FORS PROFESSIONAL
TRAINING, INFORMATION, KNOWLEDGE

COLLISION MANAGEMENT

# Collision Management Toolkit

The quality standard for all fleet operators

# Foreword

The Collision Management package aims to instigate visionary change in the way the fleet industry manages collisions and Work Related Road Risk (WRRR). FORS Professional creates a common standard for use across the industry.

This change is achieved through three complementary mechanisms:

- **Collision Management Toolkit**: Providing a practical, effective and logical solution for managing, reporting, investigating, monitoring and minimising road traffic collisions and other transport related incidents.
- **Collision Management Training:** Two one-day training courses (Road Risk Champion and Collision Investigator) designed to equip those involved in managing road risk with the knowledge and skills to implement the toolkit recommendations effectively.
- **eLearning:** An online tool to embed the knowledge and skills gained through the training courses.

## Acknowledgements

The Collision Management package has been developed in collaboration with multiple industry stakeholders. The expert contributions made by the organisations and individuals consulted during the development of this toolkit are gratefully acknowledged. The toolkit will be reviewed at intervals not exceeding two years, and any amendments arising from these periodic reviews will be published in an amended version. Users are responsible for the correct application of the information provided in this toolkit

With thanks to the following contributors:

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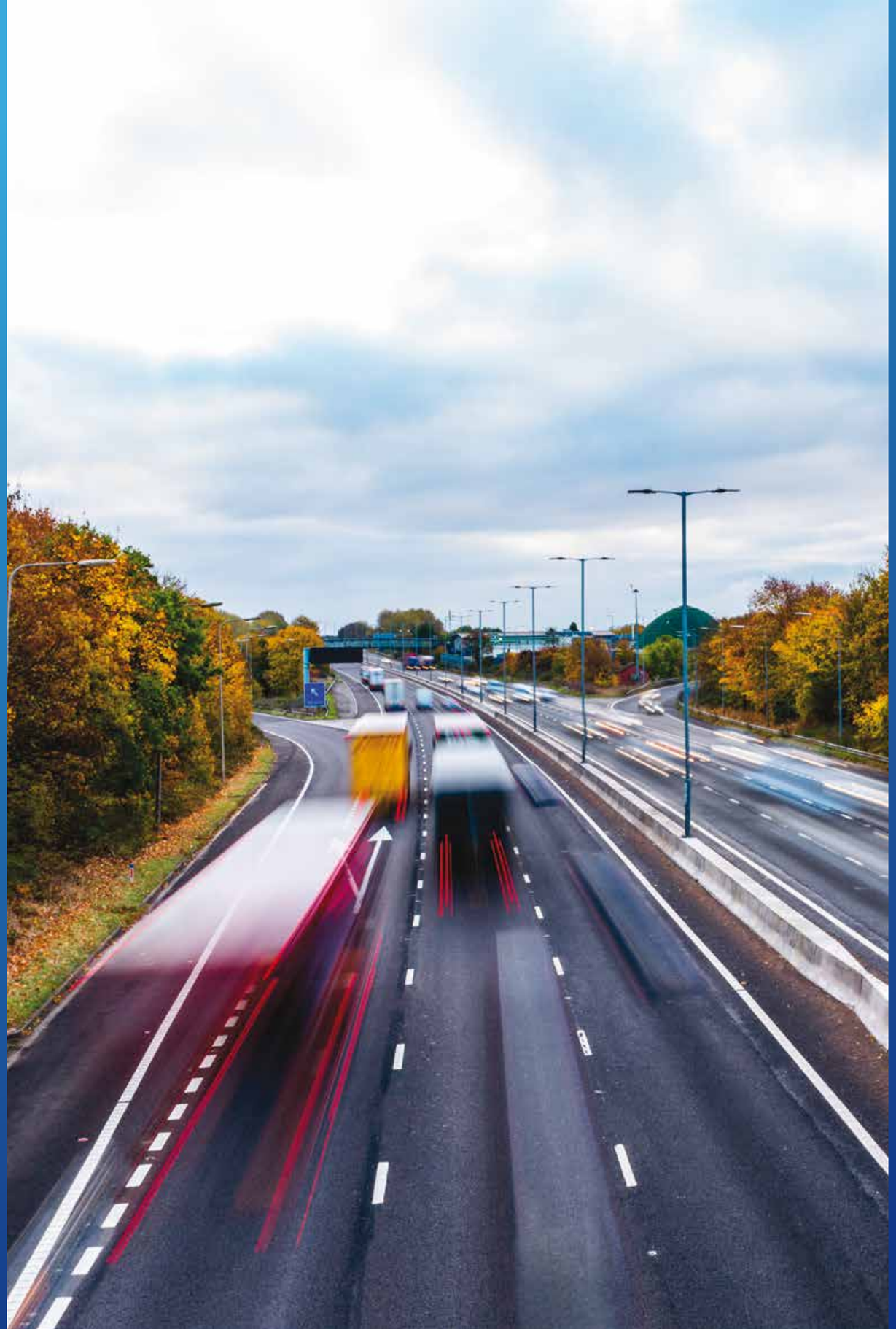
# Contents

# List of figures



# List of tables



# Introduction

# 1. Introduction

## 1.1 Purpose of this toolkit

This toolkit aims to help operators reduce the number and severity of road traffic collisions that their vehicles are involved in. By actively managing road risk and engaging with the workforce, it is possible to reduce the risk of collisions.

