

Driving for Better Business Potential Champion Case Study:



Colas Ltd

UNITED KINGDOM

Business Sector:

Highways / Construction

Total Number of Drivers: 951

Fleet Size:175

HGV: 311

LCV: 718* incl plant plated for use on the highway

Company Cars: 247

Grey Fleet: 113

Company overview

Colas operates nationally in the highways and airfields sectors, delivering sustainable solutions for design, building and maintenance of the UK's transport infrastructure. It has approximately 1,450 employees in the UK working out of more than 25 locations. Colas has been involved with the UK's highways since the 1920s.

Summary of at-work driving activities

Main areas of Colas UK activity are highway and airfields surfacing, term maintenance and construction; specialist surface treatments; recycling, including retread and repave; airfield construction and maintenance; civil engineering; lighting and electrical engineering; traffic management; supply and installation of intelligent display systems; manufacture of bitumen based products; quarrying and coated stone production; fleet maintenance contracts; research and development.

Colas fleet totals approximately 1400 vehicles (permanent and temporary fleet). Fleet composition is 33% cars; 19% trucks/lorries; 3% HGVs/flatbeds/tankers; 9% plant/machines; 36% vans.

Overall annual mileage for all employees' work related driving is estimated at 20,000,000 to 25,000,000 miles

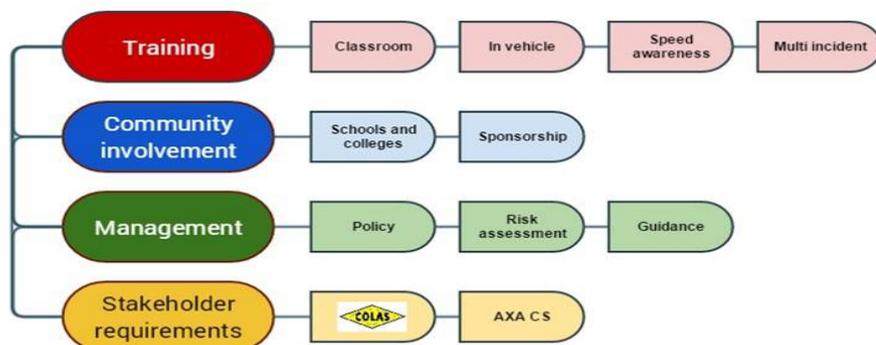
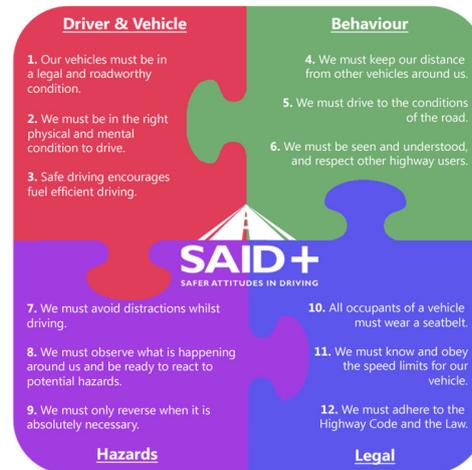
Business values

Colas' approach to managing occupational road risk and road safety is distinguished by the evolution in attitude within the company's core culture towards road safety. This core change was brought about by the launch of the SAID (Safer Attitudes in Driving) campaign in 2002. SAID transitioned in 2015 and became SAID+, the framework for our road safety management system.



Safety is our number one priority and consequently our objective has, and will always be, to prevent all vehicle related incidents, and injuries to our employees and the general public, by promoting safe and sustainable driving through the road safety management system. For any system to become fully part of an organisations culture it requires buy-in from the top if it is to ever truly succeed. Within Colas the SAID+ management system is fully endorsed and supported by our CEO and board of directors.

At the core of SAID+ are our 12 SAID+ Driving Principles. The Driving Principles define our beliefs regarding safe and sustainable driving.



Leadership in fleet safety

Carl Fergusson, Chief Executive, Colas Ltd

“Colas UK, powered by the international Colas Group, offers an end-to-end solution for large-scale infrastructure projects and sustainable solutions for the design, construction and maintenance of transport infrastructure in the UK and overseas. At the core of everything we do at Colas UK are the Colas Values of being Responsible, Talented, Innovative, Visionary and Passionate.

SAID+ epitomises commitment to living the Colas Values, the work of those involved in SAID+ exemplifies the commitment we have at every level of the company to the responsibility to continuously improve driving behaviour, managed by clearly passionate advocates of safer driving, with the talent to deliver that message to their colleagues through the increasingly innovative SAID+ training, and with a shared vision for the future of SAID+.”

