of unsatisfactory driving results
- **occupational health and safety** - the responsibilities particularly on management to ensure safe vehicles are provided and that drivers are competent and aware of safety issues
- **safer drivers** - the need to establish a composite regime which combines education, encouragement, enforcement and engineering solutions as the most effective way to change driver behaviour

- **safer vehicles** - the need to establish a comprehensive program to provide safe vehicles which are maintained safely, involving drivers as well as maintainers in the process
- **evaluation** - the fundamental need for constant collection of accident data to enable Councils to monitor and evaluate initiatives to improve driver and vehicle safety

## FLEETS SAFE POLICY

- ACCOUNTABILITY
- OCCUPATIONAL HEALTH & SAFETY
- SAFER DRIVERS
- SAFER VEHICLES
- EVALUATION

## FLEETS SAFE GUIDELINES

The FleetSafe Guidelines begin by addressing management and staff responsibility. They then establish the detailed requirements under the Occupational Health and Safety Act, accountability by both managers and staff, and the way to undertake evaluation and review of fleet safety data.

The Guidelines then examine "safer driver" issues, demonstrating obligations on managers to ensure staff driving competency through recruitment, training and education initiatives. The need to improve driver behaviour and attitudes is then incorporated into a compliance approach. This focuses on ways to have all drivers comply with the "ideal" driver characteristics, using both positive and negative motivational tools. As well as compliance, the focus on safer drivers places importance upon the proven workplace continuous improvement team concept, using Driver Safety Improvement Teams.

The Guidelines then target "safer vehicles" through ways to improve driver "ownership" of the process of selection of vehicles, as well as the need to operate vehicles safely by undertaking regular vehicle safety checks, and care for the presentation of the vehicle. Finally the Guidelines provide guidance on breakdown and accident procedures.

'The Policy has been developed as a model which Councils can implement with minor change. The Guidelines on the other hand are a detailed set of best practice procedures.'

## IMPLEMENTATION

The Policy has been developed as a model which Councils can implement with minor change. The Guidelines on the other hand are a detailed set of best practice procedures. As such Councils will be able to make adjustments to suit their particular circumstances, whilst maintaining the intent expressed in the Policy.

The Project focused on the need for the future implementation of the Policy and Guidelines, rather than simply the development of yet another report. This meant that there was a continual emphasis on the practical application of various measures. Accordingly a detailed implementation plan has been developed with recommendations about priorities for the recommended three year timetable (Fleetsafe Phase 3).

The most **significant immediate actions** for implementation by all SSROC Councils are:

- **data collection** (which commenced in January 1999 in all Councils) to continue with 6 monthly on-going evaluation at the SSROC level
- **nomination of a senior manager** in each Council to be responsible for leading and coordinating FleetSafe implementation
- **formation of FleetSafe Working Groups** in each Council and development of an action plan
- **formation of a SSROC FleetSafe Steering Group** to coordinate implementation and evaluation, and development of a SSROC action plan
- **incorporation of the FleetSafe Program in the 99/00 Business Plan** and allocation of a nominal budget for the financial year 99/00
- **formation of Driver Safety Improvement Teams** in each Council as a way to obtain workplace involvement

# EXECUTIVE SUMMARY

Recommendations are made to State Government as follows:

- **RTA to fund the development of the Safe Driving Starter kit** to provide the material for Councils to undertake initial driver education programs
- **RTA to consider funding** for some detailed aspects of the implementation phase to provide some assistance to Councils and thereby assure the success of the all important implementation phase of the Project
- **Workcover to become more involved** by contribution of assistance for implementation in SSROC member Councils
- **RTA and Workcover to consider widening the Project** to other Councils and even other government and non government organisations
- **RTA to pursue revision of Department of Transport bus authority** to make the authority applicable and relevant to Council bus scenarios

## KEY ACTIONS

- DATA COLLECTION
- NOMINATION OF A SENIOR MANAGER
- FORMATION OF FLEETS SAFE WORKING GROUPS
- FORMATION OF A SSROC FLEETS SAFE STEERING GROUP
- INCORPORATION OF THE FLEETS SAFE PROGRAM IN THE 99/00 BUSINESS PLAN
- FORMATION OF DRIVER SAFETY IMPROVEMENT TEAMS
- RTA TO FUND THE DEVELOPMENT OF THE SAFE DRIVING STARTER KIT
- RTA TO CONSIDER FUNDING WORKCOVER TO BECOME MORE INVOLVED
- RTA AND WORKCOVER TO CONSIDER WIDENING THE PROJECT
- RTA TO PURSUE REVISION OF DEPARTMENT OF TRANSPORT BUS AUTHORITY

# PART 1

MODEL  
FLEETS SAFE POLICY

RECOMMENDED  
GUIDELINES

IMPLEMENTING &  
MAINTAINING  
THE FLEETS SAFE PROGRAM



# MODEL FLEETSAFE POLICY

## INTRODUCTION

This Policy has been developed by the Southern Sydney Regional Organisation of Councils (SSROC) with the assistance of expert and senior staff from all member Councils. It presents current "best practice" approaches to improving driver and vehicle safety in the Councils of the Southern Sydney Region.

## WHY HAVE A SAFE DRIVING POLICY?

Almost all Council staff<sup>#</sup> may be required to drive Council vehicles in the course of their daily work. This means that these vehicles are "workplaces" as defined in the Occupational Health and Safety Act (1983) (OH and S Act). This means that Councils as employers, managers, supervisors and employees must all fulfil an active role in managing driver and vehicle safety. Reliance upon external government agencies such as the RTA to undertake this task is no longer appropriate. Council must ensure that drivers are well educated, trained and competent in road and vehicle safety, and that Council vehicles are suitable for their task from a safety viewpoint.

The benefits to Councils in improving driver and vehicle safety are significant. Reduced frequency and severity of accidents will result in less trauma to staff and their families, as well as increasing staff availability for work. In addition, reduced vehicle damage will also bring major benefits in management of the whole vehicle fleet, which represents the investment of millions of dollars in assets. Better driving safety outcomes will include reductions in insurance premiums, repair and maintenance costs, as well as increased resale value deriving from better care by drivers.

Reduced levels of personal injury and property damage will lead to increased morale, improved productivity, and better value for every ratepayer dollar spent on drivers and vehicles. Furthermore, by acting to deal with its own road safety issues Councils are contributing to an improvement in road safety in the local community. The safety lessons learned by staff driving Council vehicles will transfer to safer driving behaviour generally.

<sup>#</sup> The term staff means all 'outdoor' and 'indoor' employees at all levels, including managers.



## PAST APPROACHES TO FLEET SAFETY

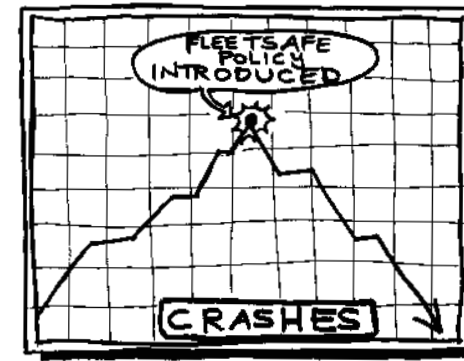
Councils have previously relied upon the RTA through its public safety campaigns to address driver safety, whilst expecting fleet management staff to ensure vehicles were safe. In addition, most driver and vehicle safety focus has been directed to the drivers of heavy vehicles and plant, ignoring the large numbers of drivers of light vehicles such as sedans and utilities, which comprise about fifty percent of the vehicle fleet.

Significant improvements in driver and vehicle safety can be obtained by more direct involvement of Councils in behavioural management for drivers, and improved control over vehicles. As well there is great scope for a team approach to driving safety by involving all relevant staff from a range of disciplines such as occupational health and safety, insurance, fleet, garage and Human Resources personnel.

## THE FLEETSAFE APPROACH

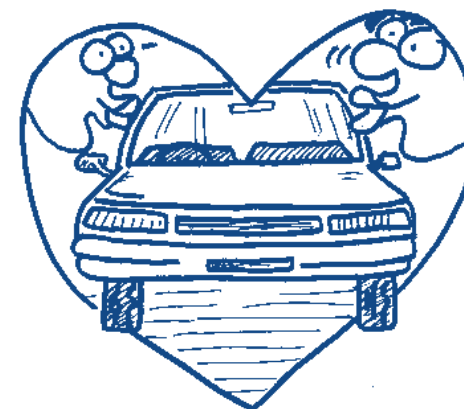
The starting point for improving the status of fleet safety is an acceptance of Council's responsibility to take action in concert with the RTA, Workcover and other relevant agencies. The basis for future action is a belief that road crashes or vehicle incidents can be avoided and the risk of injury and damage can be minimised.

Council's new approach focuses on continuously improving driver and vehicle safety through increased awareness and motivation, with a strong emphasis on occupational health and safety and evaluation. The FleetSafe strategy will



use the proven quality improvement methodology of workplace teams (Driver Safety Improvement Teams), to recommend and/or change safe driving and safe vehicle practices. Furthermore, it will improve vehicle management by developing an attitude of "caring" about the use of vehicles.