The toolkit sets out a framework for collision management that shows how an organisation can set up a collision management policy, processes and procedures. Key to this is defining management responsibility, and appointing and training a Road Risk Champion to oversee it.

Investigating individual collisions is critical to understanding cause and effect. Doing this effectively will minimise financial exposure and allow review of policy and remedial actions to minimise the chances of reoccurrence. Key to this is the appointment and training of a Collision Investigator/s to oversee the implementation of collision investigation processes and work alongside the Road Risk Champion.

Training is available from Transport for London (TfL) for these two key roles.

Finally, the toolkit looks at other ways of reducing collision incidence through incentive schemes and the use of technology.

## 1.2 Target audience

The toolkit will be applicable and accessible to all fleet operator sizes and types, and designed to be adopted easily by any operation.

The primary target audience for the toolkit and training includes fleet management staff and road safety professionals who have responsibility for implementing road traffic collision management procedures, investigating collisions and making recommendations to prevent recurrence.

The target audience for each of the training courses and roles available is noted below:

1. Road Risk Champion course: This course is targeted at management level, and those who have the authority and level of influence required to implement policy, processes procedures and interventions across an organisation.

2. Collision Investigator course: This course is targeted primarily at those who will be investigating collisions. It is likely to have a higher uptake, as an organisation is likely to have a number of duty managers whom would all need to be equipped with investigatory knowledge and skills.

## 1.3 How do I get started?

The first thing to do is to identify what collision investigation and reporting process your company currently undertakes. You need to understand if there are any existing policies and procedures.

Look at the collision management and reporting flow chart in Section 4.2. This shows the main aspects of what needs to be done in the event of a collision. Ask yourself: 'Have I got a system or procedure in place that covers each of these steps?'

You should then read this toolkit and use the information to either strengthen your existing collision reporting procedures or implement new procedures.



# Road traffic collisions: The story

# 2. Road traffic collisions: The story

Managing collisions is vital for commercial vehicle operators – through the varying levels of severity. Unsafe acts and behaviour have a range of implications, from near misses, through to fatalities.

Heinrich's Law (1931) found that in a workplace, for every incident that causes a severe injury, there are 29 incidents that cause minor injuries and 300 near misses. Because these incidents often share common causes, addressing common near misses can prevent collisions that have the potential to cause injuries or fatalities.

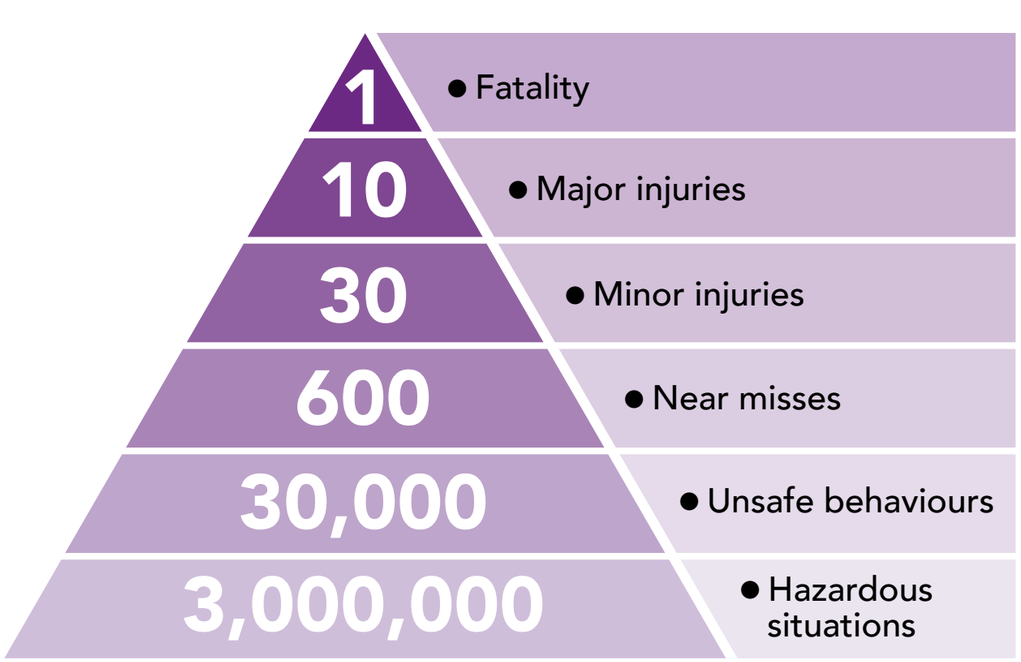



Figure 1. Heinrich's Law (Heinrich, 1931)

The implications of such an incident, across levels of severity include: (Corbett, 2008)

- Vehicle down time
- Vehicle repair costs and the hire of replacements
- Damaged or lost stock
- Missed sales
- Lost productivity
- Increased insurance costs
- Employee absence
- Damage to reputation
- Reduced staff morale
- Legal actions
- Injury and loss of life

Even minor bumps or scrapes can cost you a lot over time, as well as making your organisation look unprofessional. Unreported damage appearing on vehicles suggests that there are failures in internal company reporting procedures or the company culture is not conducive to reporting damage.

In addition to business implications, research reveals that in the United Kingdom in 2015 there were 1,732 fatalities resulting from road collisions (Department for Transport (DfT), 2016). Further, 25-33 per cent of all fatal road collisions are estimated to have occurred when an individual was at work.

