Fleet Risk Management

Deirdre Sinnott McFeat
Senior inspector
Transport Safety Unit

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Risk of deaths associated with...

COVID-19

Versus

Driving for work

Depends on a number of factors
Why are we here today?

- **What** the vehicle harm landscape looks like.
- **Why** vehicle risks need to be addressed.
- **What** vehicle related risks need to be managed in your business.
- **Focus on grey fleet risk**
- **What good practice looks like** in terms of a pragmatic risk control measures.
- **Where** to go for information???
- Emerging issues – COVID-19 response
Managing your fleet risk - the business case

What we accept

High risk sectors

- Mining
- Quarrying
- Agriculture
- Construction
- Chemical industry
- Electricity supply
- Transport and logistics

Is based on what we know
Changing mindsets and focus

If you drive for work, you risk doubles.

Driving 40,000km per year has the same risk as mining and a 25% higher risk than construction.
What is a business journey?

Consider mode of transport

- Public transport
- On foot
- By bike
- By motorbike
- By taxi
- By personal mobility device [e-scooters]

What is permitted for business travel?
Work Related Vehicle Injuries 2009-2013

Sectors Most Affected

- Public Admin
- Transport
- Manufacturing
- Retail
- Construction
- Healthcare

**29,121 accidents reported to the HSA**

- 4,944 involved a work related vehicle (17%)

Real figure could be more than 13,000*

Main Accident Triggers
1. Losing control of vehicle or equipment
2. Pushing and pulling
3. Falls

Causes of Injury
1. Collision with object
2. Physical strain
3. Slips, trips and falls

Most accidents happen between 8am and 11am

Items most associated
- Vans
- HGV
- Loads / goods

*Estimates suggest that only 37% of work-related accidents are reported to the HSA

Back injuries made up 24% of the total

Over 25% of injuries led to more than one month off work
Why vehicle accidents happen?

- Lack of management control
- Lack of safe systems of work for vehicle operations
- Unsafe/unroadworthy vehicles
- Lack of awareness
- Lack of training
- Deliberate unsafe acts
- Killer behaviours
- Unsuitable roads infrastructure
2019 TOVR Inspection results

Written risk assessment available for driving for work for all employees and vehicle types?
- Yes: 49% 54%
- No: 41% 46%
- N/A: 10%

Written risk assessment available for loading, securing loads and unloading of vehicles?
- Yes: 53% 58%
- No: 39% 42%
- N/A: 8%

Written risk assessment available for controlling vehicle related slips, trips and falls [from vehicles cabs, trailers, access and load platforms]?
- Yes: 45% 50%
- No: 45% 50%
- N/A: 10%

Written risk assessment available for vehicle preventative maintenance, repairs and daily pre-checks?
- Yes: 60% 66%
- No: 30% 33%
- N/A: 10%

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## What needs to be managed?

<table>
<thead>
<tr>
<th>Vehicle movements</th>
<th>Vehicle operations</th>
<th>On the road</th>
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<tbody>
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<td>- <strong>Hygiene protocols</strong></td>
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<td>- Deliveries and collections</td>
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<td>- Driving forward</td>
<td>- <strong>Working at height</strong> on vehicles</td>
<td>- Vehicles incidents</td>
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<td>- Reversing</td>
<td>- <strong>Manual handling</strong> of goods, materials and parts</td>
<td>- Roadside goods deliveries [day and night]</td>
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<td>- Slow speed manouvers</td>
<td>- <strong>Loading, unloading and securing of loads</strong></td>
<td>- <strong>Working on or near the road</strong></td>
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<td>- Vehicles entering workplace</td>
<td>- <strong>Coupling/Uncoupling</strong> of trailers</td>
<td>- Recovery</td>
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<td>- <strong>Vehicle maintenance</strong> and repair</td>
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<td>- Vehicle parking</td>
<td>- Tipping of loads</td>
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<td>- Trailer parking</td>
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<td>- <strong>Vulnerable Road Users (VRU) interactions</strong></td>
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<td>- Forklift movements</td>
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- Tipping of loads
Safe systems approach required by law

Having an holistic risk management system in place to manage all work related vehicle risk exposure both in the workplace and on the road
Managing Vehicle Risks