The goal of improving driver and vehicle safety necessitates a change in the existing culture surrounding vehicle usage in Council. This will require an improved driving safety consciousness in all members of staff who have anything to do with Council vehicles - occasional as well as regular drivers, fleet management, garage staff, insurance personnel, human resources, occupational health and safety staff and management. Underpinning this change will be a reliance upon accountability by management (including senior and line managers, and supervisors) and all staff.



'The goal of improving driver and vehicle safety necessitates a change in the existing culture surrounding vehicle usage in Council.'



## THE FLEETSAFE POLICY

### I. Accountability

**Preamble** • Accountability is arguably the strongest tool for Council to change the culture surrounding driving and vehicle use. An increased emphasis on accountability will ensure that drivers, supervisors and managers realise their individual responsibility for driver and vehicle safety.

### Policy

- A senior manager<sup>#</sup> will be made responsible for obtaining continuous improvement in fleet safety by leading and co-ordinating the work of all relevant departments and work areas.
- A committee called the FleetSafe Working Group (FWG) will be formed, comprising expert and management representatives from all relevant areas. It is to oversee all aspects of fleet safety and is accountable to the senior manager responsible for FleetSafe issues.
- Managers will implement management systems that ensure that drivers are accountable for their driving actions, and that they comply with relevant safety and other regulations as well as the FleetSafe Guidelines adopted by Council.
- Managers will ensure that drivers are competent to drive Council vehicles, and that those vehicles are safe to drive.
- Managers will be accountable for all operating costs for all vehicles under their care, control and management.
- Managers will ensure that a nominated driver(s) or appropriate person(s) is assigned responsibility for every vehicle in that work area, at all times.

<sup>#</sup> The term manager includes senior managers, line managers and supervisors

'Accountability is arguably the strongest tool for Council to change the culture surrounding driving and vehicle use.'

# MODEL FLEETSAFE POLICY

## 2. Occupational Health and Safety

**Preamble** • Section 15 of the OH and S Act stipulates that "Every employer shall ensure the health, safety and welfare at work of all his employees". Council therefore, as an employer, has a duty of care for the health and safety of all people in the workplace, which includes drivers of light and heavy vehicles and plant.

This requirement places a significant responsibility on Council. The duty of care is almost absolute which means there is almost no defence under the Act of an honest and reasonable mistake implementing the Act's requirements. Further Council cannot delegate the duty of care which means that employment of contractors does not totally absolve Council of its responsibility under the OH and S Act.

Whilst Council as employer and controller of the workplace may delegate authority to managers and supervisors to implement the OH and S Act, the Council remains primarily responsible for control of vehicles as workplaces. Managers and supervisors as the controllers of workplaces, have a duty to help ensure that safe systems of work are maintained in relation to vehicles.

### Policy

- Managers will ensure that the provisions of the OH and S Act are implemented in relation to drivers as employees, and to vehicles as workplaces.
- Managers will ensure that contractors have management systems in place to ensure compliance with the OH and S Act and the FleetSafe Policy, and are to conduct regular random checks to ensure that the management systems are operating effectively.

## 3. Safer Drivers

**Preamble** • Improvement of driving safety depends very significantly upon improving driver attitudes and behaviours. This can only be achieved by a co-ordinated and multi-faceted approach which ensures that all staff required to operate a vehicle are competent to drive and are supportive of driver safety improvement programs.

Safety improvement also relies upon the implementation of effective measures which will educate, train and motivate staff to adopt appropriate safe driving practices. In addition

driver safety depends to a certain extent on the provision of a safe operating environment in terms of the vehicles used and the workplace driving environment, particularly on Council premises.

### Policy

- Managers will ensure that regular or occasional drivers have the necessary competence, fitness and safe driving attitude to drive the relevant vehicles. This competency is to be deemed as an essential element of the job description.
- Managers will ensure that where staff driving competency, fitness and attitude is shown to be unsatisfactory, assistance is provided, and where appropriate, that sanctions should apply.
- Managers will ensure the implementation and validation of a continuing program of attitudinal and behavioural change to improve safety outcomes for drivers and vehicles, using education, encouragement, enforcement and engineering solutions where appropriate to motivate staff.
- Managers will ensure that management systems are established to detect and rectify inadequate driver and vehicle safety behaviours.
- Managers will ensure the establishment of Driver Safety Improvement Teams (DSITs) to provide workplace recommendations for continuous improvement of driver and vehicle safety and where appropriate, take responsibility for implementation of relevant programs.
- Managers will ensure that after drivers are assessed competent to drive a specific vehicle type(s), they are provided formal authorisation to drive the relevant vehicle(s). Authorisations are to be reviewed regularly appropriate to the competency standard and level of risk involved in the particular vehicle(s).



## 4. Safer Vehicles

**Preamble** • Driving safety will be enhanced by the selection and effective maintenance of vehicles which embody best practice in safety design and equipment whilst conforming to reasonable budgetary limitations. Furthermore, to optimise driver support for safety programs, it is important that drivers have input to the selection of appropriate vehicles for their tasks.

### Policy

- Managers will ensure that all vehicles incorporate recognised design safety features. For example, vehicles should be demonstrated to have performed well in crash tests in comparison to other vehicles.
- Managers will ensure vehicles are fitted with recognised appropriate safety equipment that is generally available to the fleet market to ensure driver and passenger safety in the event of a major crash, and in dealing with the results of a crash.
- Managers will ensure that selection of vehicles depends on the advice of an ad hoc selection committee which includes a representative of the driving group using the particular vehicle(s).
- Managers will ensure vehicles are maintained at least to manufacturer's standards, and to higher standards where Government regulations stipulate.
- Managers will ensure that drivers contribute to the maintenance process by conducting regular maintenance checks (tyre pressures, water and oil levels etc).
- Managers will ensure that a culture of care is developed by encouraging all drivers to operate vehicles in a manner which optimises the operational and safety performance, and resale value.

'To ensure the continuous improvement of fleet safety, the status of driver and vehicle safety outcomes must be continuously monitored, and regularly evaluated and reported to management and staff.'



## 5. Evaluation

**Preamble** • To ensure the continuous improvement of fleet safety, the status of driver and vehicle safety outcomes must be continuously monitored, and regularly evaluated and reported to management and staff. Evaluation should ensure that initiatives are having the desired effect, and that appropriate action is taken to rectify unsatisfactory trends. Without effective evaluation there will be little impetus for change in relevant areas.

### Policy

- Managers will ensure appropriate data is collected and reported to measure and evaluate the status of all major aspects of fleet safety.
- Managers will establish specific measurable goals and will compare results to agreed goals.
- Managers will monitor the results of evaluations and will publish those results regularly for the benefit of all staff.
- Managers will benchmark Council results against other SSROC Councils as well as other government and industry organisations.
- Managers will establish an Accident Review Committee (ARC) to regularly investigate all accidents, and to recommend corrective actions.



# FLEETSAFE GUIDELINES

## INTRODUCTION

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

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

## 1. MANAGEMENT & STAFF RESPONSIBILITY

### 1.1 Accountability

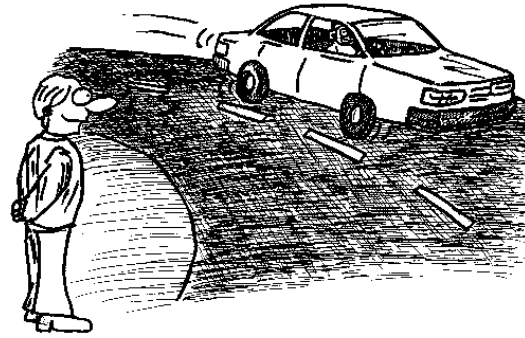
It is very important that every individual who drives Council vehicles understands that he or she is accountable for any actions taken in respect of the vehicle(s) under their care and responsibility.

#### • Occupational health and safety

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

#### • Responsibility for the "driving" component of employees' work

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



#### • Vehicle costs and care

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

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

#### • Driver attitudes and behaviour

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

#### • Designated driver

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

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

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

#### • Employment of Contractors

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

#### • FleetSafe Working Group

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

- Senior manager responsible for FleetSafe (chair)
- Risk management (representative is common to Accident Review Committee also)
- Occupational Health and Safety / Safety Committee
- Human resources
- Fleet management
- Road safety officer (for expert advice)
- Voluntary driver representative (drawn from Driving Safety Improvement Team)
- Other staff as necessary from time to time.

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

Its duties are not limited but should at least include:

- examining monthly accident reports for trends and taking necessary action
- monitoring data evaluation for accidents, and preventative/corrective programs aimed at improving driver attitudes and behaviour
- producing six monthly and annual reports on the FleetSafe Program
- publicity and promotion of FleetSafe related issues

### 1.2 Occupational Health and Safety

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

#### Managers\* responsibilities

- vehicles and associated equipment in the case of plant (eg hydraulic crane etc) should be maintained to a level which is at least that specified by the manufacturer, and a system of recording the maintenance should be kept and checked
- defects reported should be investigated and corrected promptly especially where the defect(s) may be dangerous
- vehicles should comply with the National Standard for Plant<sup>#</sup> which has requirements for hazard identification, risk assessment and control measures.
- audits should be conducted to regularly review the operation of vehicles and plant by observing operation and consulting drivers to ensure their safe operation
- Driver Safety Improvement Teams should be established to review safe vehicle operation and to recommend and oversee reasonable improvements to safety for vehicles and associated equipment.
- all staff who may drive Council vehicles whether regularly or occasionally should be given training and competency assessment to the minimum standard of operation of the vehicle(s) for which that driver is given a Council authorisation to drive
- all drivers should be kept advised via an education program about changes to vehicle and equipment operation techniques and performance, as well as successful behavioural and attitudinal techniques which may help improve safe operation of vehicles and plant.

