



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: 15 April 2016

Purpose of Report:

To update Members of the progress made against the Road Risk Group action plan presented April 2015.

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1. BACKGROUND

- 1.1 The use of vehicles on Service business has consistently been one of the most significant corporate risks to which the Authority is exposed. The level of risk is outlined in the Corporate Risk Register, and was previously indicated by a significant rise in the motor insurance premiums charged to the Authority.
- 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 includes a wide range of stakeholders and is chaired by the Assistant Chief Fire Officer (ACFO).
- 1.3 The Committee requested that a report be presented to the April 2015 meeting outlining the action plan that the Road Risk Group was working to. At that meeting, the Committee further requested that an update on progress against the action plan be delivered in April 2016.

2. REPORT

- 2.1 An updated version of the action plan is attached at Appendix A. The action plan has been reformatted to chronological (target date) order and has been colour coded in order that Members can see at a glance, the completion or ongoing work being undertaken against specific action points. The action plan encompasses a number of pro-active and reactive measures that involve a number of different parts of the organisation.
- 2.2 Since Committee first requested details of the work of the Road Risk Group, good progress has been made against a number of the action plan points. Despite this good process, the Service acknowledges that continuing good performance will require management of the risks associated with at-work driving, and the key focus of activity is now the provision of training for, and behaviour of drivers, which will take considerably more time to show results as it is concerned with individual attitudes and organisational culture.
- 2.3 The Service has reviewed its policies and procedures, and risk assessments in respect of at-work driving activities (with the exception of the in-development grey fleet policy), which provide a robust foundation to the Service's approach to occupational road risk management.
- 2.4 The involvement of the Performance Management team in the analysis of motor accident statistics provides the Road Risk Group with a greater quality and understanding of motor-related incidents, allowing the group to focus its discussions on measures that will have a beneficial impact on future driving performance.
- 2.5 Because the Road Risk Group includes representatives from all parts of the organisation with an interest in at-work driving, there is an increased ability to

reach a collective agreement on the way to approach specific issues that have been identified.

- 2.6 Engagement with Nottingham Trent University (NTU) in their hazard perception research project has the potential to yield further improvement. This research project, which is soon to report its results has seen the development of a pilot hazard perception and hazard prediction test for fire appliance drivers.
- 2.7 The Business Risk Manager is currently working with NTU to engage more widely with other FRS and the insurance industry, who have a vested interest in the reduction of accidents and their associated costs. Initial findings of the research project suggest that there are further opportunities where research project of this nature can potentially deliver reductions in the level of at-work driving risk, and its associated cost, within the Service.
- 2.8 Feedback on the Road Risk Group has continued to be provided to the Service Health, Safety and Welfare Committee, as part of a quality assurance framework. An opportunity to collaborate regionally on driver training provision is being investigated and the Service is already working with Derbyshire Fire and Rescue Service in respect of sharing driver trainer capacity.
- 2.9 Further regional collaboration work has been undertaken through the CFOA Regional Wellbeing Group, where the Business Risk Manager has developed a self-assessment tool that has been trialled and well received.

3. FINANCIAL IMPLICATIONS

The Service has recently conducted a tender exercise for its insurance covers. While insurer interest and premium levels are influenced to some extent by the overall state of the insurance market, both the increase in insurer interest and the scale of savings made in this exercise (in the region of £97k per year excluding Insurance Premium Tax) is indicative of a reduction in large-scale claims, to which the work of the Road Risk Group has contributed. Further premium reductions, which will primarily arise from a reduction in the number of small-scale attrition losses, will only be achievable through improvements in driver training and behaviour as noted in the body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

This update report demonstrates that there are Learning and Development implications in respect of the development of driving-related staff competence and behaviour. It is currently unclear whether these implications will have any additional financial implications.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report serves to update the Committee on a previous 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

- 8.1 This report highlights the effectiveness of the Authority's risk management process through the identification of a significant risk via the Corporate Risk Register, allowing for ownership and management by a Principal Officer and the subsequent involvement of Members discharging their assurance role in respect of how key risks to the Authority are being managed.
- 8.2 As a result of this review of the Road Risk Group action plan, the Corporate Risk Register entry relating to the risk associated with at-work driving will be reviewed in conjunction with the ACFO. While it is envisaged that the residual risk will decrease, it is likely to remain high due to the continuing level of attrition losses.

9. RECOMMENDATIONS

It is recommended that Members:

- 9.1 Note the progress made against the Road Risk Group action plan.
- 9.2 Request a further report on progress against the Road Risk Group action plan for the April 2017 meeting, or at such point that all actions are complete, if sooner.

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

None.

