



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Finance and Resources Committee

# **ROAD RISK GROUP ACTION PLAN**

Report of the Chief Fire Officer

**Date:** 17 April 2015

**Purpose of Report:**

To provide the Committee with an action plan for the Road Risk Group.

## **CONTACT OFFICER**

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## **1. BACKGROUND**

- 1.1 The use of vehicles on Service business has consistently been one of the highest corporate risks to which the Authority is exposed. The Finance and Resources Committee has taken a keen interest in gaining assurance that the Service is managing that risk appropriately and requested a report that provided details of the activity of the Road Risk Group in managing that risk.
- 1.2 The Road Risk Group, a sub-group of the Service Health, Safety and Welfare Committee is the forum through which the Service has elected to manage its exposure to this risk. The Road Risk Group is chaired by the Assistant Chief Fire Officer and includes a wide range of stakeholders.

## **2. REPORT**

- 2.1 The action plan attached at Appendix A has been compiled from the needs identified by stakeholders of the Road Risk Group, together with the recommendations contained within an independent report undertaken by the Service's motor insurers.
- 2.2 The action plan recognises that the Service's management of road risk extends beyond emergency driving and also involves other aspects of operational driving and driving activities undertaken by non-uniformed colleagues such as driving to attend meetings or training courses.
- 2.3 There are six main areas of work being addressed by the Road Risk Group, these are:
  - The policies, procedures and reporting mechanisms that demonstrate appropriate and effective management control and provide the infrastructure for the Service's management of at-work driving;
  - The assessment of risk relating to the Service's driving activities, which aside from being a statutory requirement, help to inform the development of safe systems of work, driver and driving training and supervisory requirements;
  - The evaluation of the suitability of driver training to ensure that drivers' skills are maintained or improved and that the Service's driver trainers maintain their competence;
  - The provision of driver educational information in respect of general driving updates and advice;
  - Ensuring appropriate supervision of at-work driving activity and providing training to supervisors in order that they are able to discharge their responsibilities effectively;

- The Service's approach to accident investigations, including the use of accident statistics and vehicle data/technology to help identify causes and develop appropriate and effective interventions.

2.4 The work outlined in this action plan will provide the Service with a structured approach to the management of its work-related driving risks. All the action owners are represented at the Road Risk Group allowing for any interdependencies to be discussed. The action plan has already been submitted to Service Managers' Forum for consideration.

### **3. FINANCIAL IMPLICATIONS**

Some of the action points detailed in the action plan may require a reallocation of resources within departments or teams or the inclusion of work in the business planning and budgeting process. In some cases, there may need to be the production of business cases to support requests for additional funding through the Service's project management framework.

### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

There are no human resources or learning and development implications arising from this report.

### **5. EQUALITIES IMPLICATIONS**

An initial equality impact assessment has been completed and there are no equality implications arising directly from this report.

### **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

### **7. LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

### **8. RISK MANAGEMENT IMPLICATIONS**

The work of the Road Risk Group directly helps to address one of the Service's most significant corporate risks, that of at-work driving. As the various risk mitigation measures are put in to place, the intention is that these will help to improve the Service's motor accident history, providing an opportunity to negotiate a more favourable insurance deal than would otherwise be available, while simultaneously

reducing the risk of harm to employees and members of the public; and the risk of criminal or civil prosecutions against individual drivers or the Service.

**9. RECOMMENDATIONS**

That Members note the Road Risk Group action plan.

**10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**

## ROAD RISK GROUP ACTION PLAN

Action	Owner	Stakeholders	Target Date	Comments
Introduce policy and procedure for grey fleet usage	Transport	Transport Rep Bodies Employees	Ready for consultation by end August 15	Need identified in Road Risk Group and by external Fleet and Driver Review. Potential corporate risk arising from a lack of control over drivers using their own vehicles for work. Includes driver license checking. Reduces risk to individual drivers of prosecution (i.e. having the incorrect insurance) Includes documentation that the Service needs to check in order to ensure legal compliance in terms of the use of work equipment.
Encourage CFOA representation on consultations relating to driving standards	ACFO	All members of the Road Risk Group	July 2015	ACFO to provide Road Risk Group with an update on CFOA's engagement with any driving-related consultations.
Engage in regional collaborations	Business Risk Manager/Learning & Development	ACFO Business Risk Manager Transport Health & Safety SDC/Driving School Service Delivery	Interim report to CFOA Wellbeing Group March 2015. Full draft by June 2015	Regional peer review of MORR

