

CORGI's health and safety management delivers benefits



Company:	CORGI
Location:	UK-wide, Basingstoke
Featured vehicle:	Company cars
Fuel type:	Petrol, diesel, hybrid
Fleet size:	167 cars

Background

CORGI is responsible for maintaining the UK register of gas installers. The company's 145 inspectors monitor gas installations throughout the UK. This case study examines how CORGI has used its health and safety policy to assist with the efficient management of its company fleet and to provide a framework for introducing environmental improvements.

Fleet management is the focus for a large proportion of CORGI's health and safety policy. Phillippa Caine, Company Secretary, manages the fleet and has been instrumental in helping CORGI to make excellent progress. Her efforts have been recognised within the fleet industry and, in 2004, Phillippa received the Fleet News Risk Management Award.

Phillippa has found that there are advantages in linking environmental improvements to existing policies to ensure that they are well-embedded in company practice. CORGI recognises that a policy to enhance environmental performance is a natural extension of the health and safety policy; both bring about a safer, and more productive and efficient environment in which to work. Examples of CORGI's key initial steps in environmental improvement include:

- > Undertaking a TransportEnergy BestPractice (TEBP) Fleet Health Check which has helped the company to assess and understand the current level of fleet efficiency and develop a 'green' fleet management strategy.
- > Taking delivery of 80 new vehicles for its 167-strong fleet, to enable a greater driver choice. At the same time, the company switched from petrol to diesel and hybrid vehicles to achieve increased cost and environmental savings in the future.

TOP TIPS

- > Take advantage of a free TEBP Fleet Health Check
- > Secure senior management support for your activities to ensure they recognise their fleet management responsibilities and liabilities
- > Produce a 'Car-user Guide' so that everyone involved in your fleet will know what is expected of them
- > Perform car and driver assessments as a way of identifying training needs
- > Join relevant organisations to keep abreast of developments within the fleet industry
- > Read fleet publications to keep informed about news, developments, and new thinking which could help you further improve your fleet management



CORGI's health and safety policy

CORGI's health and safety policy was introduced in 1999 and has been refreshed, reviewed and expanded as a result of experience, new research and knowledge gained through working with organisations such as the Association of Car Fleet Operators (ACFO).

CORGI implemented a health and safety policy for a number of reasons and not simply to facilitate compliance. The safety of employees was of utmost importance, because, as Phillippa says, "Without them, there is no business." CORGI recognised that proactive fleet management, where safety is key, would bring about a range of benefits across the company including a better working environment, a reduction in incidents, lower insurance premiums, potential cost and environmental savings and greater efficiency.

Measures of success

Various key measures have been included in CORGI's fleet management policy to increase safety and efficiency.

CORGI's fleet management policy includes:

- > Awareness raising
- > Training (e.g. alcohol awareness)
- > Limitations on hours worked per day
- > Limitations on miles driven per year
- > Risk assessment
- > Controls on the use of private cars for company business
- > Ban on all mobile phones

Awareness raising

Phillippa credits CORGI's success to the plethora of information available to fleet managers. She regularly attends ACFO meetings, consults guidelines from the Health and Safety Executive on work-related road safety, and uses other sources such as the media to stay informed about fleet management issues. In addition, CORGI communicates effectively with its company drivers through a corporate Car-user Guide and a quarterly e-mail newsletter.

Training

As part of the CORGI fleet policy, company drivers receive targeted training on many safety issues. This has included an alcohol-awareness training programme. The company brought in an outside organisation to provide these seminars and raise awareness of driver fatigue and how alcohol can impair work performance on the following day.

