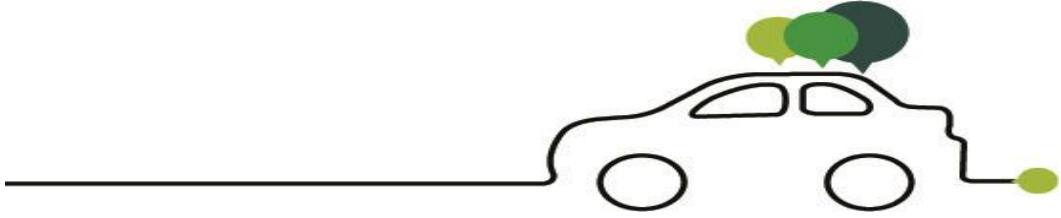




accidents don't have to happen

Driving for Work Safer Journey Planning



Produced with the support of
the Department for Transport

September 2017

Introduction



Driving is the most dangerous work activity that most people do. Over 100 people are killed or seriously injured every week in crashes involving someone who was driving or riding for work. This includes passengers, pedestrians and riders, as well as at-work drivers and riders themselves.



HSE 'Driving at Work' Guidelines state that "health and safety law applies to on-the-road work activities and the risks should be effectively managed within a health and safety system." Therefore, employers must conduct suitable risk assessments and ensure that:

1. Work related journeys are safe
2. Staff are fit and are competent to drive safely
3. Vehicles are fit for purpose and in a safe condition.

Driver Fatigue

Drivers who become drowsy or fall asleep at the wheel cause thousands of crashes each year. This is one of the most common causes of serious road crashes and casualties, and is often more likely to result in death or serious injury as they tend to happen on high speed roads and a sleeping driver cannot brake or swerve to avoid or reduce the impact.

Tiredness reduces a driver's ability to recognise hazards, slows their reaction times and impairs their judgement. This combination of factors can be lethal, as a driver will only spot a hazard at the last minute (if at all) and may not have time to brake before the collision. It also reduces their vigilance, alertness and concentration and their speed and quality of decision-making may also be affected.

Drivers are almost always aware when they are feeling sleepy, and so make a conscious decision about whether to continue driving or to stop for a rest. Work commitments or the desire to get home as early as possible can tempt drivers, or make them feel pressured, to continue driving when they really should stop.

Crashes caused by tired drivers are most likely to happen:

- on long journeys on monotonous roads, such as motorways
- between 2am and 6am
- between 2pm and 4pm (especially after eating, or taking even one alcoholic drink)
- after having less sleep than normal
- after drinking alcohol
- if taking medicines that cause drowsiness
- after long working hours or on journeys home after long shifts, especially night shifts



One of the most important things employers must do is ensure that their drivers are not at risk of falling asleep at the wheel.

This guide gives simple advice on how employers and line managers can ensure their organisation's road journeys are properly planned. It can be adopted as written or adapted to suit your organisation's needs, as a stand-alone policy or incorporated into a wider 'Driving for Work' policy.

Set a Journey Planning Procedure



Introduce a journey planning procedure that requires those responsible for journey planning (line managers and drivers) to plan journeys, so they:

- Decide whether a journey by road is necessary, or whether it can be made by rail or air travel, or replaced with remote communications.
- Understand the importance of getting adequate sleep before driving, especially on long journeys the dangers of 'moonlighting' or spending too long on evening hobbies, social activities or domestic work that limit sleeping time
- Minimise driving during risky periods, such as the early hours of the morning
- Schedule visits and deliveries so that mileage is kept as low as possible, and organise shifts and workloads to reduce the risk of driving tired
- Plan routes to use the highest quality roads, such as motorways and dual carriageways where possible
- Take account of road type (for example, accident rates are lowest on motorways and dual carriageways), hazards (road works, accident 'hot spots'), congestion (time journeys to avoid peak traffic hours) and higher-risk features, such as schools or busy shopping centres.
- Share journeys and driving whenever possible to minimise the number of journeys and mileage costs.
- Include time for rest breaks (and if necessary, overnight stops) and plan where to stop for regular rest breaks (every two hours - or sooner if feeling tired - for at least 15 to 20 minutes).
- Do not put drivers under time pressures that cause them to speed or to drive for too long
- Avoid systems of work (for example, 'just in time' delivery, payment by calls made, 'job and finish', unrealistic guaranteed call-out or delivery times etc.) which may encourage speeding and reduce the risks of making a lengthy home journey after a day's work away from their normal base
- Understand the early signs of fatigue and what to do if they begin to feel tired during a journey (take caffeine and have a short, 15 minutes nap (but no longer), but are aware this should not be done more than once during a journey.
- Make sure that routes and SatNavs are regularly updated
- Where possible, avoid specific risky situations (such as interactions between large goods and construction vehicles and cyclists at junctions).
- Where possible, avoid driving in adverse weather, especially if the emergency services and motoring organisations advise that travel should be avoided unless absolutely necessary.
- Understand how to stay safe in very poor weather, such as keeping a winter safety kit in the vehicle and emergency contact numbers.



