

PRAISE

Preventing Road Accidents and Injuries for the Safety of Employees

Case Study: BT

ETSC's PRAISE project addresses the safety aspects of driving at work and driving to work. Its aim is to promote best practice in order to help employers secure high road safety standards for their employees.

This case study accompanies the PRAISE report on managing grey fleets, published in October 2016. In the interview below, **David Wallington, Group Safety Advisor at BT**, a communications provider based in the UK, discusses the organisation's approach to applying road safety risk management in a large company.

BT is a UK-based multinational telecommunications services provider. It has operations in around 170 countries. It supplies telecom services to corporate and government customers worldwide. In the UK BT operates approximately 33,000 vehicles. This includes 27,800 commercial vehicles (mostly light vans), 5,200 cars and a significant grey fleet, as well as many rental vehicles. The company has 77,000+ employees in total in the UK & Ireland, including approximately 55,000 who drive on BT business. Another 15,000 people work outside of the UK and Ireland, where the work-related road safety programme is also now being piloted and rolled out.



FACTFILE

Company:	BT
Sector:	Telecommunications
Fleet:	33,000 vehicles (in the UK)

What triggered the decision to invest in work-related road safety at BT?

In the early days of the programme the company identified that work-related road safety has a significant potential impact on the health, safety and well-being of employees, their families and local communities – and that in line with research (such as Haworth et al., 2000) and emerging government policy (HSE, 2003) it should be managed as an occupational health and safety (OHS) issue within the organisation.

We have been an innovator, early adopter and industry leader in driver safety. We continue to contribute a great deal to research, policy and practice. Our OHS- and data-led approach, engaging with the research community, utilising online tools, embracing benchmarking, risk assessment to identify areas of focus and using various communication and coaching channels to engage our people have all been shared and widely copied.

What impact has your road safety programme had? What does the data show?

Table 1 shows that in the financial year 2001– 2002 fleet claims, made up of collisions and other incidents such as thefts, vandalism and vehicle fires, cost the company approximately 25 million per annum in direct losses (including repairs to BT and third party vehicles), as well as an estimated three to four times more in indirect costs (including administration, failed operations and investigation time). In business terms, this equated to a need to generate the revenue from approximately 600,000 product sales to fund the annual cost of fleet claims. Since that time, the organisation's collision rate and costs have halved.

“Since 2001, the organisation’s collision rate and costs have halved.”

The table below shows the reductions in claims and costs over 15 financial years. This just goes to prove that investing in road safety at work pays off.

Year	Claims	Cost (£)	Vehicles	Claims per 1,000 vehicles	£ per vehicle	% change in claim rate
2001-2	32,610	25,583,981	46,028	59.0	556	
2002-3	28,142	20,889,596	45,608	51.4	458	-13%
2003-4	26,556	17,173,742	45,188	50.5	380	-2%
2004-5	17,001	11,682,083	44,768	31.6	261	-37%
2005-6	17,170	18,227,418	44,280	32.3	412	2%
2006-7	19,017	19,261,503	43,800	36.2	440	12%
2007-8	15,626	15,362,492	43,320	30.1	355	-17%
2008-9	15,449	12,481,242	41,616	31.0	300	3%
2009-10	14,707	14,624,665	37,488	32.7	390	6%
2010-11	12,625	11,691,842	34,558	30.5	338	-7%
2011-12	11,138	12,211,943	33,830	27.4	361	-10%
2012-13	10,709	12,094,090	33,028	27.0	366	-1%
2013-14	11,678	11,831,013	33,297	29.2	355	8%
2014-15	10,906	11,317,326	33,746	26.9	335	-8%
2015-16	10,752	11,361,914	34,041	26.3	334	-2%

Table 1: Reduction in vehicle insurance claims at BT 2001-2016

What are the main risk factors your fleet is exposed to?

Our early data analysis in 2003 found that collisions were a major cost to the company and that key risk factors were related to speed, defensive driving and slow speed manoeuvring. Typically, at that time, defensive or advanced driver training courses were used, irrespective of the risks or types of incidents. Where BT was different and innovative was in doing the detailed claims analysis, applying online tools, linking data sets and developing targeted interventions. This meant that as well as defensive driving, slow speed manoeuvring became a key area of focus for our communications and coaching initiatives for managers and drivers. Since 2003, working with our training partners, we have coached 10,187 at-risk drivers on-road, including 4,049 on defensive driving, 2,739 on slow speed manoeuvring, 1,160 apprentices & inductees, 738 on specialist courses and 602 on eco-driving. 40,000+ medium risk drivers have received online coaching.

Managing Grey Fleet

Why is it important to manage grey fleet use in a company?

If our employees drive their own private vehicles on BT business, BT has a duty of care to manage this, and help protect them. This is also in line with the joint UK Health & Safety Executive and UK Department for Transport guidance on 'Driving at work'.

Increased attention is being focused on drivers using their own vehicle for work journeys by the regulators and professional bodies, which is why BT introduced its grey fleet process in line with industry good practice and compliance requirements. It is particularly relevant because different types and ages of vehicle have different in-built safety, environmental and fuel efficiency standards.

