

1. FLEETSAFETY SYSTEM - MANAGEMENT & STAFF RESPONSIBILITY

1.1 Accountability

It is very important that every individual who drives Council vehicles understands that he or she is accountable for any actions taken in respect of the vehicle(s) under their care and responsibility.

1.1.1 Occupational Safety and Health

Managers should ensure that their staff are aware of their occupational safety and health responsibilities while driving Council vehicles, whether those vehicles are owned or leased by Council.

1.1.2 Responsibility for the “driving” component of employee’s work

Managers should be responsible for the driving competency and performance of all their staff who are required to drive, occasionally or on a regular basis.

1.1.3 Vehicle costs and care

Managers should be responsible for all operating costs for vehicles assigned to their areas. They should ensure that all staff who drive understand and support the notion that when they drive Council vehicles they are responsible for the care of the vehicle. This means that they are to look after that vehicle as if its operating costs and resale value are their own personal concern.

Managers should also ensure that staff members report vehicle defects as soon as they occur and that any significant vehicle defects are repaired before they cause further damage and cost.

1.1.4 Driver attitudes and behaviour

Managers should motivate staff to adopt changed driving practices where the culture of care does not exist in whole or in part. There needs to be recognition that driving is an occupational safety and health matter and that managers, supervisors and staff all have a key role in changing the driving culture in Council.

1.1.5 Designated driver

Each and every vehicle should be assigned to individual persons for on-going care, control and maintenance. These persons (known as the ‘designated driver’)

are responsible for ensuring that defects are reported, that maintenance is conducted according to schedule and that the vehicle is kept in a secure place when it is not being used.

The designated driver should ensure that suitable qualified driver takes responsibility for the nominated vehicle at all times. When the vehicle leaves the care of the designated driver, the details of the new driver should be recorded.

1.1.6 Employment of contractors

Contracts for employment of external providers of services (such as waste disposal or road construction) should stipulate that the contractor must adopt the FleetSafety System and procedures as close as is practicable. Furthermore, contractors should understand that a significant variation from the procedures may represent a breach of contract conditions and could lead to sanctions and ultimately termination of contract. (Contract conditions will need to outline this condition).

1.1.7 FleetSafety Working Group

Council's "FleetSafety Working Group" (FWG) comprises management and staff representatives from the following areas:

- Executive Director Technical Services responsible for FleetSafety (chair)
- Coordinator Support Services
- Safety/Insurance Officer
- Human Resources Manager
- Driver/staff representatives
- Other staff as necessary from time to time.

The goal of the FWG should be to oversee all aspects of fleetsafety, making procedure change recommendations to the Executive Director Technical Services responsible for the FleetSafety System.

Its duties are not limited but should at least include:

- Examining monthly accident reports for trends and taking necessary action.
- Monitoring data evaluation for accidents and preventative/corrective programs aimed at improving driver attitudes and behaviour.
- Producing six monthly and annual reports on the FleetSafety System.
- Publicity and promotion of FleetSafety related issues.

1.2 Occupational Safety and Health

Council has delegated responsibility for the implementation of the employer's duties under the Occupational Safety and Health Act (1984) (the Act) to managers. In addition, staff have responsibilities under the Act. Some practical considerations to implement these responsibilities are as follows:

1.2.1 Manager's responsibilities

Vehicles and associated equipment in the case of plant should be maintained to a level that is at least that specified by the manufacturer and a system of recording the maintenance should be kept and checked.

Defects reported should be investigated and corrected promptly especially where the defect(s) may be dangerous.

Vehicles should comply with the National Standard for Plant which has requirements for hazard identification, risk assessment and control measures.

Audits should be conducted to regularly review the operation of vehicles and plant by observing operation and consulting drivers to ensure their safe operation.

All staff who may drive Council vehicles will be given induction and training to the minimum standard of operation of the vehicle(s) for which that driver is given Council authorisation to drive.

All drivers are kept advised via an education program about changes to vehicle and equipment operation techniques and performance, as well as successful behavioural and attitudinal techniques which may help improve safe operation of vehicles and plant.

1.2.2 Employee's responsibilities

Staff who may drive Council vehicles will be advised of their responsibilities under the Act, including taking care of other employees and cooperation with managers and supervisors.

