# **Case Study - G's Fresh**

## Profile

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| Company Name: | Barway Services Ltd Hostels (UK) |
| Business Sector: | Agricultural - Contract Labour and Accommodation Services |
| Postal Address: | Barway, Ely |
| Postcode: | CB7 5TZ |
| Fleet Size Overall: | 27 |
| Bus: | 15 Buses |
| Company Cars: | 11 |
| Private vehicles used for business purposes: | 1 |
| Board Member with Responsibility for WRRS: | Leanne Liddell (Planning & Transport Manager)Gary Cullen (Safety & Risk Advisor) |
| Mobile Plant & Machinery: | 290 (including tracked vehicles and quadricycles) |
| Tel / Mob: | 07825 83342607717 348040 |
| Email: | gary.cullen@gs-fresh.com |
| Point of Contact: | Gary Cullen |
| Position in Company: | Safety & Risk Advisor |
| Tel / Mob: | 07717 348040 |
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## Company Overview

Quote from John Shropshire, CEO of G’s Group

“We operate a diverse fleet of vehicles across a large geographical area, and recognise the risk that this operation creates.

It is of the highest priority that we control and limit the impact our fleet operations have on our employees and members of public.

Through effective interaction, measurement and control our objective is to operate our vehicle fleet in the safest way possible, continually improving as new technology, information and resources become available.

We are delighted that we have seen significant reductions in the number of incidents and have been recognised for our commitment”

## COMPANY OVERVIEW

Founded in 1952 the G’s Group has established itself as one of the largest privately owned, family businesses in Europe.

The need for a temporary workforce had grown from 36 people in 1991 to over 2000 in 2014. Our success has been built on the foundations of trust, integrity and service and we are committed in maintaining this ethos as we continue to grow.

By accurately identifying the needs of both our customers and candidates we ensures consistent results by delivering the promise.

By focusing within niche markets Barway Services Ltd. has rapidly grown in reputation as being an excellent recruitment agent for clients and a consistent provider of opportunities for candidates wishing to develop and grow their skills.

We have vast local knowledge, are centrally based, and have hostels in Cambridgeshire, Suffolk and Norfolk. We are contactable 24 hours a day, 365 days a year.

## NATURE OF OPERATION AND DRIVING ACTIVITIES

Employees are transported safely to and from place of work on a daily basis in the comfort and safety of Hostels (UK) transport

Our Road Traffic Safety Strategy focuses on:

* Compulsory driving assessment prior to driving company vehicles
* Providing suitable driver training and workshops
* Ensuring full legal compliance in relation to Road Traffic Safety including driver licensing
* Raise situational awareness towards driving in changing weather conditions
* Conducting regular toolbox talks
* Continually improving our Road Traffic Safety Management System

## ORGANISATIONAL STRUCTURE

Barway Services Hostels (UK) has a group ethical director and an Operations Manager that guides the Hostels Contract Managers. Each department has appointed Managers and Contract Managers who are responsible for:

* Transport
* Operations
* Accounts
* Welfare
* Supplies
* Administration
* Customer Services
* Labour
* HR

The Hostels Planning Manager controls all vehicles.

## WORK RELATED ROAD SAFETY POLICY & PROCEDURES

Hostels (UK) has a company Driving At Work Policy that applies to all our driving requirements and undertakings.

Risk Assessments are produced for all driving related operations and are regularly reviewed in order to maintain continual improvement and compliance throughout.

In addition to this Hostels (UK) Road Traffic Safety Strategy dictates that all key issues or improvements are discussed at monthly meetings to prioritise actions and minimise the risk.

Training is delivered as toolbox talks and workshops. These workshops are provided by our external Fleet Management partner Fleet21 and provide additional information to support specific risk assessments or safe working procedures or to provide information to support further changes.