Train Your Line Managers

Train managers, supervisors and team leaders to manage work related road safety as part of their health and safety responsibilities. It is crucial that they understand their responsibilities to make sure that journey schedules are properly planned, and that those plans are followed.



Managers should lead by personal example and plan their journeys safely.

They should also monitor that their staff are actually implementing the procedures properly and provide regular opportunities for their staff to raise issues or concerns.

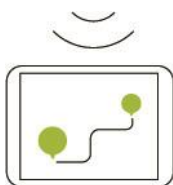
Give all staff a copy of your organisation's policy on safe journey planning and a copy of "[Driving for Work: Safer Journey Planner](#)".

Use Safer Alternatives

Where possible, use remote communications (telephone, email or video-conferencing) or travel by plane or train, which is far safer and more environmentally-friendly. If driving is unavoidable, maximise vehicle sharing to reduce the number of journeys, and to reduce the length of time drivers spend at the wheel.

Plan Routes

Schedule visits and deliveries so that mileage is kept as low as possible



Plan routes in advance. Live traffic information on motorways and trunk roads on www.trafficengland.com, www.traffic-wales.com and www.trafficscotland.org is useful to help establish route options, distances and journey times.

If using a Sat Nav, drivers should input the destination before setting off, and if they need to change it, stop in a safe place to do so.

Take account of road type (for example, accident rates are lowest on motorways and dual carriageways), hazards (road works, accident 'hot spots'), congestion (time journeys to avoid peak traffic hours) and high-risk features such as schools or busy shopping centres.

Plan where to stop for regular rest breaks (every two hours - or sooner if feeling tired - for at least 15 to 20 minutes). If possible, plan alternative routes to avoid any major delays.

Reduce Distances

Set indicative in-house limits on maximum driving distances per day, per week, per month and per year. When requiring employees to drive to and from a location to carry out a work task, set reasonable maximum mileages which drivers should not be expected to exceed in a single day. Support this with clear policies that allow staff to take overnight stops, or ensure the driving can be shared.

Manage Drivers' Hours

Set limits for unbroken driving hours, including daily, weekly and monthly limits for all classes of drivers. No driver should be required to drive continuously for more than 2 hours without at least a 15 minute break. Breaks and break locations should be planned in advance.

Professional drivers must follow the drivers' hours rules which set statutory maximum driving hours.

Optimise Schedules

Ensure journey schedules allow sufficient time for drivers to take account of reasonably foreseeable weather and traffic conditions and to comply with speed limits. Schedules should seek to reduce night driving and avoid those times of day when falling asleep at the wheel is more likely. Payment by customer contact or 'job and finish' regimes must not encourage drivers to disregard road traffic law or the organisation's driving rules, standards and policies.

Review Shift Arrangements

Night shifts and rotating shifts can cause severe sleep disruption. Workers on 12-hour shifts (compared to eight hours) are significantly sleepier at the end of their shift, especially at 7.00 a.m. Review shift arrangements to see that these do not lead employees to drive while fatigued. Where problems are identified, including increased risk during commuting, consider providing safer, alternative transport.

Overnight Stays



Where employees have to travel a long distance to a work location at the beginning of the day or the journey is likely to take more than two hours, consider asking staff to travel the night before and stay overnight.

Similarly, at the end of a work period at a remote location, make provision for employees to stay overnight so that they do not have to drive a long distance home when tired.

Be aware that some employees may prefer to avoid overnight stays, for example, for domestic reasons, so check work schedules and journey plans to ensure they are not tempted to undertake long journeys when they are likely to be too tired. It may be useful to instigate a system to check whether drivers are making use of overnight stays. If they do not wish to stay away overnight look at work scheduling to see if it is possible for them to get home safely by other means.