\* Managers include all who have supervisory responsibilities, ie senior managers, line managers and supervisors

# Plant used in the context of the OH and S Act in this case means all vehicles and mechanical mobile equipment.

Note the Worksafe Australia Standard (National Occupational Health and Safety Commission) 1994 - National Standard for Plant<sup>#</sup> (NOHSC 1010 -1994).



# FLEETSAFE GUIDELINES

## Employee's responsibilities

- staff who may drive Council vehicles should be advised of their responsibilities under the OH&S Act including those about taking care of other employees and co-operation with managers and supervisors

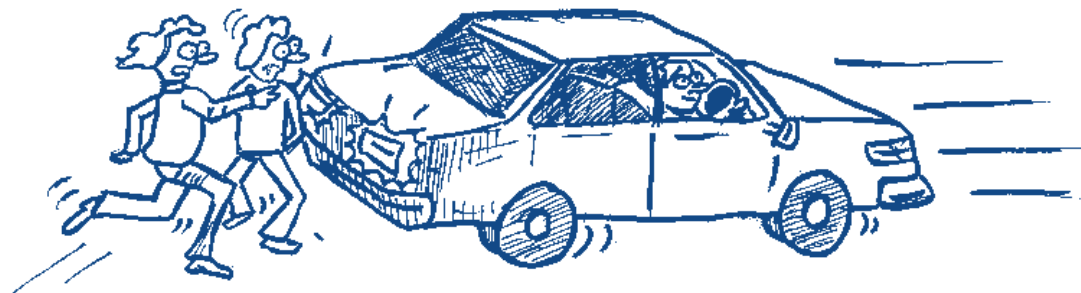
## Employers, employees and others (visitors and other persons in the workplace who are not employees or employers) responsibilities

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

responsibility from the largest directorate to the smallest work group for which individual managers or supervisors have responsibility for vehicles.

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

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



## 1.3 Evaluation and Review

### Data collection and Reporting

An appropriate area in Council (such as risk management) should be assigned responsibility for the regular compilation of vehicle accident and infringement data. This should identify frequency of accidents and infringements by vehicle class, all costs of accidents both above the excess and below the excess level for insurance, and infringement records.

Data collection should include any data which is being collected for benchmarking with other Councils and other organisations. The methodology for data collection is described at Attachment 9.

Results of data collection should be published monthly showing, where possible, data displayed pictorially ie pie charts, histograms etc. These reports should break down data from total Council level to each area of

### Performance Indicators

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

#### Monthly

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

#### Half yearly

- Average accidents per month
- Average accidents by vehicle class per month
- Total above excess accidents per month
- Total below excess accidents per month
- Percentage of fleet receiving infringements per month<sup>#</sup>

<sup>#</sup> Includes traffic infringements or summons actions

'The level of investigation should be proportionate to the seriousness of the accident as determined by personal injury to any party involved, vehicle damage repair costs for any vehicle involved, and impact on the corporate image.'

Annually

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

### Accident and Infringement Recording and Investigation

Accidents Records of all motor vehicle accidents should be maintained by the risk manager in a form which allows benchmarking with other SSROC Councils and similar organisations. In addition, sufficient details should be recorded to allow effective investigation to determine both the cause and fault of all accidents.

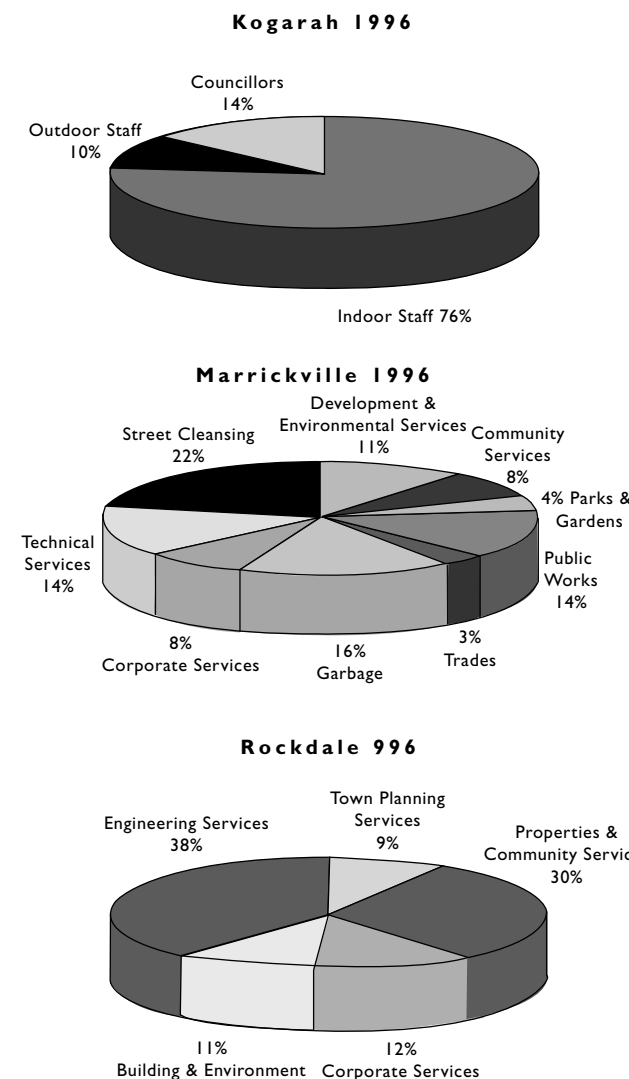
All motor vehicle accidents should be reported using the appropriate Motor Vehicle Claims form (signed by the appropriate supervisor) to the fleet administration manager within 24 hours of a motor vehicle crash. Incomplete forms should be returned to the relevant supervisor for assistance in completing.

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

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

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

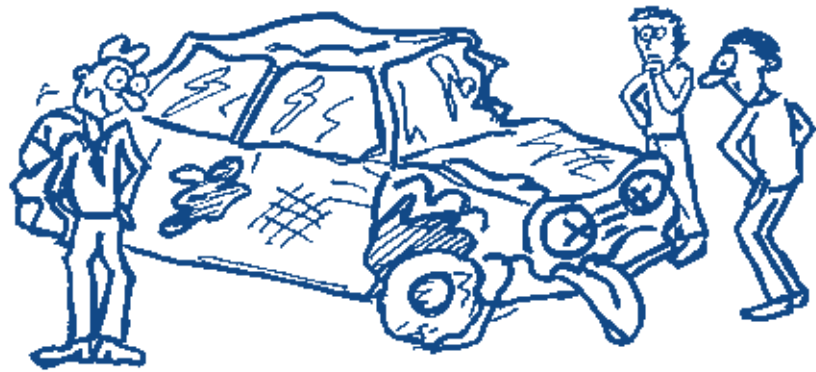
The ARC should be chaired by the risk manager and it should report to the senior manager responsible for FleetSafe. Its



### Benchmarking

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

# FLEETSAFE GUIDELINES



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

Every month the Committee should:

- review all registered motor vehicle collisions/events involving Council vehicles
- review all reports including driver's accident reports, Police investigation reports, supervisor's reports, witness statements, photographs, diagrams and any other relevant evidence
- make a determination as to the causes of the event and whether responsibilities should be apportioned to the driver, supervisor and manager
- recommend to the FleetSafe Working Group any corrective actions to be taken to correct systemic or other problems
- provide a monthly report to the general manager and executive management team outlining motor vehicle accidents, losses in human and material cost, identifying any significant trends and making recommendations, including disciplinary actions against drivers where appropriate.
- where fault of any level is determined in an accident, and in the case of all infringements which the employee does not contest in court, details should be advised to the immediate supervisor for consequential action, detailed at section 2.3.2 below . Determination of action should take into account the amount /infringement in the light of the amount and type of driving undertaken.

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

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

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

## Performance Appraisals and Infringement Reporting

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

## 2. SAFER DRIVERS

### 2.1 Responsibilities

Line Managers and supervisors should ensure that staff:

- have been inducted into the FleetSafe program
- hold the appropriate licence



- are authorised to drive nominated vehicles after being trained in the operation of and assessed competent to drive those vehicles
- are encouraged to comply with FleetSafe Program
- are advised on policies, and procedures in relation to safe vehicle operation
- are advised on incentives and disincentives

### Council Staff should:

- operate Council vehicles in a safe manner and in compliance with the Motor Traffic Act (1909)
- operate the assigned vehicles within normal vehicle operating limits and with due care so as to maximise the life of the vehicle
- comply with FleetSafe policies, procedures and relevant legislative requirements
- carry the Council driving authorisation document at all times and to show it when requested by appropriate Council officers
- be prohibited from driving or operating Council vehicles when under the influence of alcohol, medications or illegal drugs\*
- avoid smoking in vehicles
- operate leaseback vehicles in accordance with the leaseback agreement

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

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

### 2.2 Recruitment

#### Regular or occasional drivers

It is important that each job description makes it clear whether a person is required to drive as part of the job, and to what extent the driving is a part of the position requirements. Regular

'It is important that each job description makes it clear whether a person is required to drive as part of the job, and to what extent the driving is a part of the position requirements.'

drivers are those for whom driving is the major or very significant part of the job. This would include drivers of plant and heavy vehicles, and those who require licences other than those issued for light vehicles.