Quote from WRRS manager

Graham Stanton, Company Secretary & SAID+ Sponsor, Colas Ltd

“Managing occupational road risk is a long-established priority for Colas whose award-winning in-house road safety campaign, SAID, was launched as long ago as 2002. The campaign was re-launched in 2015 as SAID+.

SAID+ is designed to improve the safety of Colas’ employees on the road, and to heighten their awareness of circumstances they can control to prevent vehicle incidents. The success of SAID+ is reflected in the significant reduction of Colas’ vehicle collision incident frequency rate since the campaign was launched.”

Work Related Road Safety Policy, Guidance and Rules for Drivers

As part of our Road Safety Management system we have a number of policies on key aspects of road risk, which all sit under our headline ‘Driving for Work’ policy.

Such policies include, but not limited to;

- Vulnerable road users
- Incident reporting
- Mobile phone use
- Drugs and alcohol
- Training
- Insurance and other vehicle requirements

Coupled with our policies we have several key processes for such areas as:

- Motor claims (incident reporting and claim management)
- Vehicle and plant insurance
- Operator’s Licence
- Motor offences

Driving for Work Policy



At Colas, we recognise that:

- Our first priority is for the health and safety of our employees engaged in driving for work
- We also have a duty of care for other road users and members of the public including vulnerable road users who could be put at risk by our work related driving activities.
- We must comply with all driving related legislation and endeavour to adopt best practice for those driving on company business.

Our primary objective is to prevent vehicle related incidents and injuries to our employees and other road users whilst vehicles are being driven on behalf of the company by promoting safe and sustainable driving through the Colas road safety management system.

To meet this objective, we will:

- Maintain a Colas road safety management system (SAID+).
- Establish a steering group to manage and maintain the road safety management system.
- Maintain a suite of policies that document how we put this policy into practice.
- Maintain a suite of key processes to standardise our approach to road safety management.
- Undertake a company driving for work risk assessment and review this as necessary.
- Maintain and deliver a programme of annual classroom awareness training for all employees, regardless as to whether or not their role requires that they drive for the company.
- Maintain and deliver a risk based programme of in-vehicle training and skills assessment for all company authorised drivers.
- Monitor our vehicle incident performance against our strategic targets and address any shortcomings.
- Support and promote the Colas Group road safety objectives.
- Incorporate the requirements of our stakeholders into the Colas road safety management system.

We are also committed to the following goals:

- Undertaking driving related community involvement activities as part of the Colas programme of Community Involvement, where we can share vehicle related best practice with the wider community.
- Maintaining appropriate corporate sponsor partnerships to support the work of road safety organisations in the UK.

Colas senior management has established these beliefs, objectives and goals and is responsible for their implementation throughout the company. The organisation and arrangements for putting this policy into practice are contained in the Colas Road Safety Manual.



Chief Executive Officer

A handwritten signature in black ink, appearing to read "C. Fergusson".

C. Fergusson
Sept. 2018

Additional WRRS-Related Activities

Training:

A number of different training events are undertaken within Colas. The annual classroom training is prepared in-house, covering all elements of road safety through the use of lecture and workshop styles. All the classroom training can be associated back to our 12 Driving Principles.

Driving Representatives, who are Colas employees (with the benefit of company knowledge) are trained and tasked to provide the classroom training to fellow employees. Driving Representatives participate in annual one-day training sessions to debate and familiarise themselves with the following year's training materials.

We also undertake a programme of in-vehicle driver training, with our selected partner, Cardinus Risk Management, where a qualified instructor evaluates the performance of our driver, and reminds them of key defensive driving techniques that can be used to mitigate hazardous situations. This training is currently repeated on a 3 year cycle at a 1:2 instructor to driver ratio per half day.

Assessment of the drivers' performance during in-vehicle training is recorded, and identifies the need for any follow-up training. Colas maintains an in-vehicle training record log to profile company drivers for risk based analysis and contact a driver's Manager for any score below the recommended threshold to suggest they assess the need for additional training on an individual basis.

In addition to the classroom and in-vehicle training we also undertake specific training for company drivers who are caught speeding (who do not get to sit on a police run course) as well as 1:1 direct training for drivers who have two or more incidents in any two-year period.

For new drivers to the company we have a provision in place for them to undertake a specific SAID+ induction which takes them through our 12 Driving Principles and the concept of SAID+ within Colas

Community Involvement:

Our community involvement programme sees us maintaining long term relationships with key road safety charities and organisations such as Brake and Road Safety GB. We are proud to sponsor key events such as the annual Road Safety GB conference since 2010 and the Road Safety GB Knowledge centre. In 2015, we became one of the first corporate members of Road Safety GB, furthering our commitment and also becoming a private sector contact for Occupational Road Risk. Through this connection we have been able to pass on the fundamental ideas and concepts surrounding SAID+ to other organisations who are just starting their ORR journey.