All persons in the workplace have a responsibility to avoid interfering, obstructing or refusing assistance in any way which might be disadvantageous to the maintenance of occupational safety and health in relation to vehicles.

1.3 Evaluation and Review

1.3.1 Data collection and reporting

Regular compilation of vehicle accident and infringement data will be recorded, analysed and reported on a monthly basis by the Coordinator Support Services.

These data include frequency of accidents by Department, all costs of accidents and repairs both above the excess and below the excess level for insurance records.

Reports will be disseminated to managers and suitable extracts made available to all staff who drive, particularly where the data shows clearly understandable trends both positive and negative.

1.4 Performance indicators

The following are the minimum indicators, which should be reported to senior managers, and regularly to supervisors and staff, by the Coordinator Support Services.

Monthly

- Number of accidents by department
- Number of accidents by vehicle class
- Number of at fault accidents
- Number of at fault accidents by class

Half yearly

- Average accidents per month
- Average accidents per month by vehicle class
- Total above excess accidents per month
- Total below excess per month

Annually

- Number of fleet involved in accidents per month per department
- Total accidents per vehicle class per month
- Total accident cost per vehicle class per month

Accident investigation

- Records of all motor vehicle accidents are maintained by the Safety/Insurance Officer.
- In addition, sufficient details are recorded to allow effective investigation to determine both the cause and fault of all accidents.

- All motor vehicles accidents are reported using the appropriate Motor Vehicle Claim form (signed by the appropriate supervisor) to the Safety/Insurance Officer within 24 hours of a motor vehicle crash. Incomplete forms should be returned to the relevant supervisor for assistance in completing.

The Safety/Insurance Officer is responsible for:

- Receipt of motor vehicle claim forms.
- Recording the motor vehicle claims form information in Council register and computer data base.
- Maintaining all files of claim forms, related documents and reports.
- Notify the insurance carrier when accident repair costs exceed excess levels determined by the insurer.
- Handle and manage all claims under excess, including payment of repairs.

2. Hire drivers based on safe driving records and awareness of safety issues

2.1 Recruitment permanent staff

It has been identified for all positions in Council to what extent driving is part of the position requirements. Three groups have been identified by management:

- ‘heavy users’: the regular drivers are those for whom driving is the major or a very significant part of the job. This includes drivers of plant and heavy vehicles, and those who require licences other than those required for light vehicles. It also includes staff members who have commuting or private use of a Council vehicle.
- ‘medium users’: use a vehicle on a less frequent but still regular basis (not daily, but at least twice to three times a week). Driving a vehicle forms part of their position requirements.
- ‘light users’: group of employees who are not required to use a vehicle.

The following criteria are included as essential steps to follow in the recruitment and selection process for any ‘heavy and medium vehicle users’ positions.

- 2.1.1 Safe driving and the requirement to possess a current and relevant driver’s licence are mentioned in position descriptions for jobs involving significant driving tasks.
- 2.1.2 The applicant is advised on Councils Fleetsafety procedures during the interview.
- 2.1.3 Driving attitude is assessed during the interview and the applicant is asked to provide details on driver training courses attended and any awards received for their driving.
- 2.1.4 The applicant is asked to provide evidence of a current and relevant driver’s licence.
- 2.1.5 The applicant’s attitude to safety is assessed during the interview.
- 2.1.6 Driving record is discussed in reference checks.
- 2.1.7 A medical assessment is conducted to check an applicant’s fitness to operate the required vehicles.
- 2.1.8 An independent driving record assessment is made for jobs involving the (regular) use of plant and heavy vehicles.

2.2. Casual staff and Labour Hire

The FleetSafety System also applies to casual staff appointed directly or via labour hire companies. The following applies for temporary staff hired via Labour Hire Companies who are required to drive a Council vehicle. Prior to allocating staff to the City of Armadale the Labour Hire Companies have to ensure that:

- 2.2.1. Employees possess a current and relevant drivers licence and a copy has to be submitted to the City of Armadale.
- 2.2.2. The driving record of employees has been assessed via reference checks and via the interview process for selection.
- 2.2.3. Employees have been informed about the City of Armadale's FleetSafety System. Labour Hire Companies will receive pamphlets highlighting the relevant elements and guidelines will be provided for selecting staff for the City of Armadale.
- 2.2.4. Prior to starting on the job and driving the Council vehicle, all hired casual staff members will be informed in more detail about the FleetSafety System by the Supervisor. Casual staff members will also undergo a special vehicle induction.