You can find the Government's national road casualty statistics here: https://www.gov.uk/government/statistics

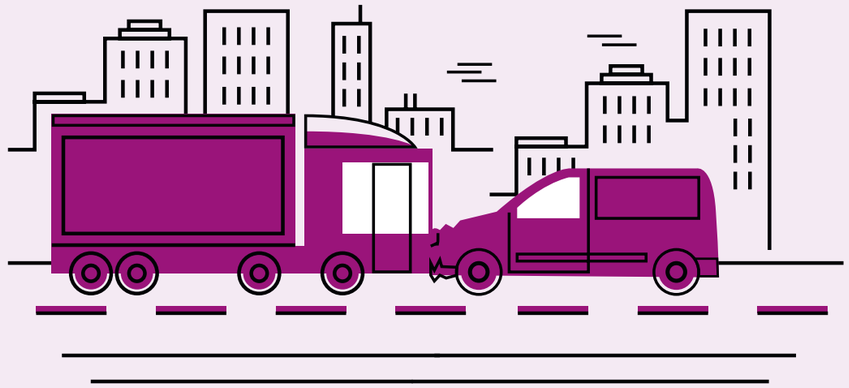
## What types of vehicles are involved?

On motorways and 'A roads', commercial vehicles make up only eight per cent of traffic. However, after assessing road collisions over five years, it has been found that commercial vehicles were involved with: (Crystal Claims, n.d)

- 40 per cent of collisions on the M20
- 35 per cent of collisions on the M6, M25 and A14
- 356 people were injured in collisions involving HGVs on the M1 in 2006

## What are the financial impacts?

- Collisions involving commercial vehicles have an estimated £4.4 billion cost of damage every year.
- £3.7 billion of the above estimate includes cases where the collision was completely unavoidable, despite following good practice guidelines.



## What are these costs comprised of?

Table 1. Collision costs. (Husband, 2001; Preston City Council, n.d; The Hunts Post, 2012; Campaign for Better Transport, 2015)

Hidden Costs

| Type of cost | Detail |
|---|---|
| Direct costs | • Direct costs are usually insurable by employers – these may include the medical costs incurred and the compensation payments made to the injured workers |
| Lost productivity | • Disruption to day-to-day operations<br>• Increased cost of overtime caused by the collision, which may include additional supervision (for investigations / return to work procedures)<br>• Employee sick leave<br>• Decreased productivity costs resulting from supervisor investigation and driver returning to work |
| Emergency medical and rehabilitation costs | • Extra costs of medical care that the employer covers for the injured driver – if not covered through insurance or a premium must be paid<br>• Where applicable, rehabilitation support if trauma treatment is required |
| Vehicle repair and maintenance costs | • The cost of damage to materials, equipment, goods and vehicle involved in the collision<br>• Maintenance and repairs carried out within the company or by a supplier<br>• Cost of replacement vehicle hire |
| Legal and insurance cost | • The cost of insurance where incidence of collisions is high and the legal costs involved in protecting the organisation |
| Damage to employer reputation | • Press coverage damaging employer reputation can result in a reduction in demand, especially when members of the public are involved or major sites have been destroyed in the collision<br>• Reduction in staff morale |
| Training costs | • Cost of driver training is high – comprising of course costs, practical testing and lost productivity<br>• Cost of replacing the employee temporarily if the injuries are long term |
| Administration costs | • Cost of managers and clerical personnel processing claim forms and related paperwork, telephone calls, interviews, etc |
| Societal and environmental costs | • Costs of imposed remedial works<br>• For example, a local council committed to covering £12,000 of damage caused to a 200-year-old, Grade I-listed, ancient bridge in Cambridge caused by an unidentified reversing lorry in 2012 |
| Reduced staff morale | • Continued incidents may result in a lack of trust of employers to provide employees with safe working conditions/equipment/training |



## Working with your insurer

The sooner you report the FNOL (first notification of loss) to your insurance company, the lower the cost of your claim is likely to be.

Reporting your collision within 24 hours enables your insurer to provide a proactive service to yourself as the policyholder, as well as to third parties.

Where your insurer is notified quickly, they are able to manage the service provided to the third party, including: vehicle recovery, courtesy car hire and repairs, personal injury claims and legal fees.

Once your insurer receives the FNOL report they will typically review this and report to the underwriter within an hour. Failing to instigate this process in a timely manner can expediently affect the entire claims journey, from validation, deployment of services and cost control.

# 2.1 What does this mean for me? Why should I manage collisions?

## Moral

Morally, investigating collisions is the right thing to do. It is morally important for operators to approach safety responsibly, ensuring business processes and procedures are in place to ensure day-to-day business actions do not put their employees or the public at risk.

The trauma of being involved in a collision is significant for everyone involved, from third parties to employees, management and owners. Typically, those involved in an incident will wish they had spent more effort on things that could have been done to stop the incident occurring in the first place. Responsible business owners are increasingly acknowledging their moral responsibility to do all they can to help in this area.