The other element of our community involvement programme involves us working with local road safety groups to deliver our Driving Principles to key driver target groups such as new drivers.



Post incident:

All SAID+ incidents are analysed not with a fault-finding approach, but one of how this incident could have been avoided. The Post Incident process starts with a telephone post incident interview undertaken by Cardinus with the driver. Cardinus use expert road collision investigators to talk through the incident with the driver to identify any areas of avoidability that can be focused on for future reference. A report is prepared by Cardinus for the driver's line manager. The second stage in the process is for the driver to have a meeting with their line manager to discuss the Cardinus report and agree any further training requirements that may be necessary.

Business Benefits & Performance measures

Colas Ltd has seen both collision and cost reductions since SAID was first introduced into Colas Ltd back in 2001. We monitor our performance primarily through our Incident Frequency Rate (IFR)*, which takes into account not only the number of incidents we have but also the variations in our fleet size, which has almost doubled since 2001.

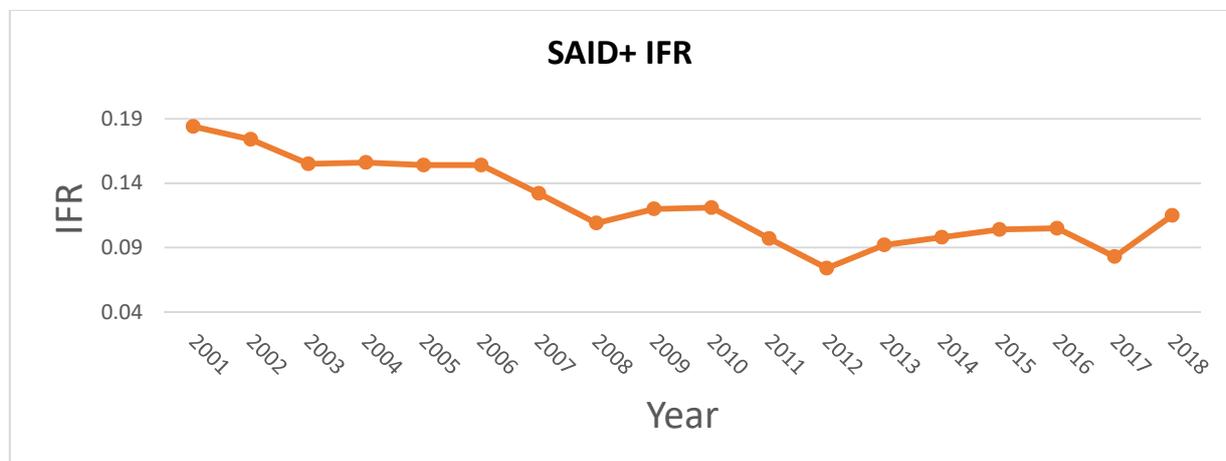
Several milestones have been achieved since;