The training topics cover:

* Hazards
* Processes and new equipment
* Working environment
* Post-accident/incident
* Legislation
* Emergency arrangements
* Behavioural Safety

## WORK RELATED ROAD SAFETY GUIDANCE FOR DRIVERS

Hostels (UK) have installed Green Road Traffic Safety Management System into all our bus fleet. Regular driver performance checks are conducted with feedback sessions to improve overall driving behaviour and safety performance.

Every driver must complete a driver risk assessment and attend the Fleet21 workshop prior to driving our vehicles after which they are issued a Hostel drivers handbook and car pass, which is part of the Hostels (UK) Driving At Work Policy

### Drivers Handbook

The driver’s handbook covers areas such as:

**Safe Journey**

Before setting off, always plan your route and check for weather and traffic updates.

Using www.crashmap.co.uk & www.trafficengland.com

**Safe Vehicle**

We always carry out a vehicle pre use check and last parade check before and after using our vehicles.

**Safe Driver**

All drivers maintain their skill and knowledge by undergoing regular refresher training provided.

**Driver Qualification and Authorisation**

As part of driving for work policy and procedures, all drivers are authorised to drive for work.

**Knowledge of the road**

All Hostels (UK) drivers must have a satisfactory knowledge of the Highway Code; drivers must regularly update themselves on road safety and this is tested on a regular basis.

**Alcohol and Drugs**

It is forbidden for employees to drive a vehicle after consuming any alcohol or drugs.

**Tiredness & Fatigue**

All Hostels (UK) drivers are made aware that they should leave plenty of time for journeys including time for breaks on long journeys.

**Eyesight and Medicals**

All Hostels (UK) drivers are required to have medicals and eye tests on an annual basis.

**Seat belts**

All passengers and the driver must wear seat belts when a company vehicle is being driven.

**Mobile Phones**

The use of mobile phones while driving on company business is strictly prohibited.

**Tyre Safety**

Correct tyre pressure is vital to safety on the road. Under-inflated tyres affect handling and grip, potentially causing irregular or unpredictable vehicle behaviour.

All Hostels (UK) drivers have a daily check sheet, which involves the checking of all tyres for wear and tear or defects.

**Driving Hours**

All Hostels (UK) drivers must monitor and control their driving hours, breaks and rest periods. As a driver on company business, they are required under company and UK Law to be within the limitations set out by VOSA and DVLA. Drivers failing to abide by these standards are at risk of their contract being withdrawn. The Hostel group does not accept negligence or continuous Tachograph offences.

**Speeding**

Drivers are trained to always drive within the legal speed limit for the type of vehicle they are driving and ensure they maintain safe vehicle distances between them and the vehicle in front. Drivers must obey all farm location speed restrictions.

### Road Traffic Safety Strategy

Our Road Traffic Safety Strategy covers the following areas:

**Risk Assessment & Training**

The Hostels (UK) Group require all drivers driving on company business to carry out a driver risk assessment prior to driving and we take appropriate actions to ensure the safe and efficient operation of all vehicles used on company business.

**Disciplinary Action**

If an employee’s driving performance is persistently below standard and where other methods have not led to improved performance, disciplinary action may be taken. This is monitored via the Green Road Traffic Safety Management System.

**Driving Licence**

All drivers driving on company business must hold the appropriate category of licence for that vehicle at all times, they must also have on their possession a valid driver’s assessment.

**Insurance (Grey Fleet)**

If Hostels (UK) employees are using their own vehicle for company business then they must provide HR with a copy of insurance showing they have suitable cover and must have business insurance.

**Smoking in This Company Vehicles**

It is an offence to smoke in company vehicles and no smoking signs are displayed.

**Maintenance and inspections**

All vehicles used on company business must be serviced at the required intervals, this will be monitored and your line manager.  Drivers are responsible for completing daily walk around checks, and bringing to the attention of their line manager any damages or faults.