## Economic

The hard financial costs of collisions to your business are significant. Monetisation of collision costs will help focus attention on what can be done to reduce the number of incidents and hence costs. The source of the costs incurred are detailed in Table 1 above, for example: repairs, downtime, sickness and insurance premiums that will rise with increased risk. For large operators that self-insure, a serious collision could have a significant impact on the company financial performance. Operators who self-insure ultimately retain the full risk of paying claims, in contrast to traditional insurance, where the risk is transferred to the insurer. What this means is that those who self-insure voluntarily, pay collision costs (such as vehicle repairs, hire cars, medical bills, personal injury pay-outs) themselves up to a value agreed with their insurer.

Importantly, your business can be damaged financially through the loss of reputation from being involved in collisions. Best practice minimises this risk. Increasingly, purchasing bodies are setting higher standards for commercial vehicle operations by specifying membership of the Fleet Operator Recognition Scheme (FORS) and Construction Logistics and Community Safety (CLOCS) for example. Both of these standards require an active collision reduction policy.

You can register to become a member of FORS (www.fors-online.org.uk) as:

- An Operator: FORS is your route to best practice, working with you to make your business safer, smarter and greener – everything your customers are looking for – by improving vehicles, drivers, management and operations.
- A Champion: FORS is both your route to improving driving standards throughout the industry, and the quality standard to ensure that you only use reputable operators who are focused on achieving and maintaining high standards of safety, efficiency and sustainability.
- A Supplier to the industry: FORS gives you access to over 4,000 quality fleet operators and provides a platform for you to showcase your products and services.

You can register to become a CLOCS Champion (www.clocs.org.uk/links-to-partners), as an organisation actively implementing the requirements within the standard for construction logistics: Managing work related road risk.

## Legal

Employers have a legal obligation to maintain certain health and safety standards to minimise the risk of workplace collisions. Employers have a duty of care towards your team and ensure there are safe ways of working, either with equipment or in a company vehicle (Health and Safety at Work Act, 1974).

*If an employee is killed while driving for work, and there is evidence that serious management failures resulted in a 'gross breach of a relevant duty of care', your company or organisation could be at risk of being prosecuted under the Corporate Manslaughter and Corporate Homicide Act 2007.*

*There is more information on the Health and Safety Executive's (HSE's) website: www.hse.gov.uk/corpmanslaughter/faqs.htm*

Employers can be prosecuted in either a criminal or civil court of justice, described in Table 2:

Table 2: Civil vs criminal liability

| | Criminal liability | Civil liability |
|---|---|---|
| **Who** | Magistrate, or a judge and jury in the Crown Court | Insurer |
| **What** | State prosecuting the defendant | A person obtaining compensation from another person |
| **Example** | Being charged for contravening the Highway Code, eg failing to stop following a collision | Suing for damages to a vehicle and/or personal injury |

The Highway Code is the official publication that translates road traffic law into an accessible code of practice. First published in 1931, it is essential reading for all road users providing all the latest rules of the road and traffic signs.

The most recent edition, published in 2015. includes new drug-driving laws, speed limit changes on single and dual carriageways in England and Wales and other general rule changes.

Contravention of the Highway Code rules may be categorised as a criminal offence. There is a fine line between a minor offence (speeding) and criminal offence (dangerous driving). Drivers can be fined, given penalty points or be disqualified from driving. In the most serious cases, drivers could be sent to prison.

It is Section 170 of the Road Traffic Act 1988 that requires drivers to report a collision to a police officer or police station if the collision involves:

- Personal injury
- Damage only, where the other driver did not stop
- Damage only, where names and addresses were not exchanged with the other driver or owner of property damaged
- An animal, other than one in your own vehicle, that has been killed or injured (animal means any horse, cattle, ass, mule, sheep, pig, goat or dog)

In the absence of civil or criminal liability being pursued by the police or your insurer, it is the role of the company to determine whether there was neglect on any part and what actions could have been taken to avoid the collision. This is achieved through an internal investigation process.



## 2.2 Business benefits case study: Nestlé

### Context

- Nestlé is a leading nutrition, health and wellness company, served by 440+ factories, 330,000 employees and upwards of 30,000 company vehicles in 80+ countries.
- Nestlé operates upwards of 30,000 vehicles around the globe. The company calculated that in 2004, in Europe alone, it needed to sell 235 million Kit Kats to generate the revenue to finance its motor fleet collision risks. A range of initiatives have since been facilitated, initially through 'early adopting' businesses and now expanding globally.
- Nestlé vehicle fleet comprises 28,500+ company cars, 1,300+ two wheelers, 2,000+ commercial vehicles and 2,900+ industrial trucks across Europe, Asia/Pacific, the Americas and Middle East/Africa. Nestlé also has many transport and service contractors and sub-contractors, as well as joint ventures, who are all increasingly being engaged in road safety programs as part of their terms of business.

### Work related road safety

Over the last 10 years, a range of initiatives have been facilitated, starting with some of the company's most early adopting businesses and then expanding widely across the globe:

Extent of risks identified from societal, cost, brand, business and reputational perspectives.

Motor fleet loss prevention procedures, programs and processes, framed by a 10 point check list. The checklist provides a framework/policy and a standard to undertake gap analysis against.

| Summary by risk factor from the 10 point checklist | Compliance |
|---|---|
| Policy, Objectives and Targets (KPIs) | 82% |
| Risk Assessment | 78% |
| Legal Compliance and Other Requirements | 90% |
| Communication | 83% |
| Mobility and Journey Management | 77% |
| Driver Recruitment, Selection, Induction and Training | 72% |
| Driver Management, Driver Work Instructions & Contract Driver Procedures | 75% |
| Driver Health and Wellness | 70% |
| Vehicle Selection, Management, Use and Eco Driving | 78% |
| Specific Risks | 73% |
| Overall | 78% |

Global road safety committee and key performance indicators established, chaired by Group Risk, with close collaboration from the Safety Health and Environment (SHE) and Fleet teams.