Action	Owner	Stakeholders	Target Date	Comments
Devise and implement a system for the maintenance of driving standards	SM Driving School	SDC/Driving School Business Risk Manager Transport Health & Safety Service Delivery Rep Bodies	December 2015	Applies to both uniformed and non-uniformed drivers and covers all driving activity Need to establish benchmark standards
Establish a 'vision' for driving activity	Business Risk Manager	Health & Safety Transport Business Risk Manager Principal Officers SDC/Driver Training Service Delivery All employees	February 2015	Establish expectations in terms of driving standards and its importance in providing an emergency response, plus driving under normal road conditions.
Review of "driving safety" in Written Safety Policy and associated procedures	Health & Safety Advisor	Health & Safety Transport Business Risk Manager Principal Officers SDC/Driver Training Service Delivery All employees	Done	Management responsibilities are covered in the Safety Management Structure and Risk Assessment sections of the Written Safety Policy. Mobile phone use is covered in driving safety

Action	Owner	Stakeholders	Target Date	Comments
Develop and implement Driver and Driving Management supervisory training	Learning & Development	Transport Business Risk Manager Health & Safety SDC/Driving School Service Delivery	April 2016	Based on risk assessment Two courses planned to be delivered to CM/WM and SM/GM respectively. Existing supervisory/line management and driving course syllabi to be consulted when determining content and to see whether they reflect driving activity as part of the operational response Also need to ensure non-operational driving is catered for
Production, analysis and evaluation of event statistics	Transport/Corporate Performance	Business Risk Manager Transport Health & Safety SDC/Driving School Service Delivery	Done	The transport department have discussed the production of accident statistics for reporting to the Road Risk Group with Corporate Performance
Event investigation	HS&ERM	Transport Business Risk Manager Health & Safety Estates	June 2015	PC currently looking at investigation processes. External report identified need to involve additional internal expertise in investigation process Ensure enforcement and discipline is consistent and proportionate
Ensure Driver Trainers are able to maintain competence in a structured manner	SM Driving School	SDC/Driving School Business Risk Manager	December 2015	External review identified a lack of structured development for driver trainers. SM Driving School has ascertained that there is an appetite to undertake driver trainer development regionally and this should be explored as a cost-effective option.

Action	Owner	Stakeholders	Target Date	Comments
Review effectiveness of driver training	SDC/Driving School	SDC/Driving School Service Delivery	August 2015	<p>Ensure refresher training is appropriate, consider the development and use of a pre-EFAD assessment questionnaire to help tailor refresher training.</p> <p>Check that referrals to driving school following accidents or other concerns are tailored to address specific improvement requirements</p> <p>Ensure upper levels of Goals for Driver Education are being embraced.</p> <p>Ensure appropriate consideration given to reversing and other manoeuvring tasks in training, assessments and drilling</p> <p>Review signaller training</p> <p>Some form of training/assessments recommended for all grey fleet drivers</p> <p>Specific training for minibuses required – MiDAS programme – include aspects such as emergency evacuations</p> <p>Provision of general driver and driving education information to all employees</p>

Action	Owner	Stakeholders	Target Date	Comments
Review of Risk Assessments for vehicles and driving activities	Health & Safety Advisor	Health & Safety Service Delivery Corporate Support Finance & Resources Business Risk Manager	July 2015	To be undertaken by way of audit by the Assistant Health, Safety and Environmental Adviser. Risk assessments should be reviewed to ensure that they take account of human limitations. Emergency response driving risk assessment needs to take account of stress and cognitive demands on these drivers Investigate use of psychometric profiling in establishing driver risk profile
Ensure effective use of in-vehicle data systems	Transport	Rep Bodies Transport Health and Safety Business Risk Manager	June 2015	Ensure that in-vehicle data systems are used not only for accident investigations (expectation from the courts that this will happen), but also for proactive learning and for supporting Service drivers involved in driving events. CCTV recording initiated by switching on of ignition
Ensure e-learning for driving-related skills and knowledge is available	Learning & Development	All employees	September 2015	Need to ensure that this links in and informs existing competencies.
Establish management reporting process	ACFO	Principal Officers SMF Managers Business Risk Manager	Done	Business Risk Manager responsible for compiling management reports on behalf of ACFO. Process needs to determine what will be reported, to whom, when and how.

Action	Owner	Stakeholders	Target Date	Comments
Integration of behavioural aspects of driving	SDC/Driving School	Service Delivery Business Risk Manager	October 2015	The higher levels of the goals for driver education focus on attitudes towards driving and the decision-making process, rather than the technical skills associated with vehicle control and hazard perception.
Engage in eye tracking hazard perception research project with Nottingham Trent University	ACFO	Business Risk Manager SDC/Driver Training Principal Officers	Done	NTU-led research project that aims to use eye-tracking technology alongside other hazard-perception tests with the aim of seeing whether new styles of training intervention can be developed.