Avoid Driving in Adverse Conditions

Actively discourage driving in adverse weather conditions, particularly fog, very high winds, ice, snow or flooding or where there is a danger of drivers being stranded in remote locations. Ensure your staff feel able to postpone journeys or change routes if the police and travel organisations advise against road travel due to weather conditions, and that they know your organisation's reporting procedures in such instances. Also consider what emergency equipment should be carried in the vehicle in case the driver gets stranded.



Communicate

It is crucial to communicate your policy and procedures to all staff on a regular basis, using the full range of your internal communication methods, and as part of recruitment, training and staff appraisals, remind drivers and line managers about the:

The Department for Transport's Think! Road Safety campaign produces free publicity materials about driver fatigue that can be downloaded from [Think! Road Safety](#) and the [Think! Shop](#).

Advice and resources can also be downloaded from the Help and Advice section of the [ORSA website](#) and from the Road Safety section of [RoSPA's website](#).

Monitor

Check and record that your procedures are followed in practice, to ensure that they are working and to help you demonstrate, if necessary, that the policy is actually being implemented.

Encourage drivers to raise concerns with their line manager, and encourage line managers to respond positively. This will help to identify and manage the factors that make drivers more likely to drive when tired. Be aware that some staff, especially younger employees or those new to the company, may not feel able to raise concerns for fear of jeopardising their relationship with the company or their manager.

Record and Investigate Crashes and Incidents

Require staff who are involved in any crash or damage-only incident when driving at work (in any vehicle) to report this to their line manager. Check if the driver was too tired to drive safely, and if so what action is necessary to prevent repeat occurrences.

Disciplinary Procedures

Staff and managers should understand that exceeding drivers' hours will result in disciplinary proceedings and persistent failure to follow this policy will be regarded as a serious matter.

Review

Review Work Practices

Review work practices to ensure they do not pressurise or encourage staff to drive too long or too far without proper rest.

Benchmark Your Performance

Use the free Fleet Safety Benchmarking Tool at www.fleetsafetybenchmarking.net to compare your organisation against others. It automatically provides a personalised report with feedback on the results. Benchmarking is an effective way of improving work-related road safety, identifying good practice and cost savings. It also supports compliance with legal requirements and standards such as ISO39001.

Further Information and Support

[Driving at Work HSE Guide](#)

[Occupational Road Safety Alliance \(ORSA\)](#)

[Scottish Occupational Road Safety Alliance \(ScORSA\)](#)

[RoSPA Driving for Work Guides](#)

[Driving for Better Business \(DfBB\)](#)

[Highways England](#)

[Road Safety GB](#)

[The Highway Code](#)

[Think! Road Safety](#)