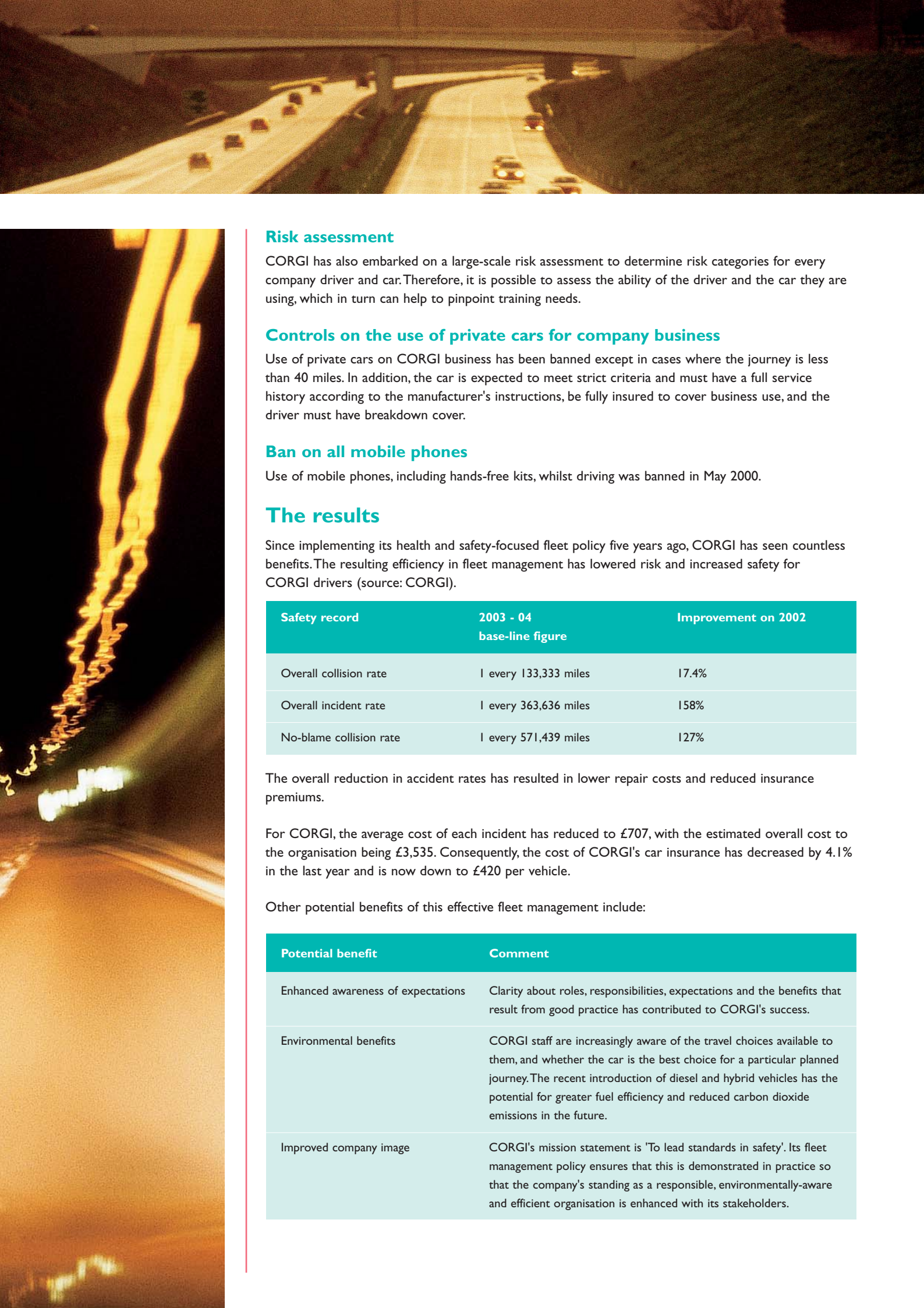
Limitations on hours worked per day

CORGI does not permit its drivers to work in excess of 11 hours per day (including time spent travelling to the job). Working beyond this time limit is considered unsafe and company policy enables drivers to stay overnight in a hotel. CORGI also encourages employees to plan their journeys in advance to make the best use of alternative travel choices such as taking a train. This also contributes towards reducing emissions and achieving cost savings.

Limitations on miles driven per year

To accommodate safety standards, company policy does not permit CORGI inspectors to drive in excess of 30,000 miles per year. In cases where drivers go beyond this limit, CORGI works with them to look at ways of reducing their mileage. This also contributes towards reducing emissions and achieving cost savings.