Virtual Risk Manager (VRM) identified: A program available globally for driver risk assessment, management, monitoring, coaching and improvement.

- In the UK and Ireland, the VRM launch has engaged almost 4,000 people in road safety across 25 diverse sites and business areas, including truck, company car, cash for car and occasional drivers.
- All drivers are being coached using online materials covering topics such as: Attitude, Speed and Bad Weather in the run up to winter. The most at-risk drivers are also being engaged based on their exposure levels, risk assessment outcomes, collisions and any penalty points showing on their licence.

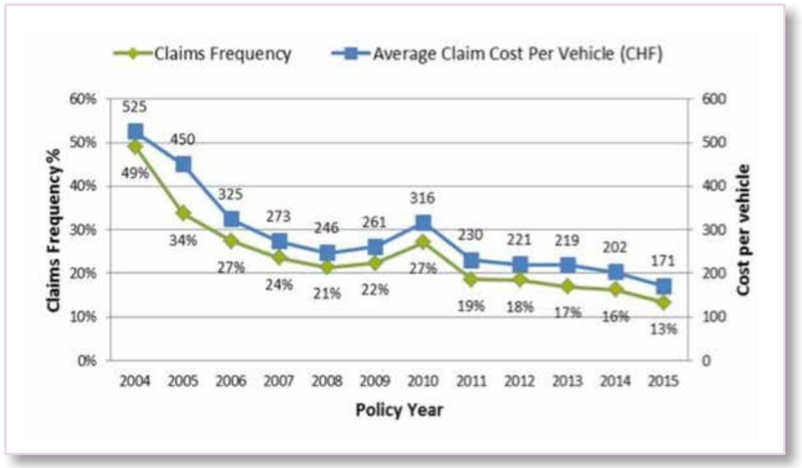
Fleet safety toolkit developed for new locations entering the program. Toolkit includes: Fleet safety policy and pledge; 10 point safe driving program checklist (above); Driver handbook; Culture pack; VRM implementation plan; Safe vehicle selection policy; Contractor standards and gap analysis for truck, bus and other service providers.

## Safety culture

In particular, Phase 1 of VRM (Figure 2) focuses on organisational culture by engaging each driver to complete an online Privacy Notice, a Safe Driving Pledge to commit to doing the right things, a Risk Foundation policy awareness module to ensure they understand the policy and a Policy Acknowledgement Notice to confirm their intent to comply. Utilising the RoadRISK assessment tool assists Nestlé to identify the key risks to control as well as behaviours to reinforce.


## Collision reduction

The figure below shows a clear reduction in the average claims cost per vehicle and claim frequency.






# 2.3 Business benefits case study: CEMEX

## Company background

- CEMEX is a global manufacturer of building materials with leading UK positions in aggregates, cement and ready-mixed concrete
- Generates over £700 million in UK annual sales
- In the UK, CEMEX operates over 300 own fleet tippers and bulk tankers, in addition to 500 independent haulage contractors operating CEMEX mixer trucks

## Managing road risk and improving road safety

- Managing road risk is seen as a global and regional priority with high focus and senior manager commitment and a drive to reduce incidents in the company with a zero-tolerance approach to injury
- To support this, there has been significant focus in recent years on improvement strategies, campaigns, initiatives, investment and structure to support improvements in road safety
- Both national and global road safety groups have been established to capture best practice and alignment strategies

To give focus to transport safety, a UK National Road Safety Improvement Group has been established with input from road transport and safety experts from all parts of the business. The objectives of the group are to drive initiatives, review incidents and develop improvement plans. Key outputs have been pilots and investment into new technologies, road safety campaigns and the development of strategies across the UK businesses for both own fleet and contractors.

## Collision management - prevention

Prevention strategy has been developed with significant investment in driver training, safe systems of work, vehicle specification, adoption of new technologies, campaigns, initiatives and developing a workforce with an interdependent safety first culture.

## Incident response

A process for road traffic collision incident response has been established. This ensures that key information is gathered, items are not missed in the heat of the moment, the driver is given support and important communications are carried out with more serious incidents. The data captured includes:

- Location: Road name / type, speed limit, road markings, location of other vehicles/ road users (photos, Google Earth, maps, sketch).
- Driver employment: Length of service, experience, training, last assessment, Driver Certificate of Professional Competence (CPC) completion, accident history.
- Driver health: Last medical, last eye sight check, glasses required/worn, medication.
- Vehicle: Last service, MOT, defect reports.




## Incident management

An incident management process has been established to ensure detailed level of investigation and resource is allocated.
Template reporting system and incident node set up on a secure cloud system allows easy upload and controlled distribution of film footage and investigation documents.

**Communication process – Established protocol**
Communication of incidents is controlled with key members informed. For more serious incidents, a chain of command is established as soon as incident is known.