### Interview and selection criteria

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

- current driver's licence appropriate for vehicles to be driven, and any other driving qualifications and awards
- skills based literacy and numeracy test appropriate to the driving task
- driving attitude which is supportive and consistent with the aims of the safe driving policy and guidelines
- medical assessment which ensures person is physically able to drive the range of vehicles (including a practical evaluation of ability to sit in and operate all features of a typical vehicle). The assessment is to be conducted in accordance with the criteria outlined in the Ausroads booklet titled "Assessing Fitness to Drive" (1998) which provides guidelines for health professionals and their legal obligations.
- details of satisfactory driving history including accident/incident record for last 3 years with details of injuries, type of accident and subsequent infringement action if any
- for regular drivers, demonstrated competency in a range of typical driving environments, in all the operating aspects of the relevant vehicle(s)
- for occasional drivers, a manoeuvring test particularly for persons whose experience has been in vehicles of different size to the typical Council light vehicles
- the ability to be trained to drive other vehicles of that class for which the employee holds a current RTA licence.
- signed undertaking which notes that the candidate agrees to provide Council with all relevant information on past or future driving incidents which may impact on the driving of Council vehicles
- for bus drivers, complete licence history

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printout (available from the RTA at a cost) demonstrating at least 6 points remaining on the licence

(This is justified on the basis that it protects employees, ie if the person has a high number of points and one more infringement may cause loss of licence, employment may be placed in jeopardy).

- for bus drivers, proof of Department of Transport "Authority to Drive" or appropriate exemption. (The Department advises that it is considering tailoring its requirements to address specific needs of Council bus transport).

**Note** - for regular driver positions, the interview panel should include a member from the work area

**Competency assessment** • The driving competency of all drivers should be assessed. For drivers of light vehicles, a check of current RTA licence, and verification of ability to operate a typical vehicle in a manoeuvring situation is sufficient.

For drivers of heavy vehicles and plant, competencies for the stipulated vehicles should be assessed to the national standard of competency.

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



**Failure of competency test** • In the event that the applicant fails the appropriate test, it should be determined if additional training effort is justifiable (usually only for heavy and plant drivers). If this is so, the staff should be trained in weak competencies (under probation), and re-assessed.

If it is decided that it is not worthwhile to provide a low level of training, the candidate should be re-assessed, possibly by a different assessor. If the candidate fails this test, he or she may appeal to the general manager.

**Authority to drive** • All drivers should be issued a Council authority to drive those vehicles for which an appropriate assessment has been made. Removal of this "authority to drive" and / or loss of RTA licence, means the relevant Council vehicles may not be driven. Furthermore, the removal may lead to termination of employment for regular or occasional drivers. The Authority is to be valid for 3 years for heavy vehicle and plant, and 5 years for light vehicles.



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

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

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

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

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

### 2.3 Compliance (or persuading drivers to adopt safe driving attitudes and behaviours)

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

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

Compliance with these behaviours and attitudes will be obtained by a multi- faceted approach which is built upon "the four E's" of road safety programs being:

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

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

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

#### 2.3.1 Driver Safety Education and Training

##### Induction training for all drivers

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

- Occasional drivers - brief demonstration of the relevant vehicle explaining operation, regular checks, maintenance procedures, accident procedures and the conduct of

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

## Accredited Trainers

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

## Continuation Training

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

- where a skills shortage has been identified through accident history, infringements, vehicle care reports, or the Accident Review Committee advises the supervisor that the driver should be trained in nominated competencies
- when the Council authorisation to drive is approaching its expiry date (for heavy vehicles and plant drivers only), where issues have been previously identified by the supervisor; or the driver has requested training.

- when drivers, for operational reasons, are not able to operate their heavy vehicle or plant, eg wet weather. The syllabus should include updates on machinery and impacts on operation and maintenance, pre-use vehicle checks, new terminology, common problems etc using videos, overheads, etc. The training is to be delivered by the supervisor or accredited trainer.

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



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

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

**Refresher training** • After induction driving training, Council should ensure the delivery of a regular program of updates for all drivers, both as a regular program and as opportunity permits. In addition more formal updates should be given at 2 or 3 yearly intervals on key aspects of FleetSafe as well as changes to road rules etc. This should be provided at the same time as updates for all Council staff on issues such as statutory changes.

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



Material should be co-ordinated to support specific themes so that the whole communication package is integrated and consistent. All presentation of material should bear the FleetSafe logo so that a high level of awareness can be created around the fact that the logo stands for safer driver and vehicle safety.



## Range of strategies to educate employees

- FleetSafe newsletter - For the launch of FleetSafe a newsletter style one page publication which concisely explains the goals and methods and benefits of FleetSafe for staff



- Council newsletter - FleetSafe segment identifying one issue per publication to keep FleetSafe profiled for the three year implementation period using material like Council performance in accidents, main types of accidents and contributing factors, financial savings, recognition for best kept vehicles etc
- Staff meetings - for all drivers using specific material developed in response to driver or vehicle issues which have been identified by FleetSafe Working Group or Accident Review Committee. The material should consist of a package which might utilise video, fliers, overheads, posters etc and be delivered by the immediate supervisor.

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

**Driver Safety Improvement Team (DSIT)** Fleet safety experience shows that a successful method of increasing driver awareness and improving driving attitudes is to involve

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

The DSIT should function as follows:

**Goal** - to consider the status of driver and vehicle safety throughout the Council fleet and all work areas, and to make recommendations to the FleetSafe Working Group for improvements to driver and vehicle safety.

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

**Membership** - a group of between 5 and 7 volunteer drivers (of all levels of staff who represent the range of light and heavy/plant vehicle drivers, and a representative of vehicle support services such as garage, fleet management etc). Members should ideally remain on the DSIT for about 12 to 18 months, and rotation of members should not occur at the same time to maintain stability.

**Sponsor** - the senior manager nominated as responsible for the FleetSafe Program

**Chair** - nominated by the team

**Meetings** - to occur about 3 monthly, with a brief record of discussions and agreed actions documented by a nominated minute taker

**Evaluation** - where possible the initiatives suggested and implemented should be subject to data analysis to verify the level of effectiveness of the changes.

**Recognition** - members of the DSIT should receive appropriate recognition from senior managers

**Training** - members should be given basic quality training that explains continuous improvement processes

## 2.3.2 Motivation (Encouragement and Enforcement)

### Motivation

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

### Incentives

- low key awards, for driver groups who demonstrate improved safety results (eg reduced accidents per vehicle, or reduced accidents per driver), or those driver groups who maintain their vehicles to a high standard (as measured by random inspections)
  - certificates
  - driving apparel
  - movie tickets
  - contribution to course for higher level driving qualification eg from Class C licence to LR, MR, etc
  - positive notes on files and recognition by the general manager (low cost barbeque lunches)
  - certificate of "Safe Driving history" which may help staff obtain reduced insurance premiums for private vehicle use
- (It is recommended these awards be issued to sections or branches which record the best results as this capitalises on peer pressure rather than an individualistic approach. Individual recognition may also work if used sparingly)



'All vehicle drivers who do not meet the criteria for vehicle driving skills or driving record may have their authorisation to operate Council vehicles removed by the General Manager, (or delegated manager).'

### Disincentives

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

## 2.3.3 Engineering

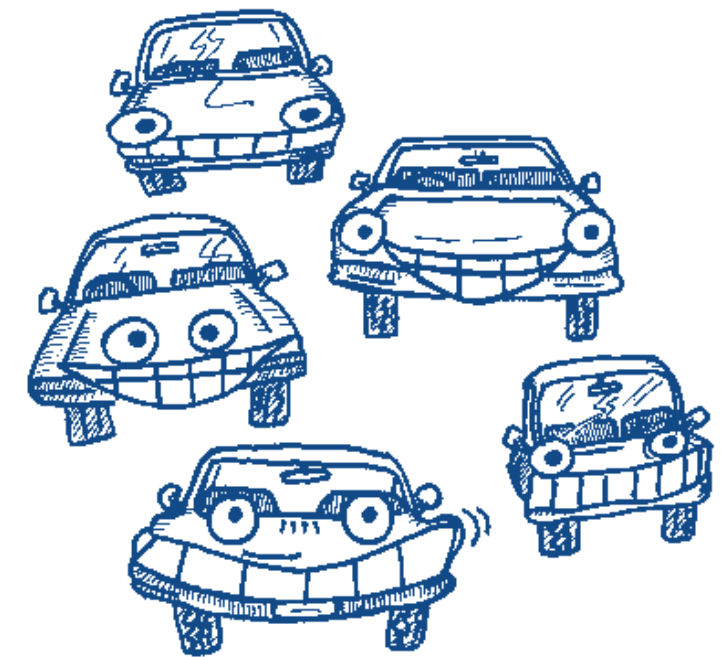
Successfully addressing most fleet safety problems will be determined by improvements in driver attitudes and or skill levels, however in some cases the solution may lie in hardware changes to vehicles. In addition, analysis of accident data may demonstrate that structural or physical changes



to the surroundings may assist in improving safety for Council drivers. For example, many accidents are said to occur in Council carparks due to inadequate turning areas or blind spots. With a review of the design of the car park may come the opportunity to re-locate some car spaces, or to place non-marking plastic barriers to provide better visual access for the drivers.

