



**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 UPDATE

Report of the Chief Fire Officer

**Date:** 31 March 2017

**Purpose of Report:**

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

## CONTACT OFFICER

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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 Members requested that a report be presented to the April 2015 meeting of the Finance and Resources Committee outlining the action plan that the Road Risk Group was working to. At that meeting, Members requested future updates on progress.

## **2. REPORT**

- 2.1 An updated version of the action plan is attached at Appendix A. The action plan has been reformatted 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 Good progress has been made against a number of the actions, however, it is acknowledged that continuing good performance will require management of the risks associated with at-work driving. 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, which provide a robust foundation to the Service's approach to occupational road risk management.
- 2.4 The involvement of the Performance 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. This approach is currently under review to ensure an accurate picture is presented to inform future managerial controls.
- 2.5 The Road Risk Group includes representatives from all parts of the organisation with an interest in at-work driving to ensure a thorough approach to each specific issue is identified.

- 2.6 Engagement with Nottingham Trent University (NTU) in their hazard perception research project continues and they have been asked to advise the Service as to how best to address the behavioural challenges identified and build upon their initial findings.
- 2.7 The Business Risk Manager continues to liaise with NTU to engage more widely with other fire and rescue services and the insurance industry, who have a vested interest in the reduction of accidents and their associated costs. Initial findings of the research project continue to be pursued where the research 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 (DFRS) in respect of sharing driver trainer capacity.
- 2.9 Further regional collaboration work has been undertaken through the Chief Fire Officers Association (CFOA) East Midlands Health and Safety Group, where the Business Risk Manager has developed a self-assessment tool that has been trialled and well received.
- 2.10 The Service's event investigation process is undergoing a major update process to allow information gathering to be collated more effectively with the aim that the root cause of events will be highlighted in a more time conscious manner and allow organisational learning to take place.
- 2.11 The Engineering Section is also providing information across the organisation to drivers relating to vehicle testing and routine checks to ensure that this contributes to the aim of reducing driving related to risk by raising standards.
- 2.12 Members will be aware from previous update reports that learning of employees is a major element in this action plan, currently the Learning and Development team are working with DFRS on the implementation of nationally agreed quality framework for driving and this provides opportunity for collaboration as well as resilience in delivery of services.

### **3. FINANCIAL IMPLICATIONS**

The manner by which the Service manages road risk greatly influences the costs incurred by the Service from future tendering exercises for its insurance cover. While insurer interest and premium levels are influenced to some extent by the overall state of the insurance market, costs have also been influenced by the activity of the road Risk Group. Further premium reductions, which will primarily arise from a reduction in the number of small-scale 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 continues to be 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 and these will be reported as appropriate to Members.

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken as this report serves to update the Committee on the road risk action plan and does not affect service delivery or policy.

#### **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 Officers 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 will be reviewed by the ACFO. While it is envisaged that the residual risk will decrease, it is likely to remain high whilst the work on the action plan continues.

#### **9. COLLABORATION IMPLICATIONS**

Collaboration has been explored via the CFOA East Midlands Health and Safety group and DFRS in relation to peer scrutiny and training standards to best manage road risk and how learning from each Service can be shared to reduce the risk from driving related activities. This approach will be pursued for wider opportunities.

## **10. RECOMMENDATIONS**

It is recommended that Members:

- 10.1 Endorse the progress made against the Road Risk Group action plan.
- 10.2 Request a further report on progress against the Road Risk Group action plan for April 2018.

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

None.