**Driver support – Legal, medical, wellbeing, assessment and training**
Drivers are interviewed by their line managers following all incidents and a review taken of any support required. Drivers are assessed prior to returning to driving duties by a qualified instructor. In more serious incidents, legal council is made available to support the driver. Confidential medical referrals and reports are carried out as required and drivers assessed for physical or mental capability before returning to driving duties. A confidential employee assistance helpline is in place to provide counselling and assistance to drivers following an incident.

**Incident reporting**
For serious incidents, an interim senior management report is sent within 24 hours and circulated to directors. All incidents are reported on a weekly basis via a management reporting system to director level and details are collated into a management hotspot dashboard.

**Detailed investigation**
A template report has been developed to ensure details are captured for all levels of incident. Initial statements, sketches and details are taken with details from the driver's vehicle accident pack. The report includes executive summary, background, immediate and underlying causation, behavioural and systems factors, photographs, Google maps, statements, vehicle service and technical reports.

**Analysis and root cause process**
Incidents are analysed to establish the root causes that have contributed to the incident directly and indirectly. This includes reviewing any unsafe acts, conditions, personal, job or system factors.

**CCTV, Black box, Telematics data**
The fleet are fitted with a combination of front, rear, near side, offside and in-cab cameras that store the last 200 hours of driving. GPS position on Google maps, vehicle speed, if indicating or braking and g-force are also recorded. The hard drive can be interrogated by software reporting tool and data copied and downloaded.

**File node established on cloud incident system with data upload**
When an incident occurs a file node is set up on a secure cloud system. Film footage, photographs and investigation reports can then be uploaded – enabling very large files to be stored securely – and individual files can be viewed and shared easily in a controlled and secure manner between the management investigation team, insurance agents and enforcing agencies.

**Enforcing authority liaison**
Full cooperation is given to the police, including guidance on truck data and film recording systems, which they may be unaware of, and offering release of relevant data.

**Insurance liaison and support**
Insurance handling company are informed as soon as practical with initial incident report, followed by all the investigation material, reports, data and film footage. Serious incidents are covered and tracked by a high level incident team of CEMEX and insurance representatives who meet, review and conclude the claims.

**Collision management**
Processes and structures are in place to facilitate thorough reviews and actions to ensure lessons learned are captured and implemented. Serious collisions are reported to board level with full root cause analysis and recommendations. This flows through to safety groups, improvement plans, driver briefings and campaigns.

# Terminology

# 3. Terminology

- **Collision** - An unplanned event involving a motor vehicle that results in injury, ill health, damage or loss.
- **Commercial vehicles** - Includes Light Goods Vehicle (LGV), Heavy Goods Vehicle (HGV), and buses and coaches
- **Damage only collision** - A collision resulting in no injuries but damage only to either vehicles or property.
- **Driver action card** - Quick reference training card detailing actions to be taken in a specific scenario.
- **Fatal collision** - A collision where at least one person is killed.
- **Fleet operator** - Any organisation or part thereof that operates one or more vehicle(s).
- **First notification of loss (FNOL)** - The initial contact to the insurer regarding a claim or incident resulting in loss of an insured product.
- **Fleet Operator Recognition Scheme (FORS)** - The recognition scheme referred to in this document. A fleet operations certification scheme.
- **Incident** - An interaction between two or more people that is unpleasant or unusual. The term incident can refer to collisions and near misses.
- **Killed** - Human casualties who sustained injuries that caused death less than 30 days after the collision.
- **Killed or seriously injured (KSI)** - A collision that results in serious injury or fatality.
- **Near miss** - An unplanned event that has the potential to result in injury, ill health, damage or loss.
- **Policies** - The guidance and objectives that drive the processes and procedures. They answer the questions: 'What do I need to do?' and 'What are we aiming to achieve?'
- **Processes** - High level description of a series of tasks performed by a range of roles. They answer the question: 'How do I do something?'
- **Procedures** - Details the series of sequential tasks that should be performed within a process. They answer the question: 'What steps do I need to take to do something?'
- **Serious injury collision** - A collision resulting in an injury for which a person is detained in hospital as an 'in-patient', or any of the following injuries whether or not they are detained in hospital: fractures, concussion, internal injuries, crush injuries, burns (excluding friction burns), severe cuts, severe general shock requiring medical treatment and injuries causing death 30 or more days after the collision.
- **Slight injury collision** - A collision resulting in an injury of a minor character such as a sprain (including neck whiplash injury), bruise or cut which are not judged to be severe, or slight shock requiring roadside attention. This definition includes injuries not requiring medical treatment.
- **Toolbox talk** - A short briefing or presentation to drivers and other transport staff.
- **Vulnerable road user (VRU)** - A pedestrian, cyclist, motorcyclist, equestrian or person of reduced mobility.



# Policy and process

# 4. Policy and process

## 4.1 Collision management policy

### 4.1.1 Developing and implementing a collision management policy

To help you manage collisions and near misses effectively you will need a collision management policy and supporting procedures.

A robust collision management policy is vital to ensure that there are clear procedures on what to do following a collision. It will help ensure that:

- Individuals know what to do in the event of a collision
- A quick and appropriate response to a collision is made
- A considered analysis of collisions is made to identify remedial actions, issues and trends

### 4.1.2 Developing your policy

Your policy should seek to implement measures that:

- Improve understanding of required post-collision actions
- Develop understanding of how collisions occur
- Reduce the number of collisions and incidents that occur
- Reduce severity of collisions when they do occur

The policy should establish procedures applicable to senior management, managers, supervisors and drivers.