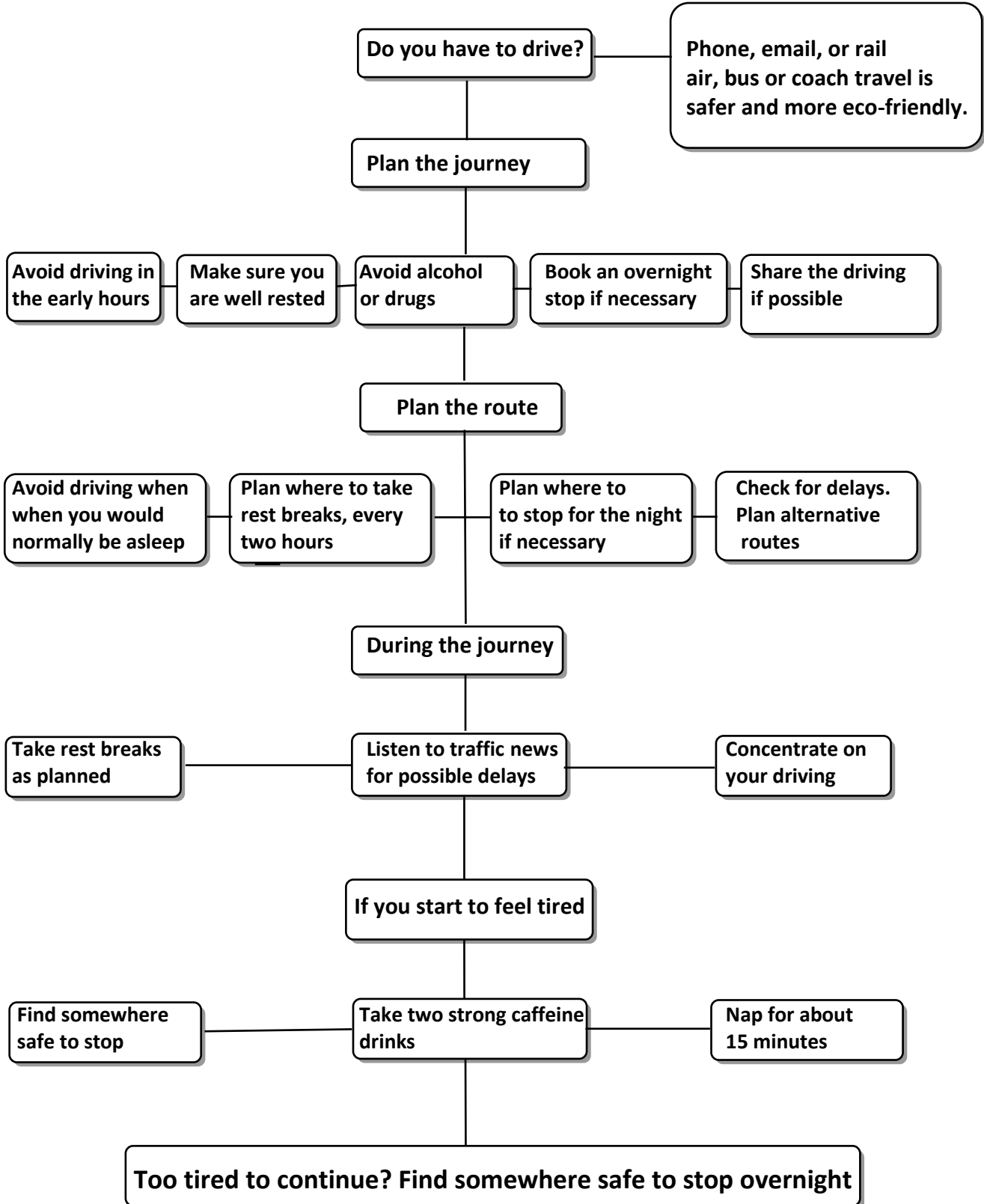
[Road Safety Scotland](#)

[Road Safety Wales](#)

[Fleet Safety Benchmarking](#)

[RoSPA Fleet Safety](#)

Journey Planner



Example Safer Journey Planning Policy



As part of our overall health and safety policy, we are committed to reducing the risks which our staff face and create when driving or riding for work. We ask all our staff to play their part, especially minimising driving, following our safe journey planning procedure and reporting any difficulties in doing so.

Senior Managers must:

- Lead by example, both in the way they drive themselves and by not tolerating poor driving practice among colleagues.
- Ensure all drivers and managers receive training about the organisations safer journey planning procedure.

Line Managers must ensure:

- they also lead by personal example
- staff understand their responsibilities to make sure they are fit and alert to drive safely
- follow the organisation's safer journey planning procedure
- work practices do not pressurise staff to drive when they are too tired
- journey planning is included in team meetings and staff appraisals and periodic checks are conducted to ensure that the policy is being followed
- they follow our monitoring, reporting and investigation procedures to help learn lessons which could help improve our future road safety performance
- they challenge unsafe attitudes and behaviours, encourage staff to drive safely, and lead by personal example by never themselves using a phone when driving.

Staff who drive for work must:

- never drive when they are too tired to do so safely
- plan journeys according to our organisation's safer journey planning procedure
- co-operate with monitoring, reporting and investigation procedures



accidents don't have to happen

RoSPA Head Office

28 Calthorpe Road
Birmingham
B15 1RP

 +44 (0)121 248 2000

RoSPA Scotland

43 Discovery Terrace
Livingstone House
Heriot-Watt University Research Park

Edinburgh
EH14 4AP

 +44 (0)131 449 9378/79

RoSPA Wales

2nd Floor
2 Cwrt-y-Parc
Parc Ty Glas
Cardiff Business Park
Llanishen
Cardiff
CF14 5GH


 +44 (0)2920 250600


RoSPA Northern Ireland

3 Orchard Close
Newpark Industrials Estate
BT41 5GH

 +44 (0)28 9050 1160

General Enquiries

 +44 (0)121 248 2000

 +44 (0)121 248 2001

 help@rospa.com

 twitter.com/rospa

 facebook.com/rospa

 linkedin.com/rospa

www.rospa.com

Registered Charity No. 207823
VAT Registration No. 655 131649