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

## 3. SAFER VEHICLES



### 3.1 Vehicle Selection and Purchasing

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

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

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**Considerations in selection** • The following issues need to be considered in determining which vehicle to select:

- **Dealer participation** • The dealer should be involved in training drivers and mechanics in specific features to the particular vehicle
- **Current drivers** • Involvement by current drivers is important for the validity of the selection process. Their comments on the existing vehicle that is being replaced should be sought well before the decision on which vehicle is suitable. The Vehicle Replacement questionnaire (Attachments Form 6) provides opportunity for the driver to identify problems with the existing vehicle, and to suggest a replacement vehicle and accessories.
- **Product Support** • Product support is a key issue to ensure effective maintenance can be achieved. Particularly when a new type of vehicle is being considered, and also when a number of different vehicle brands are available, a thorough review should be made of the potential for parts and expertise support. The Product Support Questionnaire (Attachments Form 7) should be used to enable an objective comparison between different suppliers.
- **Operating Performance** • During the evaluation of different models of vehicle, it is important to objectively consider the operating performance of the vehicle. The Vehicle Appraisal Report (Attachments Form 5) provides a set of questions to assist this analysis.
- **Statutory Requirements** • When considering heavy vehicles and plant, reference should be made to any statutory documentation such as the Workcover Code of Practice for Garbage Compactors.

- **Safety pays** • In some cases, addition of safety features may enhance potential resale marketability whilst retaining relative value, although it is recognised that their inclusion will increase purchase costs.

**Safety features** • Features which enhance the safety of a vehicle can be classified as primary and secondary. Primary features such as anti lock braking systems allow the driver to control the vehicle better and avoid emergency situations. Secondary features such as seat belts help prevent or minimise injury once an accident has occurred. Vehicles should incorporate a mix of primary and secondary features which are recognised and proven. The following safety features should be considered:

- **Anti-lock Braking System (ABS)** - whilst providing much improved braking ability under adverse conditions, accident levels are unlikely to decrease. This is because stopping distances are not reduced by ABS technology. Furthermore, as drivers tend to reduce safety margins in the mistaken belief that stopping distances are reduced, ABS brakes may result in more accidents.
- **Colour** - light colours make vehicles more visible, as well as presenting better than dark coloured vehicles when dirty.



- **Air bags** - these are demonstrated to reduce injury when operated in conjunction with seat belts. Negative publicity surrounding airbags has arisen from the USA where their effectiveness has been assessed in an environment where seat belt wearing is not compulsory. Passenger airbags may be an additional attraction to used car buyers.

- **Cargo barriers** - are essential for all load carrying vehicles, and are an advantage for resale.



- **Crash performance** - reference should be made to the New Car Assessment Program (NCAP) details of which are available from the RTA and the NRMA.
- **Mobile phone hands free kits** - where the vehicle may be used by drivers with mobile phones, a hands free kit is to be provided. Installation is to ensure easy access by the driver and no obstruction to vision. As an alternative, all users of Council supplied mobile phones could be issued with the portable hands free ear-pieces and possible cradles for their phones if they use one vehicle regularly.



- **Fire extinguisher** - optional except for vehicles which carry inflammable loads for which they are compulsory.
- **Class C first aid kit** - for each vehicle and to be signed for by the designated driver who is responsible for ensuring the kit is kept replenished

## 3.2 Vehicle Operation Vehicles as Workplaces

All Council motorised vehicles are categorised under the OH and S Act as "plant" and are thereby "workplaces" under the Act. Therefore it is vital that drivers are educated to understand that driving is a work practice for which they, (as well as Council), have a personal responsibility. This means that all staff who drive Council vehicles must drive or operate their vehicles in a "safe" manner.

### Responsibility for Vehicles

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

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

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

- the vehicle safety and operating features should be explained
- the driver should be taken for a drive in the vehicle to have its handling characteristics demonstrated
- maintenance needs and garage contact details should be explained
- operating checks should be demonstrated and explained
- the vehicle register and procedures in accident and breakdowns need to be explained, including the use of the Accident Response Kit
- the driver should be reminded of the FleetSafe project and its main goals and any current issues
- completion of Record of Inspection of Vehicle (Attachments Form 2)



# FLEETSAFE GUIDELINES

**Vehicle usage register** • A register should be maintained of drivers who have taken responsibility for vehicles from the designated driver / person (Vehicle usage register - Form 1). It is vital that supervisors ensure the vehicle register is maintained so that responsibility for vehicles is established at all times. Staff should be encouraged on the basis that effective operation of the register will protect those who do the right thing!

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

**Vehicle maintenance** • The Council garage, fleet manager or maintenance contractor should advise the designated driver of the requirements for routine checks (for oil, water, tyres etc), and planned maintenance (10,000 km service etc), when the vehicle is first handed over to the designated driver. Reminders should be sent to all designated drivers at appropriate intervals. The designated driver should ensure the vehicle is maintained in accordance with Council instructions, and is to ensure that operability checks (detailed in Form 3) are conducted before driving, and weekly. A reduced size check list version of the Driver/Operator checks (Form 3), which also notes details of the next service due, should be placed in the vehicle in a position close to the driver to serve as a reminder.

Any safety or other issues noted by the designated or other drivers should be reported



to the Council garage or nominated maintenance agency for that vehicle.

## Vehicle presentation

The designated driver should be responsible for the presentation of the vehicle, which is to be of a high standard at all times, in as much as that is practicable.

Vehicles should be formally inspected for safety and care aspects as follows:



- at commissioning/ decommissioning, and transfer of designated driver, by fleet management (Record of inspection - Attachments Form 2)
- during maintenance, by maintenance staff (Regular vehicle inspection report - Attachments Form 4) and
- randomly (at least yearly) by inspection team comprising staff from fleet management, OH & S and workshops (Regular vehicle inspection report - Attachments Form 4),



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

'Guidelines for action by the vehicle driver should be provided in an Accident Response Kit, placed in the glovebox.'

## Breakdown procedures

All Council vehicles should be covered by a breakdown service.

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

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

## Vehicle accidents

Guidelines for action by the vehicle driver should be provided in an Accident Response Kit, placed in the glovebox.

The accident response kit - should contain at least the following:

- list of information to gather at scene (on a ready to use card)
- check list of actions at the accident scene
- blood alcohol levels reminder card
- details of Council insurance and contact details
- accident report form
- Council contact list
- latest Federal Office of Road Safety brochure on immediate action at the crash scene ("Before other help arrives")



**Key actions** The key actions that should be taken are:

- render assistance by first aid and any other help needed
- ensure Police (Ambulance and Fire Brigade - if appropriate) are called (dial 000) IF - a person is killed or injured, and/or

the damage is assessed to be over \$500.00 to animals, property or vehicles, and/or a person fails to stop and exchange information, and /or a driver is believed to be under the influence of alcohol or drugs, and/or a vehicle is required to be towed away

**NB** Police may not attend even if called due to other priorities

- if Police do not attend for whatever reason, and the crash leads to damage of more than \$500.00 to property, animals or vehicles, ensure the incident is reported to the nearest Police station to the crash scene **within 24 hours**
- protect the scene to make sure another crash does not occur - remove items fallen from your vehicle which may endanger the safety of others (debris, broken glass, etc)
- do not admit liability
- exchange information with all involved drivers (look at their licence and record details - licence number and class, vehicle registration numbers, full names, addresses of drivers and registered owners if applicable, your Council contact details and their contact details - and insurers details),
- collect relevant details, in addition to the above (names of injured persons and witnesses, details of all vehicles (make and type of vehicle - eg truck, sedan etc), location of accident and positions of vehicles at the moment of impact, damage to property eg fence damage etc, attending Police details ie name rank, and Police station)
- complete the Council's Vehicle Accident Report and submit it within 24 hours of the incident, to the appropriate vehicle maintenance area (or other area if nominated)
- give verbal report to the designated driver, if applicable
- report personal injury details to occupational health and safety officer

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

## Medical kits

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



# IMPLEMENTING & MAINTAINING THE FLEETS SAFE PROGRAM

## GOAL

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

## INTRODUCTION

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

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

## NEW FLEETS SAFE STEERING GROUP (FSG)

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

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

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

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

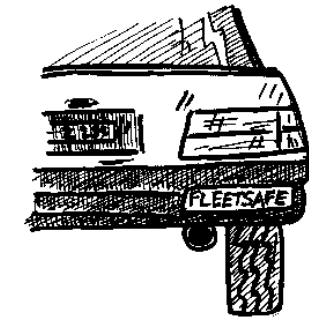
## IMMEDIATE ACTION PLAN FOR SSROC AND ALL COUNCILS

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

## IMPLEMENTATION ACTIONS BY ALL STAKEHOLDERS

### SSROC Responsibilities High Priority - by 31 December 1999

- **New FleetSafe Steering Group (FSG)** • The new SSROC FSG should meet by the end of April 1999.
- **Accident Data Report produced** • By the end of July 1999, the SSROC Accident Data Report should be produced for the first 6 month period, and then every 6 months
- **Accident Data Report evaluated** • By the end of August 1999, the SSROC Accident Data Report should be analysed and any consequential action agreed within Councils.
- **Compulsory Third Party (CTP) and Compulsory Insurance Tenders** • The proposed CTP tender should be progressed immediately. Plans should then be made to ensure the necessary data is captured over time to ensure that a tender process can be initiated, if required, for Comprehensive Insurance.
- **Training dollars** • Early efforts should be made to obtain State Government funding to assist in the preparation of education and training materials to provide standardised packages for induction, continuation training and other compliance measures. Contact should be made with the Industry Training and Advisory Bureau for advice on how to obtain funding. Opportunity may also exist for funding from both the RTA and WorkCover for the implementation of FleetSafe.