Risk Assessments

Procedures

Control Measures
How are you doing?
Managing your grey fleet risk - the basics

Deirdre Sinnott
Senior Transport Policy inspector
Health and Safety Authority
Managing your grey fleet risk - the basics

• Why?
• Key considerations
• What you must do
• How to get started?
• How to do a Grey fleet risk inventory?
• Grey fleet risk management process
  • Risk assessment
  • How to reduce risk exposure?
  • Sample documents/ typical controls
  • Grey fleet absolutes
• Key resources to help you tackle grey fleet risk management
Just under \( \frac{1}{4} \) of fatal road collisions are work related

Grey fleet use is common

- Protect workers
- Prevent injury & death
- Prevent trauma
- Prevent business disruption
- Prevent costs & claims

Grey fleet drivers more likely to be involved in collisions

Grey fleet drivers have higher risk exposure than other car drivers

Cars are involved in about \( \frac{3}{4} \) of fatal, serious and minor road collisions

Grey fleet drivers drive older cars than company car drivers
- Less safety features
- Older safety features
- Less well maintained
- Greater carbon footprint

WHY?

1. Protect workers
2. Prevent injury & death
3. Prevent trauma
4. Prevent business disruption
5. Prevent costs & claims

WHY ‘Grey Fleet’ culture?

- Grey fleet perceived as cheaper option for employer
- Not doing enough mileage to get company car
- Not management grades
- Driving not a primary activity
- Occasional business use
- Provision of company car not economically viable
- Employee responsible for vehicle
- Less administration for employer
  - Cost per Km travelled
  - Annual payment towards upkeep of car
WHY manage grey fleet risks?

Risk exposure varies depending on many factors:
- Driver
- Vehicle
- Journey
- Road type

Home ➔ Work ➔ Home

Driving for work ➔ commuting ➔ commuting
### Grey Fleet Risk Factors

#### Driver
- Attitude
- Competence
- Authorisation
- Instruction/Information
- Training
- Fitness to drive
- Risk profile
- Age
- Driving history
- Driving experience
- Unsafe driving behavior

#### Vehicle
- Type
- Age
- Mileage
- Suitability for task
- Condition
- Roadworthiness
- Safety features
- EURONCAP rating
- Vehicle checks
- Hygiene controls

#### Journey
- Time spent on the road
- Encounters with other road users
- Road types
  - Day of week
  - Time of day
  - Seasons/Weather
  - Distances travelled
  - Urban/rural
- Emergency situations
- Lone working
- Passengers
- Roadworks
Speed control measures

S
Slower speeds are less likely to cause pedestrian deaths.

P
Prepare for the unexpected.

E
Each time you increase your speed you increase your chance of an incident.

E
Everyone should be aware of their stopping distances.

D
Driving in bad weather requires much slower speeds.

E
It is particularly important to slow down for corners.

N
Never view speed limits as target speeds.

G
Gas is guzzled at a greater rate if you speed.
HOW TO Manage Driving for Work?

1. Develop a driving for work policy.
2. Risk assess driving for work hazards.
3. Put safe systems into practice.
Grey fleet Legal requirements

What the law requires

The fact that employees use their own vehicle for business purposes does not absolve the employer from ‘duty of care’ responsibilities.

Employers have a legal duty of care to an employee regardless of vehicle ownership, and therefore grey fleet needs to be managed as diligently as company-owned or leased vehicles. As an employer, you should have a safety management system in place for managing all work related risks. Driving for work grey fleet risks should be managed as part of this system.

While drivers are personally responsible for how they drive their own vehicle, when they drive their own vehicle for work employers are responsible for putting procedures in place that make sure the employees drive for work safely at all times.
Legal requirements

As a minimum, you must make sure that employees who drive grey fleet are:

- formally permitted to drive for work in their own vehicle,
- legally entitled to drive the vehicle they are using,
- using a vehicle that is in a safe and roadworthy condition,
- using a vehicle that is motor tax compliant,
- using a vehicle that is suitably insured for occasional business use,
- medically fit to drive,
- instructed, trained and informed on company requirements for driving their vehicle safely for work, and
- complying with the Rules of the Road and company requirements at all times.
How to carry out a grey fleet risk inventory?