Risk assessment

CORGI has also embarked on a large-scale risk assessment to determine risk categories for every company driver and car. Therefore, it is possible to assess the ability of the driver and the car they are using, which in turn can help to pinpoint training needs.

Controls on the use of private cars for company business

Use of private cars on CORGI business has been banned except in cases where the journey is less than 40 miles. In addition, the car is expected to meet strict criteria and must have a full service history according to the manufacturer's instructions, be fully insured to cover business use, and the driver must have breakdown cover.

Ban on all mobile phones

Use of mobile phones, including hands-free kits, whilst driving was banned in May 2000.

The results

Since implementing its health and safety-focused fleet policy five years ago, CORGI has seen countless benefits. The resulting efficiency in fleet management has lowered risk and increased safety for CORGI drivers (source: CORGI).

Safety record	2003 - 04 base-line figure	Improvement on 2002
Overall collision rate	1 every 133,333 miles	17.4%
Overall incident rate	1 every 363,636 miles	158%
No-blame collision rate	1 every 571,439 miles	127%

The overall reduction in accident rates has resulted in lower repair costs and reduced insurance premiums.

For CORGI, the average cost of each incident has reduced to £707, with the estimated overall cost to the organisation being £3,535. Consequently, the cost of CORGI's car insurance has decreased by 4.1% in the last year and is now down to £420 per vehicle.

Other potential benefits of this effective fleet management include:

Potential benefit	Comment
Enhanced awareness of expectations	Clarity about roles, responsibilities, expectations and the benefits that result from good practice has contributed to CORGI's success.
Environmental benefits	CORGI staff are increasingly aware of the travel choices available to them, and whether the car is the best choice for a particular planned journey. The recent introduction of diesel and hybrid vehicles has the potential for greater fuel efficiency and reduced carbon dioxide emissions in the future.
Improved company image	CORGI's mission statement is 'To lead standards in safety'. Its fleet management policy ensures that this is demonstrated in practice so that the company's standing as a responsible, environmentally-aware and efficient organisation is enhanced with its stakeholders.

Perseverance pays

Although company drivers at CORGI welcomed many of the fleet management measures that were introduced, some changes met with less approval, e.g. the banning of mobile phones. However, CORGI believes that over time, employees have united behind the initiative because it has been seen to deliver beneficial results and win recognition within the industry. CORGI's management team is quick to point out that the company's success is down to its extremely dedicated workforce.

Winning the backing of senior management has also been vital to success. Phillippa confirms that the CORGI board has been extremely supportive. There are costs involved in introducing changes, but fleet managers need to make senior management aware that a health and safety policy can be very cost-effective.

Phillippa recommends the long-term integration of the fleet policy with other corporate policies, e.g. so that fleet management is incorporated into the company's corporate safety and environmental culture.

Phillippa strongly believes that the key to efficient fleet management is to achieve a balance between health and safety, the environment and company productivity. Through effective fleet management, the work that drivers undertake becomes more regular, structured, safe and environmentally conscious. Consequently, the fleet is capable of a higher quality of work than ever before.

The best way forward

As one of the first steps to improve the environmental performance of its fleet, CORGI has undertaken a TEBP Fleet Health Check. These are available to all organisations that wish to move towards running a more efficient and environmentally-aware fleet. A Fleet Health Check involves two-days of free consultancy advice from an independent, impartial consultant. Applying for this service has helped CORGI to assess and understand the current level of the fleet's efficiency and has helped the company to develop a green fleet management strategy. For more information about this free service, please visit the website and link provided below.



Final words of advice

Phillippa advises fleet managers to avoid "allowing yourselves to be bullied by the drivers. Know what you have to do and do it! Have the courage of your convictions, explain your approach to them and back up your argument to win them over." Fleet managers may come up against obstacles, but if they explain what they are doing and how it will help, they will gain the necessary trust, support and co-operation to make changes. The benefits CORGI has seen as a result of its fleet management policy are clear and achievable - if CORGI can do it, you can do it too.

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