- **One page policy** • The FleetSafe Policy should be encapsulated in a one page policy document which can be given to staff at induction, and to all presently employed staff in the short term as part of the process of advertising the existence of FleetSafe and what it means for all drivers.
- **Accredited trainers** • An early task of the FSG should be to identify the numbers of Driver Assessors needed in each Council. An analysis should then be made as to how the need for Accredited Trainers may be met, possibly by larger Councils "contracting" their Trainers to smaller Councils.
- **Evaluation of process and outcome** • The initial plan for evaluation places emphasis on crash history and crash costs. However this needs to be enlarged to encompass all aspects of the FleetSafe Program, such as effectiveness of specific training or educational initiatives, as well as the ratios of costs of compliance programs compared to savings in reduced crash costs.
- **Benchmarking** • The FSG should initiate on-going benchmarking activity with those organisations which showed interest during Phase 2 of the project.
- **1800 number on rear of vehicles** • Whilst this proposal has not met with support from all Councils, the concept should be developed in conjunction with Telstra, and if possible trialed in at least one Council. The concept should be seen as a genuine safety initiative, which in Telstra's experience has provided both positive and negative feedback, all of which will greatly assist individual driver safety.
- **FleetSafe sticker on rear of vehicles** • As the 1800 number initiative may take some time to develop, opportunity could be taken to expand awareness of the FleetSafe program by creating a bumper sticker bearing the

- FleetSafe logo and appropriate words about improving driver and vehicle safety.
- **Standard safety conditions for leaseback vehicles** • A standard set of safety related conditions should be developed for insertion in existing Council lease conditions.
- **Obtain educational material** • Contact should be made with the RTA and possible driver education companies to obtain educational material such as brochures, fliers and videos.

### Medium Priority - by 31 December 2000

- **Daytime running lights (DRL's)** • The RTA advises that use of DRL's has the potential to help reduce accidents (particularly involving aged pedestrians) by making vehicles more visible. Accordingly, the trialing of this measure is considered worthwhile, particularly as direct comparisons could be made between Councils. Some consideration should also be given to asking the State Contracts Board to make the fitting of DRL's mandatory. As it is understood this measure may be counter-productive to resale value, provision should be made for their optional removal prior to sale.
- **Tyre pressure indicators** • Vehicles are now able to be fitted with colour coded tyre pressure indicators attached to the tyre valves. These will indicate by a change of colour when a tyre pressure is below a pre-set level. This in turn provides a very easy way for drivers to check tyres without having to use a tyre pressure gauge, and this in turn makes for better car care. This could also be raised with the State Contracts Board.
- **Insurance companies to help** • Approaches could be made to



# IMPLEMENTING & MAINTAINING THE FLEETS SAFE PROGRAM

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

- **Leaseback agreements** • Present lease agreements need to be reviewed to ensure that they embody the requirements of the FleetSafe policy and guidelines.
- **Contract modifications** • Contracts involving suppliers who use vehicles need to be reviewed to ensure that the contractor is informed of the need to conform to the FleetSafe policy and guidelines, and that measures are spelt out to provide assurance to Council that the contractor is complying consistently and continually. SSROC should review regional contracts and supply agreements established for member Councils to ensure they comply.
- **Driver handbook** • Consideration should be given to producing a driver handbook which provides advice on safety features of the vehicle as well as other key FleetSafe safety actions.
- **Simulators for testing** • Options now exist for drivers to be tested using vehicle simulators, which may be located in mobile testing units. This has some real potential in the heavy vehicle area, as well as light vehicles. It is suggested that a cost benefit analysis is conducted.

## Low Priority - by 31 December 2001

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

## Council Responsibilities

### High Priority - by 31 December 1999

- **Council resolution** • By end April 1999, each Council should resolve to implement the FleetSafe Policy and Guidelines.
- **Business plan** • By end April 1999, each Council should incorporate FleetSafe in the 99/00 Business Plan. Suggested wording is provided at Attachment 11.
- **Budget** • By end April 1999, each Council should establish a nominal; budget allocation



for FleetSafe for 99/00 financial year.

- **Senior manager for FleetSafe** • By mid April 1999, a Senior Manager should be assigned responsibility for FleetSafe Project implementation in each Council.
- **New FleetSafe Working Group (FWG)** • By mid May 1999 each Council should have appointed its own FWG.
- **Action plan** • By end June 1999, each Council should have developed an Action Plan to implement the FleetSafe Program within 3 years.
- **Accident data submitted** • By mid July 1999, 6 months worth of accident data should be submitted to SSROC for compilation of the first comparative report. Data collection guidelines are provided at Attachment 12.
- **Major FleetSafe publicity campaign** • By the end of August 1999, each Council should conduct its own publicity campaign to advertise the existence, goals and benefits of the FleetSafe program. This is to be the first major awareness initiative of FleetSafe and should make good use of the FleetSafe logo.
- **Accident Data Report evaluated** • By the end of August 1999, the SSROC Accident Data Report should be analysed and any consequential action agreed within Councils.
- **Financial reporting models** • It is very important for Council to ensure that the financial reporting structure supports the process of all vehicle costs being attributed to the specific manager. Examples of three different financial reporting arrangements in SSROC Councils are at Attachment 10.
- **Intranet and Email possibilities** • Councils should consider the use of the Intranet for dissemination of FleetSafe information. For example, the Policy and Guidelines could be available for all drivers, as well as publicity

about current compliance initiatives. Email could be used to alert drivers to check on the Intranet for relevant information.

- **Budget "returns" for savings** • The NSW Police Service rewards managers with the ability to re-allocate any savings in fleet management costs, to other areas. This is seen as an incentive scheme to ensure line managers take a keen interest in day to day measures to reduce fleet costs. Provided this is not at the expense of safety, it could lead to much improved safety management, and is worth considering for Council application.
- **Enterprise Agreements** • Councils should consider the inclusion of FleetSafe goals in the next round of Enterprise Agreements

## Medium Priority - by 31 December 2000

- **Accident Management Companies** • Recently the fleet management industry has seen the establishment of specialist companies which will manage the whole accident process, potentially increasing efficiency and reducing costs significantly. It is recommended that Councils examine this option which can potentially save at least 15% - 20% of average accident costs.
- **Improve facilities for vehicle driver maintenance** • A key concept in the plan to improve the driving safety culture is the encouragement of drivers to conduct regular checks of vital aspects of the vehicle, such as tyre pressures and oil and water levels. This should be encouraged to be completed during petrol filling at commercial outlets. Some consideration may be given to the provision of suitable facilities at Council garages.
- **Engine Monitoring Devices** • Technology exists currently to monitor a large range of vehicle functions matched against a timeline. Examples include rpm, brake applications, and speed and fuel consumption. This technology has been shown to identify machinery defects and poor engine and equipment performance, which if corrected can increase vehicle safety as well as reduce costs significantly. The technology can also identify driving style of specific drivers, which with small adjustment can make for considerable savings. The costs are at this stage only justifiable for plant and heavy vehicles, where the monitoring costs are about 1% of vehicle purchase price.

## Low Priority - by 31 December 2001

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

'A key concept in the plan to improve the driving safety culture is the encouragement of drivers to conduct regular checks of vital aspects of the vehicle, such as tyre pressures and oil and water levels.'





# PART 2

PROJECT  
OVERVIEW

GLOSSARY

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# PROJECT OVERVIEW

## INTRODUCTION

The FleetSafe Project is the first RTA funded project of its kind in NSW, and is unique to Councils. Because of this there has been no precedent as a basis from which the Project could be managed.

Phase I of the Project researched the current status of the SSROC Councils' fleet safety management practices and outputs, and compared them to best practice. From this comparison a number of recommendations were made which formed the basis for Phase 2. The goal of Phase 2 was to establish a best practice model for policies and procedures (guidelines), with which the Councils could then improve their fleet safety management.