Your collision management procedures may be broken down into types of collision, such as serious and slight injury collisions, with the appropriate people being included for each type, such as including senior management for serious injury collisions and remaining 'lighter-touch' for slight injury collisions.

Your policy should also include reporting near misses as this information can prove invaluable when identifying trends that contribute to the cause of collisions.

Decisions on taking disciplinary action in the event of a blameworthy incident should lie outside of the collision management process. The collision investigation procedure will provide information that will assist in determining whether disciplinary action is appropriate.

You can use this specimen policy statement to develop your own collision management policy statement.



### Specimen policy statement for managing road collisions

Figure 2: Specimen policy statement for managing road collisions

#### Document control

| | |
|---|---|
| Document type | |
| Version | |
| Author | |
| Validated by | |
| Ratified by | |
| Date ratified | |
| Master document controller | |
| Review date | |

#### Version control

| Version | Type of change | Date | Revisions from previous issues |
|---|---|---|---|
| | | | |
| | | | |

#### Purpose

The purpose of this policy statement is to ensure the consistent reporting and management of road traffic collisions to enable actions that reduce both 'driver at fault' and 'driver not at fault' road collisions.

#### Scope

Managing risks associated with driving is the joint responsibility of senior management, operations, fleet management and driving staff. This policy applies to all staff responsible for any aspect of the post-collision process, including training staff and all driving staff.

#### Policy statement

Road traffic collisions have the potential to cause death or serious injury and can affect the operating costs and reputation of our organisation significantly. It is therefore the responsibility of this organisation to understand the direct and underlying causes of collisions and implement measures to prevent their reoccurrence.

We expect all our drivers to maintain high driving standards on the road. This means operating within the law, driving with consideration for others and ensuring our vehicles are safe and roadworthy at all times.

Our policy is to ensure that all road traffic collisions are reported, documented, investigated and managed in a consistent way. This enables us to better understand the risks our drivers face in order that we can reduce the number and severity of all vehicle collisions.

When a driver is involved in a road traffic collision, it is essential that the collision investigation process is followed to ensure the:

- Collision is managed safely, legally and reported to the relevant authorities promptly
- Incident facts are collated accurately and recorded correctly (including people involved and property damaged)
- Drivers involved are assessed to ensure they are fit and able to return to driving duties
- Vehicles involved are repaired to a safe and legal state prior to being returned to the road
- Incident is fully investigated to determine both primary and contributory factors that led to the collision
- Incident facts are analysed to determine and implement any remedial actions that may prevent similar incidents occurring in the future

Management responsibilities for collision management have been documented. We have appointed a Road Risk Champion as the person responsible for the maintenance of this policy, its communication and implementation.

### Processes and procedures

The following must be strictly adhered to following familiarisation at your induction:

- Collision management process
- Collision investigation process
- Process for taking remedial action
- Post collision driver rehabilitation procedure

### Roles and responsibilities

The Road Risk Champion is responsible for ensuring that:

- This policy is successfully communicated and implemented across the organisation
- All staff are conversant with all procedures and documentation outlined in this policy and that the policy is fully implemented
- All collisions, investigation findings and lessons learned are recorded accurately, filed, and analysed
- Relevant professionals are consulted over the implementation of remedial action
- Periodic collision reports are prepared to inform senior management and clients requiring contractual collision reporting

Collision Investigators must ensure that they:

- Conduct a thorough post-collision investigation, determining the direct and underlying causes of the collision
- Make recommendations based on the findings of the investigation, to help prevent reoccurrence of this type of collision
- File evidence of the investigation securely for future reference

### References

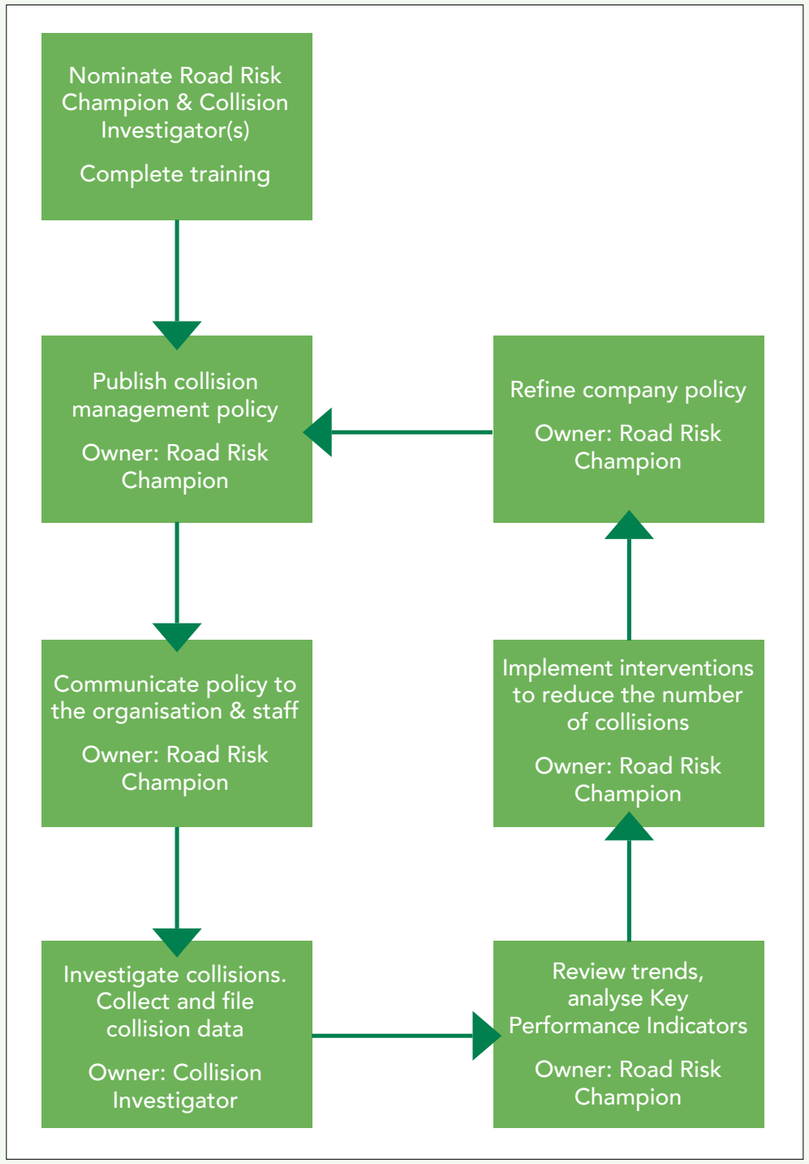
For further information regarding best practice collision management, refer to the FORS Collision Management Toolkit.