Best Practice has been achieved

Safe driving is included in position descriptions for jobs with significant driving tasks. Applicant's attitude to safety is assessed. Independent driver assessment is included for heavy vehicle and plant operators.

3. Induct all new recruits and supervisors using an official program containing fleetsafety and safe driving components.

3.1 New Employees

- 3.1.1 Council ensures that all employees who may be required to drive a Council vehicle, undergo an induction program containing a fleetsafety component covering the Council's fleetsafety procedures.
- 3.1.2 Vehicles are assigned to new employees based on the needs of their job.
- 3.1.3 New employees are trained to operate their vehicle before they drive it.
- 3.1.4 A driver assessment program is carried out for new employees driving heavy vehicles.
- 3.1.5 All new employees who are required to drive a Council vehicle for their job are informed about the Loss of Licence Procedure (contained in Appendix 1).
- 3.1.6 Signed induction checklists are placed on personnel file with a copy of the employee's relevant drivers licence. (A copy of the induction checklist is contained in Appendix 2).

3.2 Existing Employees

- 3.2.1. All employees who may be required to drive a Council vehicle are inducted on the new FleetSafety procedures.

Best Practice has been achieved

FleetSafety is included in a formal induction programme for new employees and includes information on the Council's FleetSafety System.

4. Fleet Selection and maintenance

Council adheres to best practice in selecting and maintaining vehicles.

4.1 Safety features to be considered in selecting vehicles

Colour:

Choose light, high visibility colours such as yellow and white rather than darker colours such as blue or green.

Window tinting:

Avoid additional window tinting that may restrict visibility.

Foot braces:

For the driver's left foot.

Four-wheel drives:

Choose only on business needs, i.e. off-road requirements. (Considerations might be that lease rates are much higher for four-wheel drives than for standard passenger vehicles and that they have a greater capacity to harm the environment).

Air bags:

Some studies have shown that drivers' air bags reduce the risk of serious head injuries by half and fatalities by about 20 per cent for unbelted drivers and about 10 per cent for belted drivers. Side air bags also provide significant protection to both front and rear seat passengers.

Anti-lock brakes:

These stop wheels from locking in an emergency stop. It has been shown that cars with anti-lock brakes are much less likely to be involved in rear end collisions and crashes on wet or icy roads. There is little difference in crash rates on dry roads between cars with or without anti-lock brakes.

Daytime lights:

Consider buying vehicles that have lights that come on automatically when the ignition is switched on. Daytime running lights (DTLs) have been shown to improve vehicle visibility and estimation of distance with a resultant reduction in crash rates.

A Western Australian study showed that vehicles with DTLs were more than eight times safer than those without.

Seat belts:

Seat belts save lives and reduce injuries. Consider a requirement for three point seat belts at all positions, with pretensioners and load limiters. Council has strict company rules about wearing seatbelts at all times and reminder notices on dashboards.

Head restraints:

These offer some protection in crashes (up to a 15 per cent improvement in preventing soft tissue injuries in rear end collisions).

Cargo barriers:

These prevent loose cargo shifting into the front a vehicle in emergency situations. They are available as an optional extra and should be fitted to vehicles without a boot for storage (i.e. station wagons, hatchbacks). The forward momentum of loose articles in vehicles has been the cause of road fatalities in Australia.

Mudflaps/mudspats:

These are a safety feature because they reduce spray in wet weather and improve visibility for following drivers.

Fire extinguishers:

Where dry chemical type fire extinguishers are fitted in Council vehicles, they should be visible and accessible and fitted so they will not come loose and cause additional injuries in a crash.

Air conditioning:

Makes for more comfortable work conditions in Council vehicles and adds to resale values.

First aid kits:

All Council vehicles carry a first aid kit.