Do you collect data for monitoring and evaluating your company's grey fleet? If so, what does this involve?

Our long term use of unique employee numbers for participant identification - allowing data integration from a diverse range of sources into our single risk data warehouse called Virtual Risk Manager - is also highly innovative.

BT's Safe Driving programme grey fleet module includes questions about vehicle and insurance details based on the minimum level of information BT is required to hold as part of the risk assessment process for managing its 'grey fleet' drivers. This is a two-stage process, BT starts its Safe Driving Programme with an online Travel for Work Questionnaire, if the participant answers YES, the second question asks their vehicle type. If a personal vehicle is used for work, further questions are asked.

This allows BT to assimilate this data, within Virtual Risk Manager and, facilitates the staggering of the programme launch process across the organisation's driving population.

Driving for Work Questionnaire

DRIVING FOR WORK QUESTIONNAIRE

All fields marked * are required

Do you, or are you ever likely to 'drive for work purposes' for your employer?*

IF NO, THANK YOU FOR YOUR TIME. CLICK ON THE SUBMIT BUTTON BELOW TO EXIT THE DRIVING FOR WORK QUESTIONNAIRE.

IF YOU DO DRIVE FOR WORK PURPOSES, PLEASE CONTINUE.

DETAILS OF THE VEHICLE YOU NORMALLY DRIVE FOR BUSINESS PURPOSES

Select the type of vehicle you drive for work purposes:

Our driver type data is as follows:

Driver and vehicle type	Total	%
Rental vehicle	5,731	8%
Company vehicle	27,527	37%
Pool vehicle	2,503	3%
Private vehicle	8,982	12%
Total drivers	44,743	60%
Non drivers	24,767	33%
Yet to start Safe Driving Programme	4,933	7%
Total population	74,443	

The results from this analysis indicate that 20% of people currently drive their own or a rental vehicle on BT business. From a risk perspective the challenges BT faces are exactly the same as if the individual was driving a work supplied vehicle. Moreover, besides ensuring that the employee holds a current, valid driver's licence, is risk assessed and coached, BT also needs to ensure that the insurance is valid and covers business use and that drivers have valid technical inspection and roadworthiness certification as well as that appropriate vehicle maintenance is in place.

Through Virtual Risk Manager, BT's Safe Driving Programme provides a self-certification process where the employee enters these details, and confirms valid to and from dates that are then captured within the system and assigned against an individual's record. This is known in BT as the Driver Details questionnaire. This means that managers and drivers can be alerted through automated exception reporting when periodic technical inspection or insurance are due for renewal.

Do you have specific procedures relating to grey fleet drivers? If so, what do these entail?

From time to time, we compare mileage and hire vehicle expenses data against the Travel for Work Questionnaire data to ensure that the two match. This allows us to keep our driver database fully up to date.

We also conduct Driver OneToOne sessions which creates an opportunity for the manager to help their colleagues understand their road safety performance is important and reinforce expectations. The analysis of the driver focuses on strengths, weaknesses and behaviours and allows managers to review the driver's road safety risks, revisit safety objectives and discuss individual 'risk reduction' plans.

We also try to pre-empt any potential questions our employees might have on why BT needs to check their insurance, licence and MOT status. This is why we created a "Frequently Asked Questions" document to explain the "Safe Driving Programme", to address common concerns such as why do they need to complete the process, what will happen with their data and what to do in case they have a licence issued in another country.

Are there any requirements that a "grey" vehicle needs to comply with?

All drivers, including those driving their own vehicles, complete our full online driver risk assessment process, including:

- Travel for work Questionnaire
- Privacy Notice - to ensure data is securely managed
- Driver Details compliance module and DVLA/DVA check in GB and Northern Ireland
- Policy Notice module to confirm understanding of BT policies

- Safe Driver Undertaking to commit to BT policy and legal requirements
- RoadRISK Profile, Defensive Driving and Feedback to assess risks and provide coaching through feedback
- Risk-based OneToOne review between managers and drivers as required
- Online and face to face coaching for managers and drivers as required

Since 2001 more than 130,000 drivers have completed the online process, supported by relevant targeted training to more than 6,000 managers and 18,000 drivers.

How do you ensure compliance with traffic law?

All our drivers in Great Britain and Northern Ireland are requested to provide consent for a government driving license check via e-consent (or occasionally paper-based) process at least once per year. Any individual who is not legally entitled to drive is immediately flagged to the relevant Line of Business lead, line manager and BT central contact.

Other re-checks can be implemented as required, for example professional drivers in BT Supply Chain are checked every six months to meet specific requirements.

This electronic licence check process is not a substitute for any other management good practice and provides a snapshot in time based on the date of the check. Even with this process in place, it is still vital that drivers continue to be reminded about the importance of notifying their manager of any changes to their licence, allowing ad-hoc re-checks to be scheduled as required, for example at times of significant change in a driver's licence status – such as speeding events, obtaining multiple endorsements in a short space of time or having their licence status changed for health reasons.

Partners

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