John Buckley
CHIEF FIRE OFFICER

Road Risk Group Action Plan Update

Action: Review of “driving safety” in Written Safety Policy and associated procedures	
Owner: Health, Safety & Environmental Risk Management (HS&ERM)	Target Date: Jun 15 Complete: Feb 15
Comments: Confirmation received that management responsibilities are covered in the Safety Management Structure and Risk Assessment sections of the Written Safety Policy, and that mobile phone use is covered in driving safety.	
Action: Establish a ‘vision’ for driving activity	
Owner: Business Risk Manager	Target Date: Feb 15 Complete: Feb 15
Comments: Vision statement consulted on and agreed: <i>‘NFRS are committed to eliminating avoidable vehicle collisions and to have a positive impact on our road safety behaviour. We will strive to continually achieve the highest standards of driving in all of our driving activities’.</i>	
Action: Establish management reporting process	
Owner: ACFO	Target Date: Feb 15 Complete: Feb 15
Comments: Business Risk Manager responsible for compiling management reports on behalf of ACFO. Updates on progress against Road Risk Group Action Plan provided for each Road Risk Group meeting and Finance and Resources Committee updated on an annual basis. The Service’s Performance Management team are assisting with the analysis of accident statistics (see below) and further efforts will be made to integrate this in to the performance management framework.	
Action: Production, analysis and evaluation of event statistics	
Owner: Transport/Corporate Performance	Target Date: Mar 15 Complete: Mar 15
Comments: Transport Department and Corporate Performance are working together to bring motor event data and analysis to each Road Risk Group meeting. As noted above, work will continue to integrate this with the development of the Service’s performance management framework.	
Action: Engage in eye-tracking hazard perception research project with Nottingham Trent University	
Owner: ACFO	Target Date: Mar 15 Complete: Mar 15
Comments: The Assistant Chief Fire Officer tasked the Business Risk Manager with providing day-to-day support to the Research Team. The project is drawing to a close, having run to schedule, and it is intended that any learning points will be considered as part of the review of the effectiveness of driver training (see later action point).	
Action: Engage in regional collaborations	
Owner: Business Risk Manager	Target Date: Jun 15 Complete: Jul 15
Comments: Peer review specification for occupational road risk management developed by Business Risk Manager and agreed by CFOA Regional Health, Safety and Wellbeing Group. Derbyshire Fire and Rescue volunteered as pilot Service. Feedback confirmed that the review was a valuable exercise and that it should be used as a self-assessment tool with the ability to seek verification and/or assistance with identified issues via the CFOA regional health and safety group. Exercise to be undertaken by the Service.	

Action: Event investigation	
Owner: HS&ERM	Target Date: Jun 15 Complete:
Comments: A series of different options have been considered with the aim of standardising event reporting and investigating. A meeting is due to take place between stakeholders mid-February in order to ascertain whether it is technically feasible to create a Sharepoint reporting process that links with Tranman.	

Action: Ensure effective use of in-vehicle data systems	
Owner: Transport	Target Date: Jun 15 Complete:
Comments: A report on capabilities of current in-vehicle data systems was presented to July meeting of Road Risk Group. The group endorsed the recommendations of that report which tasked the Transport Department with developing a vehicle telematics strategy and policy which has been completed and is to be debated at Executive Delivery Team (EDT) as part of the Service's consultation process in order to identify organisational needs. The Road Risk Group champions the proactive use of vehicle telemetry. CCTV is covered under the visual imaging policy being developed by Corporate Communications Manager.	

Action: Encourage CFOA representation on consultations relating to driving standards	
Owner: ACFO	Target Date: Jul 15 Complete: Jul 15
Comments: ACFO provides Road Risk Group with updates on any driving-related consultations CFOA are engaging with and is well placed through CFOA engagement to ensure that adequate attention is given to driving-related consultations and other developments.	

Action: Review of Risk Assessments for vehicles and driving activities	
Owner: HS&ERM	Target Date: Jul 15 Complete: Jul 15
Comments: Audit of selected sections risk assessments has been completed. A report on this activity was presented to Service Health Safety and Welfare Committee in October 2015.	

Action: Review effectiveness of driver training	
Owner: Learning & Development	Target Date: Aug 15 Complete:
Comments: The sector is still awaiting the commencement of S19 of the Road Safety Act 2006 which covers high speed driver training. CFOA are developing a common approach to compliance with this legislation. Self-assessment of driver training against S19 standard with Leicestershire FRS mindful of potential joint driving school, outcomes being reviewed and action plan formulated. A code of practice on high speed driver training has been published by the Joint Emergency Services High Speed Driver Training Advisory Group.	

Action: Introduce policy and procedure for grey fleet usage (consultation)	
Owner: Transport	Target Date: Aug 15 Complete: Aug 15
Comments: Draft policy and procedure for consultation was presented to the July meeting of the Road Risk Group for initial consultation and is to be debated at EDT as part of the Service's formal consultation process.	

Action: Ensure e-learning for driving-related skills and knowledge is available	
Owner: Learning & Development	Target Date: Sep 15 Complete:
Comments: Material including Banksman training, Roadcraft and reversing are available on the intranet. E-learning team are working on a wider programme of e-learning provision. Recent driving 'Masterclasses' have been made available to all employees.	

Action: Integration of behavioural aspects of driving**Owner:** Learning & Development**Target Date:** Oct 15 **Complete:**

Comments: This task has been amalgamated with the 'review effectiveness of driver training' above. The behavioural aspects of driving include the higher levels of the 'goals for driver education' and also any results from the hazard-perception/eye tracking research being undertaken with Nottingham Trent University.

Action: Ensure Driver Trainers are able to maintain competence in a structured manner**Owner:** Learning & Development**Target Date:** Dec 15 **Complete:**

Comments: This is linked into our self-assessment prior to the changes being introduced by section 19 of the road traffic act 2006.

Action: Devise and implement a system for the maintenance of driving standards**Owner:** Learning & Development**Target Date:** Dec 15 **Complete:**

Comments: Approach similar to absence management process being considered once the new absence management process has been consulted upon.

Action: Develop and implement Driver and Driving Management supervisory training**Owner:** Learning & Development**Target Date:** Apr 16 **Complete:**

Comments: A list of 'top ten' poor driving practices has been provided by the driver trainers along with good driving practices that could be used to inform this training. Approach made to regional partners to share any existing training in this area. Other operational training courses will refer to driving (i.e. Initial Incident Command course – make sure arrive)