4.2 Fleet Maintenance

- 4.2.1 Fleet vehicles are registered annually (including compulsory third party (CTP) Insurance).
- 4.2.2 Reporting of fleet vehicle inspections, maintenance, repairs and modifications is maintained as a running record by the Council Workshop staff.
- 4.2.3 Council ensures that maintenance, repairs and modifications to fleet vehicles are conducted by suitably qualified mechanics.
The withdrawal of unsafe vehicles from use may be initiated through a maintenance request procedure.
- 4.2.4 Council ensures compliance with relevant legislation for all vehicle modifications.

Best Practice has been achieved

Organisations investigate fleetsafety features and include relevant features in purchase specifications.

Maintenance procedures are fully documented and include the sign off or all repairs and alterations.

5. Maintain an efficient system of recording and monitoring overall fleet, individual driver, and individual vehicle crash involvement

5.1 Crash Reporting

- 5.1.1 Council has a documented reporting system for all fleetsafety incidents (including minor panel damage, crashes, injuries and fatalities).
- 5.1.2 A procedure is in place for informing all employees of the process for reporting fleetsafety incidents

5.2 Crash Investigations

- 5.2.1 Reported incidents are investigated in accordance with Council's organisational investigation procedure. In the case of accidents involving serious injuries or caused by vehicle failure, an independent investigation will be undertaken.
- 5.2.2 Crash investigation training is provided to members of the FleetSafety Working Group.
- 5.2.3 Investigation reports contain recommendations and a timetable for implementing corrective actions.
- 5.2.4 Managers are responsible for implementing remedial measures and counteraction based on investigation reports.
- 5.2.5 Before implementing corrective measures, employees who may be affected by such action are consulted.
- 5.2.6 A procedure exists for evaluating and monitoring remedial/corrective measures.

5.3 Crash Monitoring

- 5.3.1 Pertinent fleetsafety data are collected and analysed on a monthly basis.
- 5.3.2 Monthly reports on fleetsafety performance are presented to relevant managers.

Best Practice has been achieved

All incidents are reported as per documented procedures.

Incidents are investigated and corrective action is implemented and monitored.

FleetSafety data analysed on a regular basis.

6. Recognise good/bad-driving performance through an official scheme of commensurate incentives and disincentives

6.1 Driver Monitoring

- 6.1.1 Council maintains accident and infringement data to monitor the driving performance of employees driving Council vehicles.
- 6.1.2 Council requires employees who drive a Council vehicle to submit a copy of a current driver's licence.

6.2 Incentives

Council identifies positive and negative driver performance through incentive and disincentive schemes, which can motivate employees to improve Council's driver and vehicle safety record.

- 6.2.1. Staff required to drive a vehicle receive feedback about their driving performance during performance appraisals.
- 6.2.2. Council implements a system to recognise and reward the good driving performance of staff. Certificates are presented to staff after a period of two years for good driving record. Staff receives an incentive (in the form of gift – first aid kit, tool kit, torch etc. supplied by RoadWise or Council) after three years of good driving.

6.3 Disincentives

- 6.3.1 Poor driving performance will be identified via the accident and infringement data.
- 6.3.2 Poor driving performance will be discussed with the employee and the relevant manager.
- 6.3.3 Employees displaying poor driving behavior will be required to attend specific drivers training.
- 6.3.4 Drivers may be required to perform alternative duties until they have undertaken the specific drivers training to improve their poor driving behavior.
- 6.3.5 Council has a Loss of Licence procedure in place outlining the process to follow should an employee lose their drivers licence and such licence is needed to satisfactorily perform their duties.

Best Practice has been achieved

Incentives and disincentives have been developed after consultation with the FleetSafety working group.

Systems are in place to identify and recognise good and poor driving behavior.

7. Support training, education and development programs to engender safe driving

Council recognises that training and education help ensure a competent workforce and increase awareness and knowledge of road safety issues. The following procedures are in place to identify the road safety training needs of employees and to provide appropriate training:

7.1 Assessing Training Needs

- 7.1.1 Council conducts training needs analysis yearly to determine fleetsafety training requirements.
- 7.1.2 Council has a system to identify those drivers in need of further driver training and/or remediation.
- 7.1.3 Where driver training needs have been identified, employees undertake relevant practical driver training.
- 7.1.4 All employees identified as heavy and medium users of vehicles (those for whom driving is the major or a very significant part of the job) are required to attend a defensive driving course (light vehicles) or a specific 'one on one' road-driving course (heavy vehicles). Light user of vehicles are encouraged to attend a Road Safety Discussion workshop.