John Buckley  
**CHIEF FIRE OFFICER**

**Road Risk Group Action Plan Update**

<b>Action: Review of “driving safety” in Written Safety Policy and associated procedures</b>	
<b>Owner:</b> Health, Safety & Environmental Risk Management (HS&ERM)	<b>Target Date:</b> Jun 15 <b>Complete:</b> Feb 15
<b>Comments:</b> 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.	
<b>Action: Establish a ‘vision’ for driving activity</b>	
<b>Owner:</b> Business Risk Manager	<b>Target Date:</b> Feb 15 <b>Complete:</b> Feb 15
<b>Comments:</b> 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>	
<b>Action: Establish management reporting process</b>	
<b>Owner:</b> ACFO	<b>Target Date:</b> Feb 15 <b>Complete:</b> Feb 15
<b>Comments:</b> 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.	
<b>Action: Production, analysis and evaluation of event statistics</b>	
<b>Owner:</b> Transport/Corporate Performance	<b>Target Date:</b> Mar 15 <b>Complete:</b> Mar 15
<b>Comments:</b> 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.	
<b>Action: Engage in eye-tracking hazard perception research project with Nottingham Trent University</b>	
<b>Owner:</b> ACFO	<b>Target Date:</b> Mar 15 <b>Complete:</b> Mar 15
<b>Comments:</b> 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).	
<b>Action: Engage in regional collaborations</b>	
<b>Owner:</b> Business Risk Manager	<b>Target Date:</b> Jun 15 <b>Complete:</b> Jul 15
<b>Comments:</b> 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.	

<b>Action: Event investigation</b>	
<b>Owner:</b> HS&ERM	<b>Target Date:</b> Jun 15 <b>Complete:</b>
<b>Comments:</b> A series of different options have been considered with the aim of standardising event reporting and investigating. Meetings have been taking place and are now progressing to test a SharePoint solution.	

<b>Action: Ensure effective use of in-vehicle data systems</b>	
<b>Owner:</b> Transport	<b>Target Date:</b> Jun 15 <b>Complete:</b>
<b>Comments:</b> Corporate Support and the Engineering Section are now working to update CCTV and telematics so that the Service can better gather vehicle performance data and report on capabilities.	

<b>Action: Encourage CFOA representation on consultations relating to driving standards</b>	
<b>Owner:</b> ACFO	<b>Target Date:</b> Jul 15 <b>Complete:</b> Jul 15
<b>Comments:</b> 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.	

<b>Action: Review of Risk Assessments for vehicles and driving activities</b>	
<b>Owner:</b> HS&ERM	<b>Target Date:</b> Jul 15 <b>Complete:</b> Jul 15
<b>Comments:</b> 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.	

<b>Action: Review effectiveness of driver training (including the integration of behavioural aspects of driving)</b>	
<b>Owner:</b> Learning & Development	<b>Target Date:</b> Aug 15 <b>Complete:</b> March 16
<b>Comments:</b> 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. We are awaiting any results from the hazard-perception/eye tracking research being undertaken with Nottingham Trent University. An action plan has been compiled, which once completed will meet both the review of driving school and our move to have a single driving school with DFRS.	

<b>Action: Introduce policy and procedure for grey fleet usage (consultation)</b>	
<b>Owner:</b> Transport	<b>Target Date:</b> Aug 15 <b>Complete:</b> Aug 15
<b>Comments:</b> 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:** Jun 16

**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. The use of e-learning for driver training is a lower priority than other aspects of learning and development and this is therefore considered to be complete.

**Action: Ensure Driver Trainers are able to maintain competence in a structured manner****Owner:** Learning & Development**Target Date:** Dec 15 **Complete:** Apr 16

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

We have just appointed two associate driver trainers and as part of this process they will be sent on a two week accredited RoSPA acquisition driving course for driver trainers. As a part of this tendering process we have identified a two day revalidation course for driver trainers and our current full-time trainers will be plotted to attend this for their own competence in 2017.

**Action: Devise and implement a system for the maintenance of driving standards****Owner:** Learning & Development**Target Date:** Dec 16 **Complete:**

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

A draft document has been drafted and is awaiting approval from the RRG prior to wider consultation and implementation.

The document has been ratified with the RRG and L&D are working with health and safety to establish where it should be codified and dovetail into the event investigation process.

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

**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). The top ten tips is on LearnPro and Red Kite and Red Kite users will be prompted to access the package.