- who and how many people drive grey fleet for work?
- age, licence status and driving experience profile of each grey fleet drivers?
- insurance status of each grey fleet driver?
- occupation and role of employees who drive grey fleet for work?
- purpose of journeys undertaken?
- how many employees travel as passengers on grey fleet journeys?
- how many journeys undertaken by day, by month, by quarter and per annum?
- kilometres driven by individual, by team, in the business overall?
- grey fleet driving frequency by occupation, by department, by manager group?
- cost of grey fleet journeys to the business?
### How to do a grey fleet management gap analysis?

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</thead>
<tbody>
<tr>
<td>7.</td>
<td>To accompany the policy and procedures, do you discuss driving for work at regular management meetings?</td>
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<tr>
<td>8.</td>
<td>To accompany the policy and procedures, do you regularly send safety information to employees who drive for work?</td>
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<tr>
<td>9.</td>
<td>Is there a designated competent person who has full responsibility for managing grey fleet safety in line with the business’s wider driving for work policy?</td>
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<td>10.</td>
<td>Is there a full inventory carried out annually, quarterly or as required to determine a driver, vehicle and journey profile of employees who drive for work in grey fleet?</td>
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<tr>
<td>11.</td>
<td>Do contracts of employment include the requirements for grey fleet drivers to abide by the same policies and procedures as company car drivers?</td>
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<tr>
<td>12.</td>
<td>Is there a clear audit trail with proof of dispatch, receipt and agreement on procedures for each employee?</td>
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</table>
How to reduce journey risk exposure?

- Meetings without moving
- Public transport/taxi
- Fleet/pool car
- Hire or long term lease car
- Grey fleet vehicle
- Car pooling in grey fleet
- Grey fleet non vehicle
- Grey fleet driver
## Grey Fleet Risk Assessment

<table>
<thead>
<tr>
<th>Hazard Category</th>
<th>Identifying the Hazards</th>
<th>Assess the Risks</th>
<th>What are you already doing?</th>
<th>Do you need to do anything else to control this risk?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazard</td>
<td>What could happen?</td>
<td>Consequence</td>
<td>Likelihood</td>
<td>Risk</td>
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<tr>
<td>Reliability</td>
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<tr>
<td>Roadworthiness</td>
<td>Unroadworthy vehicle</td>
<td>Mechanical-defect contributes to vehicle crash</td>
<td>Insignificant</td>
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<td></td>
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<td>Human injury</td>
<td>Almost Certain</td>
<td>Minor</td>
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<td>Financial loss</td>
<td>Likely</td>
<td>Moderate</td>
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<td></td>
<td>Reputation loss</td>
<td>Possible</td>
<td>Major</td>
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<tr>
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<td></td>
<td>Lost time</td>
<td>Unlikely/Remote</td>
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<td></td>
<td>Work disruption</td>
<td>Likely/Remote</td>
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<td>Missed meeting</td>
<td>Rare/Impossible</td>
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<td>Unlicensed driver</td>
<td>Driver driving on organisational business illegally</td>
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### Unroadworthy Vehicle
- Mechanical defect contributes to vehicle crash
- Human injury
- Financial loss
- Reputation loss
- Lost time
- Work disruption
- Missed meeting

### Unlicensed Driver
- Driver driving on organisational business illegally

### Unreliable Vehicle
- Mechanical defect contributes to vehicle crash
- Human injury
- Financial loss
- Reputation loss
- Lost time
- Work disruption
- Missed meeting

### Unreliable Reliability
- Mechanical defect contributes to vehicle crash
- Human injury
- Financial loss
- Reputation loss
- Lost time
- Work disruption
- Missed meeting

### Unlicensed Reliability
- Mechanical defect contributes to vehicle crash
- Human injury
- Financial loss
- Reputation loss
- Lost time
- Work disruption
- Missed meeting
How to manage vehicle risk factors?

Employers may make checks annually on employee vehicle documentation and in addition, may carry out random spot checks as part of compliance verification process.

Employees who drive their own vehicle for work purposes are responsible for vehicle;

- **Roadworthiness**
- **Motor tax**
- **Insurance.** This means making sure vehicle is covered for business use [excluding commuting], and

- **Condition.** The vehicle should be in good serviceable condition at all times and be serviced and maintained in accordance with the maintenance schedule load down by the manufacturer

**Employer should have clear policy on vehicle requirements**

- Type [2, 3 or 5 door]
- Safety rating [EuroNCAP]
- Safety specifications
- Age
- Condition
- Mileage profile
How to manage driver behaviour?