## HOW TO GROUP THE MAIN ISSUES?

The key issues resolved into three main headings of Policy, Procedures (or Guidelines) and Implementation. The main components needing to be addressed under these headings were:

**Policy** - why have a policy? management and staff responsibility, approaches to provide safer drivers and safer vehicles

**Procedures** - management and staff responsibility, evaluation and review, behavioural and attitudinal means to achieve safer drivers and safer vehicles

**Implementation** - practical guidance about the various steps and priorities to put the FleetSafe Program into place with the goal of achieving a significant turnaround in driving safety culture over a 3 to 5 year period.

## PROJECT MANAGEMENT METHODOLOGY

In managing the project the major aspects were addressed as follows:

### Resources

- **Participative process** - all 12 SSROC Councils needed to be involved throughout the process to ensure "ownership" of the result
- **Reasonable workload** - this needed to be

kept to a minimum given other work for participating staff

- **Staff support** - senior management support for participating staff was essential to maintain their interest, as was the fact that they each had a "stake" in the outcomes because they impacted on their particular areas of expertise
- **Project officer being "one of the team"** - stakeholder representatives needed to see that whilst they were providing practical assistance, the project officer was contributing the major input in a way which still allowed representatives to feel ownership of the process and output
- **Sub groups** - sub sections of the FWG were established to address specific aspects such as vehicle policy
- **Workshop** - Phase 2 of the project began with a half day workshop to renew interest in member Councils, and to validate the planned approach to the detailed task of formulating policies and procedures. This was successfully facilitated (at half cost) by an external agency, and proved an excellent means of energising the project.



- **Focus Group** - A focus group was convened early in the project involving drivers who both represented all Councils and provided a cross section of various vehicle types. The goal was to gain feedback on existing practices, and to initiate the process of "driver feedback" or "driver process improvement" groups. This is because it has been shown that driver involvement is one of the most effective ways of obtaining commitment to changing driving attitudes and improving safety outcomes. Another Focus Group was convened at the end of the project to validate the draft report.

'...the project benefited greatly from being co-ordinated regionally rather than locally say through one Council.'



- **Work at the "regional" level** - the project benefited greatly from being co-ordinated regionally rather than locally say through one Council. The regional focus provided the necessary "distance" from the immediate issues of individual Council life, and allowed Council representatives to see issues more broadly, whilst still bringing the benefit of their specialist knowledge
- **Use of established regional organisation** - the role of SSROC as the project sponsor cannot be underestimated as its established track record of project co-ordination and management has lent credibility to the project.

### Scheduling

- **Time frame** - a period of 9 months was chosen as the maximum for which a high level of enthusiasm could be maintained from the volunteer staff

### Expertise

- **Multi-disciplinary approach** - Recognising that FleetSafe issues span a number of different disciplines such as occupational health, risk management, fleet management etc, the Project put together a team of experts (the FleetSafe Working Group - FWG), drawn from all 12 Councils. The FWG members represented all relevant disciplines and its main task was to develop the relevant best practice policies and procedures.
- **Benchmarking** - discussions with organisations involved in major fleet safety issues such as STA proved an excellent way to gain other ideas on the project.
- **Essential vs ideal** - it was important to discriminate between the essential and the ideal when determining what issues needed to be agreed by all participants, and what was best to leave in a category which might be adopted by most. For example, the total agreement in the FSG to detailed procedures did not seem feasible, so the focus shifted to gaining agreement to the Policy, whilst leaving the procedures as "recommended".

- **Ideas development and endorsement** - the process used was to develop detailed concepts and ideas in the FWG's sub groups, with these being refined and documented by the project officer, before being referred to the whole FWG, for refinement, and then going to the FSG for final refinement and "signing off".

### Management support

- **Senior management oversight and support** - It has been recognised that unless senior managers understand and support the FleetSafe project, its probability of successful implementation is likely to be low. Accordingly, from the outset, a team of "Director level" managers have participated in what was known as the FleetSafe Steering Group (FSG). This group was asked to advise SSROC as to the best ways to implement the project so that its chances of long term success are optimised.
- **General Manager and Councillor support** - Whilst the inclusion of senior managers in the FSG helped ensure a good level of advice and advocacy within all the Councils, the project team considered it important to maintain General Managers' and Councillors' support. This was achieved by briefings to General Managers in their regular SSROC meetings, and for Councillors it was achieved by briefing those Councillors on relevant SSROC standing committees.
- **Senior manager providing direct support** - the continued oversight and assistance of the Executive Director of SSROC was essential as it provided the appropriate level of advice about the suitability of particular individuals, guidance as to the "political" sensitivities and provided a balanced appreciation of the relative value of proposed best practice measures.

### Process

- **Meetings** - The FSG met three times during the nine month period, whereas the FWG met on average every 3 weeks for the bulk of the project. In addition, sub groups were formed and they met in between the scheduled meetings as required. This overall schedule was met without criticism, and saw nearly 100% attendance at the FSG meetings, and about 75% or more at the FWG meetings.

# PROJECT OVERVIEW

## Communication

- **Publicity** - General Managers were personally briefed at their regular SSROC GM's meetings, and relevant SSROC Standing Committees were briefed at their scheduled meetings.
- **Logo** - As the FleetSafe project is assessed as needing 3 to 5 years before full implementation, it was considered useful to develop a logo which encapsulated the concept of promoting a change in vehicle safety culture. This was achieved at pro bono rates with the help of an established marketing company. The logo has been used on all associated FleetSafe literature, and will be sanctioned for use by all SSROC Councils in their implementation of the Policy and Guidelines.



- **Highlight the cost savings potential and other benefits** - to maintain the senior management support it was necessary to make clear on a number of occasions just what potential savings were possible through the project

## Implementation

- **Constant implementation focus** - for the project to have any chance of success, it was necessary to continually consider the suitability of various measures for implementation, and to ensure that a long term view was taken.
- **Government and Industry Forum** Following completion of the draft Policy and Procedures and guidelines for implementation of the Project Report in February, a local industry and government forum will be convened in March 1999 to profile the project as well as to establish partnerships for benchmarking.

**Sensitivities** - Detailed are some of the issues which were not resolved during the Project and still deserve attention during implementation:

- **1800 phone number** - even though this initiative (which aims at having a 1800 phone number for the public to call to report safe and unsafe driving) has been implemented successfully in Telstra, senior managers were reluctant to support it as it was seen to have negative connotations. This should be re-considered.
- **Minimum points for new drivers** - the STA has a recruitment policy for its bus drivers which requires a minimum of 6 points to be left on their licences if they are to be employed. This policy was not supported by the FSG. However it should be re-considered as drivers with less than 6 points could easily be left with no points after one more infringement, and clearly this is contrary to the principles of safe driving which are fundamental to FleetSafe.
- **Data capture** - a key concept for the project is the need for analysis of accident frequency and cost data, so that a realistic evaluation could be made of the FleetSafe program effectiveness. When retrospective data capture was requested, it was considered that it would absorb too much time as the data was not readily available and would require days of searching. In this event, it was determined to set a short horizon to begin capturing the data, and this was agreed.

## LIST OF PARTICIPANTS

### FleetSafe Steering Group (FSG)

BOTANY BAY  
Will Marsh - Manager Engineering  
BANKSTOWN  
Rowan Morrison, Service & Assets Manager, City Roads & Infrastructure  
CANTERBURY  
Phil Rudder - Manager Works  
HURSTVILLE  
Ray Banister - HR Manager  
KOGARAH  
Barry Mason - Asset Management & Cost Accountant  
MARRICKVILLE  
Wayne Carter, Director Technical Services  
RANDWICK  
Trevor Saunders, Director Support Services

### ROCKDALE

John Buckle - Manager Works & Services  
SUTHERLAND SHIRE  
David Abbott - Director Technical Services  
SOUTH SYDNEY  
Ron Wilcoxon - Director Public Works and Services  
WAVERLEY  
Paul Anderson - Director Public Works & Services  
WOOLLAHRA  
Cheryle Burns - Risk Manager

### FleetSafe Working Group (FWG)

BOTANY BAY  
David Crompton - Engineer Stormwater and Infrastructure  
BANKSTOWN  
Stephen Ellul - Business Manager, Civic Enviro-Mech  
CANTERBURY  
Martyn Perry - Training Co-Ordinator  
Angela Tocher - Road Safety Officer representative  
HURSTVILLE  
Laurie O'Connor - Engineering Administration Manager  
KOGARAH  
John Foley - Plant Supervisor  
MARRICKVILLE  
Danny Prestwidge-OH&S Co-Ordinator  
Mark Taylor - Fleet Coordinator  
RANDWICK  
Terry Riley - A/Plant Superintendent  
ROCKDALE  
Dawne Clark - Manager Corporate Development  
Flocy Martir - Management Accountant  
Kevin Lynch - Engineer Special Projects  
SUTHERLAND SHIRE  
Brian Coustley - Fleet and Supply Manager  
BRUCE CLARK - Risk Manager  
SOUTH SYDNEY  
Harry Rosenthal - Risk Manager  
ALLEN RICHES - Fleet Admin Manager  
WAVERLEY  
Peter Aston - Fleet Manager  
WOOLLAHRA  
Alana Newey - Public Liability Administrator