7.2 Training Plans

- 7.2.1. Council has developed a training plan to provide FleetSafety training to all levels of employees as required.
- 7.2.2. Employees' levels of training and ability are considered when allocating tasks.
- 7.2.3. Council documents and keeps records of all training.
- 7.2.4. Legal obligations and fleetsafety management principles and practices are articulated to Council's executive and senior management through formal training.
- 7.2.5. Council ensures that managers and supervisors are trained in their roles and responsibilities as they relate to fleetsafety.
- 7.2.6. Council minimises fleetsafety risk by providing training to all new and transferred employees.
- 7.2.7. Refresher training is provided to all personnel as appropriate.

- 7.2.8. Where an employee is legally required to hold specific qualifications or licences to undertake duties, Council has a procedure for ensuring conformance with all training requirements.
- 7.2.9. Council has a policy on training and development.

7.3 Evaluation Training Programs

- 7.3.1 Council ensures that quality training is provided by engaging suitably qualified and experienced trainers.
- 7.3.2 Each training session is properly evaluated to gain a measure of performance in terms of participants' comprehension and retention.
- 7.3.3 Regular reviews of the training program are conducted regarding the relevance of the program to Council and the effectiveness of the program in improving work performance.

7.4 Driver Education

While driving skills (e.g. car handling) are important, the big killers on Western Australian roads are speed, alcohol, not wearing seat belts and driving when tired. All these factors are avoidable if drivers have a responsible attitude to road safety.

- 7.4.1 Council has a system that provides road safety information to all employees, from those who drive as part of their job to those who only drive to commute or in their off-work hours. Information items are displayed via posters on noticeboards, via messages, banners and articles on the intranet, via Safety articles in the City newsletter. Topics include:

Alcohol:

In Western Australia, alcohol is a factor in 26 per cent of all fatal crashes. Zero tolerance for alcohol in the workplace is highly recommended (particularly if the workplace is a vehicle) by WorkSafe Western Australia.

- Council ensures that employees are reminded about the effect of alcohol on driving performance.
- Council has a responsible approach to alcohol by also providing food and soft drinks during Council functions.
- Council considers severe penalties, including dismissal, for employees who are charged for drink driving whilst using a Council vehicle.

Drugs and Driving:

- Drivers are made aware of the effect that drugs and some medications can have on driving performance.

Fatigue:

It is estimated that 30 per cent of fatal rural crashes and 20 per cent of fatal urban crashes have driver fatigue as a factor. Some Australian researchers believe the real figure may be as high as 50 per cent. A drowsy driver can drift into 'micro-sleep' (a brief nap that lasts around three to five seconds). At 100km per hour that's 100 metres of travel.

- Council ensures work schedules conform to the Occupational Safety and Health Act, and reflects the duty of care that all employers have to their employees. Management and supervisors plan work schedules to ensure staff has sufficient rest before and when driving.

Speeding:

Speed is a factor in about one-third of all fatal crashes in Western Australia and driving at ten kilometres over the speed limit is as dangerous as driving with a blood alcohol level of 0.10 per cent. Just an extra 10km per hour dramatically increases the braking and stopping distance and can be the difference between hitting and killing a pedestrian and not touching them at all.

- Council ensures road safety procedures and education programs discourage speeding.

Seatbelts:

Seatbelts are not worn in 28 per cent of all fatal crashes in WA – 12 per cent in the metropolitan area and 38 per cent in the country.

- Council educates staff as to the dangers and has strict rules about wearing seat belts at all times and places reminder notices on dashboards.

Daylight running lights:

- Council has a 'lights on at all times when driving' policy. Automatic lights off feature to be included in Council vehicles as they are replaced.

Mobile phones:

Talking on a mobile phone while driving increases the chance of being involved in a crash by up to nine times. From 1 July 2001 it became illegal to use a hand-held phone while driving. This does not apply to two-way radios, although Council encourages drivers to use them with caution.

Road rules

- Council staff will be updated on latest changes in road rules and handbooks for Western Australian Road Users are made available upon request.

Best Practice has been achieved

FleetSafety training has been identified through a training needs analysis. Training is conducted to meet identified needs. All training is evaluated.