The driver has the most influence over whether they are going to be involved in a collision, regardless of blame, so most emphasis should be placed on driver management.

Driver licence verification

Vehicle details verification

Employee signs up to comply with terms and conditions for grey fleet driving.
A sample safe driving for work policy

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

Safe Driving Policy for [enter name of business]

Date: [enter date policy is written]

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

Aim of this policy

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

Objectives of the policy

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

Code of conduct

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

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

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

Employees

- allow enough time to complete appointments, rest breaks and travel safely,
- plan and note the route before setting out,
- plan for the safest route, avoiding urban and residential areas if possible, particularly schools,
- use dual carriageways and motorways where possible,
- check travel and weather information before travel and during the course of journey,
- plan when and where to take breaks. Rule of thumb is a 15-minute break for every two hours driven. More frequent breaks required at night or in poor weather conditions
- allow plenty of time so they are not under pressure to drive at unsafe speed,

Employers must make sure:

- work journeys are properly planned by employees
- procedures in place for emergency situations,
Journey planning involves avoiding unnecessary journeys.
Other modes of transport and communication should be considered.
Use the most appropriate roads for the journey.
Read weather and traffic reports before you set off.
Never drive while unfit.
Ensure your vehicle is maintained and prepared for the journey.
You must have a break from driving at least every 2 hours.
Share journeys where possible.
Make a commitment to manage your grey fleet?

• Prioritise grey fleet risk management now
• Appoint someone to take ownership
• Carry out
  • grey fleet risk inventory
  • grey fleet gap analysis
  • grey fleet risk assessment
    • Business level
    • Individual drivers
• Put in place grey fleet policy
• Put in place effective grey fleet management procedures

Apply this approach and adapt for each vehicle type in your business
Protect all our workers on the road

Fulfil your duties to make sure we all get home safe
Workplace Transport Risk Management

Free online courses

4 courses

- Safe Drivers and Employees
- Safe Vehicles
- Safe Workplaces
- High Risk Vehicle Activities

www.hsalearning.ie
Managing Driving for Work

FREE online course

www.drivingforwork.ie
Useful resources

1. HSA vehicle risk portal [www.vehiclesatwork.ie](http://www.vehiclesatwork.ie)
2. HSA, Garda and RSA joint portal at [www.drivingforwork.ie](http://www.drivingforwork.ie)
3. HSA Business electronic Safety Management And Risk assessment Tool at [www.besmart.ie](http://www.besmart.ie)
4. Managing Grey Fleet Safety - A short guide for companies whose staff drive their own cars for work at [www.etsc.eu/praise](http://www.etsc.eu/praise)
6. Global fleet champions. [https://globalfleetchampions.org/resources/](https://globalfleetchampions.org/resources/)
7. ROSPA Driving for Work Using Own Vehicles at [www.rospa.com](http://www.rospa.com)
## Focus on managing vehicle risks at work

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### Coronavirus COVID-19

- **COVID-19 Public Health Advice**
- **Repairs**
- **Vehicle parking**
- **Vulnerable Road Users (VRU) interactions**
COVID-19 Advice for employers and businesses

Refer in the first instance to Public Health advice

The HPSC has issued guidance for businesses and retail sectors:

HSPC Guidance for business and retail

The Department of Transport, Tourism and Sport, the Department of Health, the HSE and stakeholders across the transport sector have developed the guidance to outline good practice in prevention and social distancing measures, guidance that must be adhered to.

COVID-19 Guidance for Supply Chain workers

HSA has a dedicated HSA COVID19 webpage with relevant updates and FAQs

Supporting Public Health message by pointing people in direction of official advice.

HSA Additional FAQs
HSA COVID19 Advice for employers
FAQ for employers and employees on home working on a temporary basis
In practice

• Keep up to date with latest official advice from HSE and HSPC and Department of Foreign Affairs

• Download guidance and posters

• Keep up to date with latest official advice from HSA

• Implement Public Health measures in workplace operations and practices

• Keep workers informed of latest official advice and how it applies to them
Thank you

Any questions

Next speaker is Fabian Murphy