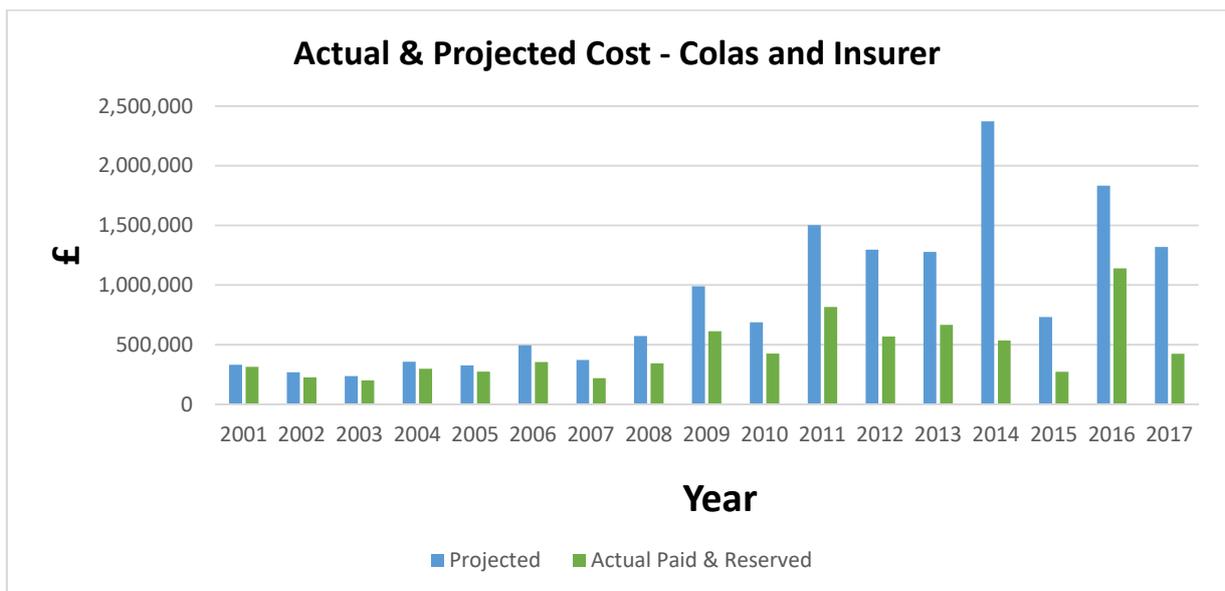
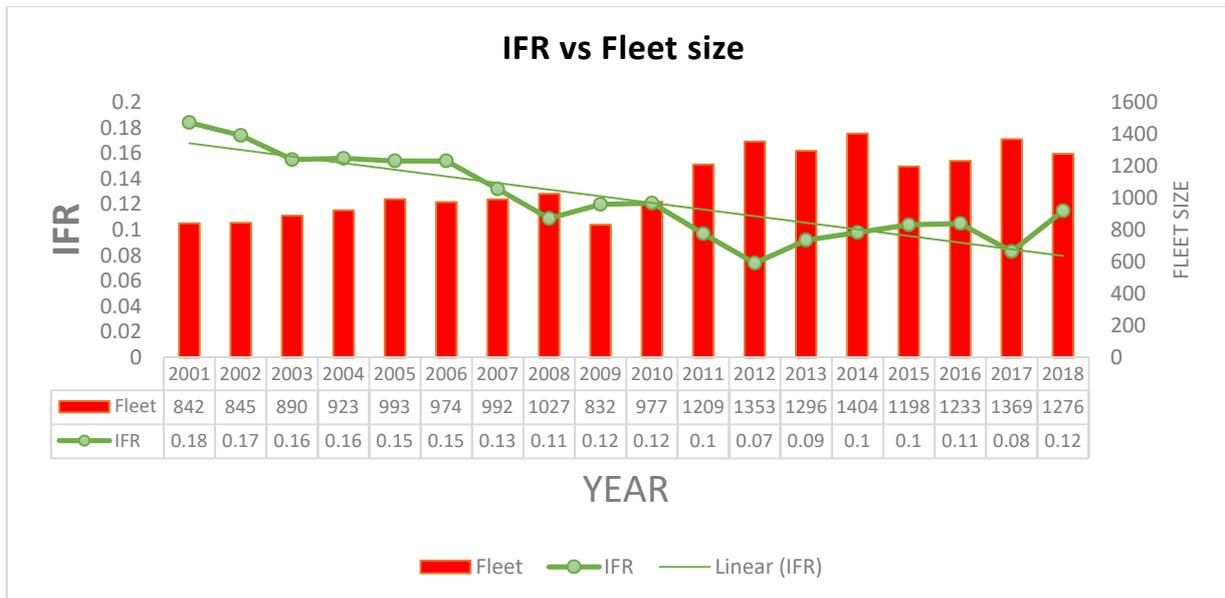
- 2005 A 15% reduction in our incident frequency rate since inception.
- 2008 A 40% reduction in our incident frequency rate since inception.
- 2012 A 50% reduction in our incident frequency rate since inception.

In addition to the reduction in our IFR, we have also tracked our financial savings compared with projected costs if we didn't have SAID+ in place within Colas.

(IFR) is calculated by:

$$\frac{\text{Number of incidents}}{\text{Number of vehicles in the fleet}}$$





Awards

SAID+ has been recognised by a number of high profile industry bodies and leading health and safety organisations over the years.

RoSPA:

- 2018 RoSPA Gold Award for MORR (Managing Occupational Road Risk)
- 2017 RoSPA Gold Award for MORR
- 2016 RoSPA Gold Award for MORR

2015 RoSPA Gold Award for MORR
2014 RoSPA Gold Award for MORR
2013 RoSPA Highly Commended for MORR
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RSTA (Road Surface Treatment Association):

2015 Behavioural Safety category Runner Up (for SAID)
2012 Workforce Involvement category Runner Up (for SAID)

Brake Fleet Safety Awards:

2014 Highly commended in the Best Newcomer to Road Risk Management category

FORS

2016 Bronze accreditation

Policies /relevant documents and logos

- Colas Ltd diamond logo
- SAID+ logo
- SAID+ Road Safety Management overview
- SAID+ Driving Principles logo
- Colas' Driving for Work Policy
- SAID+ overview booklet