### Workshop 20 August 1998

Melissa Gibbs, Phil Sochon - SSROC  
Mark Neasbey ( facilitator) Australian Centre for Value Management  
Lori Mooren - General Manager Road Safety

### RTA ( introductory address only)

Will Marsh - Manager Engineering, Botany Bay  
Phil Rudder - Manager Works, Canterbury  
Martyn Perry - Training Co-Ordinator, Canterbury  
John Foley - Plant Supervisor, Kogarah  
Wayne Carter, Director Technical Services, Marrickville  
Danny Prestwidge-OH&S Co-Ordinator, Marrickville  
Mark Taylor - Fleet Coordinator, Marrickville  
Terry Riley - A/Plant Superintendent, Randwick  
John Buckle - Manager Works, Rockdale  
Ward Kirshaw - Senior Finance Officer, Rockdale  
Brian Coustley - Fleet and Supply Manager, Sutherland Shire  
Phil Bowering - Operational Trainer, Sutherland Shire  
Chris Cairns - Fleet Management, Sutherland Shire  
Annette Petti - Insurance Officer, Sutherland Shire  
Paul Shepherd - Dep Director PW&S, South Sydney  
Harry Rosenthal - Risk Manager, South Sydney  
Allen Riches - Fleet Admin Manager, South Sydney  
Paul Anderson - Director Public Works & Services, Waverly  
Peter Aston - Fleet Manager, Waverly  
Nabil Saleh - IT Manager, Woollahra

### Focus Group 21 October 1998

Debbie Martin - Woollahra  
John Campbell - Marrickville  
Leanne Tasker - Hurstville  
Sharon King - Sutherland  
Mark Woodhead - South Sydney  
Michael Azzi - Rockdale  
Phil Van Santen - Kogarah  
Robert Esdaile - Waverly  
Michael K - Canterbury  
David Grey - Woollahra  
Allen Riches - South Sydney  
Kevin Lynch - Rockdale  
Steve Pracy - Waverly  
Frank Humphries - South Sydney  
John Buchan - Canterbury  
Perry Crittendon - Sutherland  
Martyn Perry - Canterbury  
Angela Tocher - Canterbury  
Phil Sochon - SSROC

# PROJECT OVERVIEW

## Focus Group 18 February 1999

Sharon King - Sutherland  
Mark Woodhead - South Sydney  
Dennis Lynch - Kogarah  
Michael Azzi - Rockdale  
Robert Esdaile - Waverly  
Michael K- Canterbury  
Frank Humphries - South Sydney  
Perry Crittendon - Sutherland  
Terry Myers - Waverly  
Martyn Perry - Canterbury  
Angela Tocher - Canterbury  
Phil Sochon - SSROC

## BENCHMARKING RESEARCH PARTICIPANTS

### State Transit Authority

Carolyne Spies - Manager, Training and Education  
Ravi Singh - Quality Assurance Manager,  
Engineering Policy and Standards  
Dennis McLaughlin - Bus School Co-ordinator  
Dennis Wheeler - Safety Project Officer

### NSW Police Service

Sergeant Graham Farrell - Safe Driving Policy  
Co-ordinator

### Automotive Electronic Specialists Pty Ltd

Andrew Mathews - NSW State Manager

### Liz de Rome and Associates

Liz de Rome

### Sureplan

Shane Baker  
Adrian Stone

### Telstra

Allan Leahy - National Fleet Risk Manager  
Samantha Woodward - Harvey - National Safety  
Awareness Program

### NRMA

Pam Leicester - Behavioural Scientist

### Lumley Insurance

Phil Hetherington - Government liaison

### State Rail Authority

Brian Dwyer - Fleet Management

## GLOSSARY

**accident / crash** - any incident involving one or more Council vehicles in which occurs personal injury requiring medical treatment occurs, and/or damage requiring repair

**infringement** - a detected breach of the Motor Traffic Act or the Occupational Health and Safety Act, resulting either in a penalty notice or summons action

**light vehicles** - all vehicles in Compulsory Third Party Classes 1 and 2

**heavy vehicles** - all vehicles in Compulsory Third Party Classes 3 to 8

**plant** - all vehicles in Compulsory Third Party Classes 9 and 10



## ACKNOWLEDGMENTS & REFERENCES

Roads and Traffic Authority - funding support  
Rockdale City Council - venue for all meetings  
Canterbury City Council - venue for workshop  
and focus group  
All members of the FleetSafe Working Group  
All members of the FleetSafe Steering Group  
All participants of Focus Groups 21 October  
1998 and 18 February 1999  
Peach Advertising - logo development  
Australian Centre for Value Management -  
Workshop facilitation  
Sharon King - Sutherland Shire Council -  
photography organisation  
Allen Riches - South Sydney City Council -  
photography organisation  
Martyn Perry - Canterbury City Council - focus  
group facilitation  
Kim Stoddart - layout and graphic design  
Michelle Thomas - graphics  
Mark Crean - photos

## FLEETS SAFE PROJECT REFERENCES

- Edited transcripts of a seminar held at  
Parliament House Sydney 29 April  
1996. Report No. 9/51, ISBN 0 7313 1064 0,  
ISSN 0811 - 4005
- Pacific Power Corporate Policy for Fleet  
management
  - Existing Fleet policies in SSROC Councils
  - FleetSafe Phase I Report
  - RTA Safe Driving Policy
  - Police Service Safe Driving Policy
  - STA Driving Policy
  - Federal Office of Road Safety Fleet Safety  
Manual
  - Worksafe Australia Standard (National  
Occupational Health and Safety Commission)  
1994 - National Standard for Plant (NOHSC  
1010 -1994)

## ATTACHMENTS

1. Form 1 - Motor Vehicle Register
2. Form 2 - Report of Inspection of Vehicle  
(commissioning/transfer of driver)
3. Form 3 - Safety Operability checks
4. Form 4 - Inspection of vehicle (during  
maintenance and randomly)
5. Form 5 - Vehicle Appraisal
6. Form 6 - Motor Vehicle Replacement  
Questionnaire
7. Form 7 - Product Support Questionnaire
8. Form 8 - Accident /Damage Report
9. Form 9 - SSROC council vehicle accident  
data capture
10. Financial Reporting Models
11. Recommended 99/00 Business Plan  
Strategy
12. Data collection and reporting guidelines
13. OH & S Responsibilities for Managers and  
Staff





**REGULAR VEHICLE INSPECTION REPORT** **Council ATTACHMENT 4**

**TO BE COMPLETED AT REGULAR INSPECTIONS OF EXISTING PLANT/TRUCKS**

**RECOMMENDED INSPECTION TEAM**

- Fleet Management      • OH&S      • Workshops      • Driver Representative

**VEHICLE PLANT/TRUCK INSPECTION REPORT**

Plant No: \_\_\_\_\_ Rego No: \_\_\_\_\_ Asset No: \_\_\_\_\_

Operator: \_\_\_\_\_ Dept: \_\_\_\_\_  
(1 = Unacceptable: 5 = Excellent)

PRESENTATION: External: 1 2 3 4 5 Internal: 1 2 3 4 5  
DRIVER COMMITMENT TO DAILY SERVICE: 1 2 3 4 5  
GENERAL ROAD WORTHINESS: 1 2 3 4 5

**Tyres to be Changed**                    
Front                  Rear  
              
     

**Glass to be Replaced**      Front       Rear       L/Side       R/Side

**Side Mirrors to be Replaced**      L/Side       R/Side

**BODY DAMAGE ("P" Indicated Section to be Painted)**

Front Bumper		L/H Rear Door	
Rear Bumper		R/H Rear Door	
L/H Front Guard		R/H Rear Quarter Panel	
R/H Front Guard		L/H Rear Quarter Panel	
L/H Front Door		Turret	
R/H Front Door		Bonnet	

**LIGHTS OPERATION (Yes/No)**

Head		Tail		Number Plate	
Parking		Clearance		L/Front Blinker	
L/Rear Blinker		R/Rear Blinker		R/Front Blinker	
Cabin Strobe		Brake		Hazard	

**Registration Label**    Yes     No     **Registration Plate**    Yes     No   
**Rear Marking Plates**    Yes     No     **S.W.L. Plates**    Yes     No   
**Vehicle Locked**    Yes     No     **Decals**    Yes     No

Comments: \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**VEHICLE APPRAISAL REPORT**

**Council ATTACHMENT 5**

**TO BE COMPLETED AT MACHINE/PLANT TRIAL & EVALUATION**

- Fleet Management Co-Ordinator
- Operational Supervisor
- Workshop Representative
- Safety Committee Representative
- Operator/Driver

Inspected by: \_\_\_\_\_

Position: \_\_\_\_\_

Date & Time: \_\_\_\_\_

Make & Model: \_\_\_\_\_

Item requested for Test by: \_\_\_\_\_

Department: \_\_\_\_\_

Item to meet the following Operational Requirements:  
\_\_\_\_\_  
\_\_\_\_\_

Please tick the required box on the following item:

**Operator's Seat:**       Satisfactory       Unsatisfactory

Comments \_\_\_\_\_

**Operator's Vision:**       Satisfactory       Unsatisfactory

Comments \_\_\_\_\_