## SPECIFIC EXAMPLES OF PROCEDURES

The Hostels (UK) bus fleet are all fitted with Green road and this has played a considerable part towards improving our driver performance and behaviour resulting in less accidents and incidents throughout our fleet and improving drivers situational awareness.

This is backed up by introducing Fleet21 driver safety workshops, which again has raised awareness for our bus drivers and all other grey fleet drivers.



## AUDITING AND REVIEW

The purpose of carrying out internal audits is to ensure compliance to the Hostels (UK) Road Traffic Safety Management System and provide information for continuous improvement.

The internal audits take place according to the RTS MS Auditing Programme. Internal audits will include:

* Clause by clause document review (6 monthly)
* Evaluation of legal compliance subject to changes in legislation
* Process audits (one per week)
* Departmental safety inspections as per audit programme (Monthly)

## PERFORMANCE MEASURES

**Hostel Group KPI’s**

Accident, incident, near miss and behavioural safety data is required for the group H&S team on a monthly basis. The data received by group is compiled and distributed to The Shropshire Group.

**Monitoring and measuring**

The local Safety and Risk Advisor shall ensure that the measures below are monitored and measured

* Accident reports
* Incident reports
* Near miss reports
* Behavioural safety conversations
* Objectives and programmes
* Departmental safety inspections
* Other monitoring requirements as they arise and are necessary

## ACCIDENT REDUCTION

The Hostels (UK) policy lays out requirements for safety around areas such as safe person, safe place and safe vehicle within the Hostel working environment and on the public highways. All Hostels (UK) employees are encouraged to adopt this approach as it promotes continuous improvement by ensuring Hostels (UK) have processes in place to identify and manage risks and ultimately to remedy these.

We have adopted the ISO standard model of: plan-do-check-act improvement approach.

To make this happen, all Hostels (UK) drivers must work together in order to:

a)    To reduce road traffic accidents/incidents and improve behavioural safety towards continual improvement in driving standards.

b)    To ensure an effective audit trail is in place to demonstrate that Hostel transport risk assessments are carried out periodically and regularly reviewed.

c)    Ensure full compliance as an absolute minimum with all applicable Road Safety Legal Standards and other identified Risk Management requirements.

We classify an accident when personal injury has occurred and an incident when it is damage only. Near misses and dangerous events are also recorded

These are all recorded on the Group database.

All 3rd party blameworthy incidents are listed separately and do not go against our stats, due to being no fault of our drivers.

Since this has been introduced Hostel (UK) drivers also report other drivers behaviour where it may have affected their safety.



## FINANCIAL AND OTHER BENEFITS

The Hostels group has considerably reduced costs since the introduction of Green Road Traffic Safety Management System and Fleet21 driver’s safety workshops and this has been shown in the monthly statistic produced.

We have seen a reduction in idling rates, excess speeding and fuel consumption.

We have also introduced an unnecessary journey board that is now in use to reduce journeys and fuel usage.

From May 1204 to October 2014:

* We have saved £39.90 per day on idling time by raising awareness and implementing Green Road Traffic Safety Management System
* We have saved a total of £11k in fuel costs – due to relocating buses to the correct site and enforcing unnecessary journeys
* We have saved a total of £10k on vehicle running costs throughout our fleet by improving driving performance, pre use checks, maintaining service history etc.

## LESSONS LEARNED

Due to the uneven roads, varied terrain and changing weather conditions that our drivers experience on a daily basis it was identified that we had to raise the awareness of all our drivers.  This was done by introducing Green Road Traffic Safety Management System to all our fleet and by incorporating the message into the Fleet21 driver’s safety workshops. This is further reinforced with robust drivers induction package and regular toolbox talks.

## CURRENT AND FUTURE DEVELOPMENTS

The next step in the Hostels (UK) Road Traffic Safety Strategy is to achieve accreditation in line with ISO 39001 and to maintain the situational awareness of all drivers with regular reviews of driver risk assessments and our Road Safety procedures in order to meet the continual improvement requirements of ISO 39001