## 4.2 Collision management process

A recommended collision management process is described below. The nominated Road Risk Champion should lead the process.

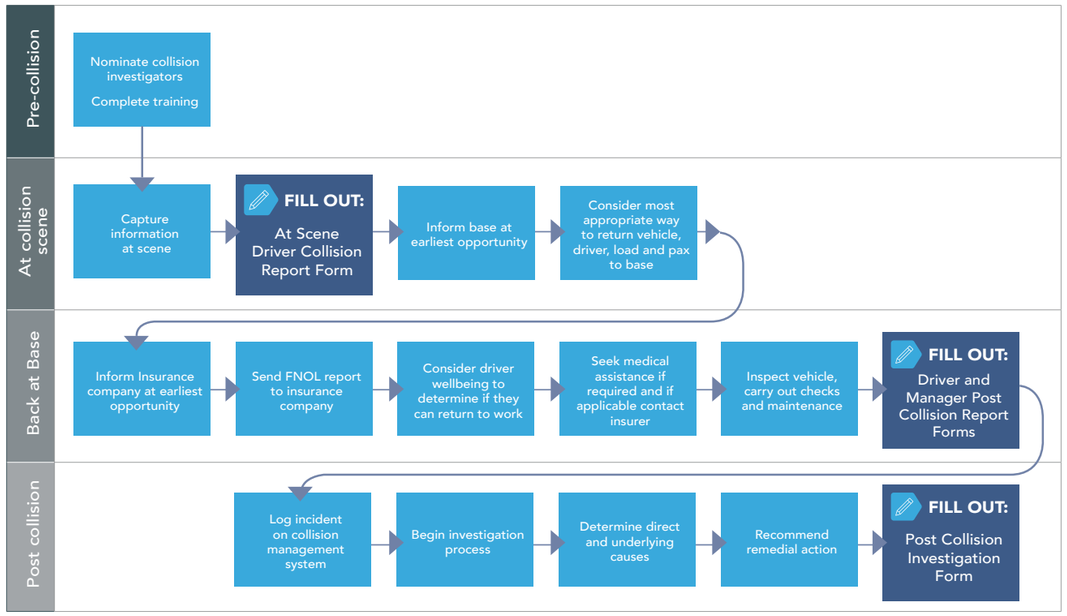
Figure 3: Recommended collision management process



## 4.3 Collision investigation process

The collision investigation process is described in the diagram below. The organisation will nominate trained **Collision Investigators** to conduct the process. Also, it is recommended that organisations tailor their collision investigation / follow-up procedures based onthe severity of the collision.

Figure 4: The collision investigation process






## 4.4 Roles and responsibilities

Your collision management policy should set out the specific roles and responsibilities for:

- Senior managers
- Transport managers
- Road risk champions
- Collision investigators
- Driving staff

These include the effective communication of the policy to managerial and supervisory staff and the means to ensure drivers are aware of their duties and responsibilities.

### 4.4.1 Senior management responsibilities

Senior managers must ensure that:

- The collision management policy is published and communicated effectively across the organisation
- Operational, management and driving staff are resourced, trained and empowered to conduct the duties
- Any related policies, driver performance management and disciplinary procedures are consistent with this policy

### 4.4.2 Transport manager responsibilities

Transport managers must ensure that:

- They are conversant with all procedures and documentation outlined in this policy and that the policy is fully implemented
- All drivers are aware of their duties and responsibilities under this policy
- Any deviation from this policy is fully justified and documented for approval by senior management
- All collision evidence is collected and the facts are verified for consistency and accuracy to inform the post-collision investigation
- The driver that has been involved in a road traffic collision is fully fit and competent for duty prior to any subsequent task
- The vehicle that has been involved in a road traffic collision is legal and roadworthy prior to any subsequent task

### 4.4.3 Road Risk Champion responsibilities

Road Risk Champions must ensure that:

- The road traffic collision policies, procedures and responsibilities are developed and communicated effectively across the organisation
- All staff are conversant with all procedures and documentation outlined in this policy and that the policy is fully implemented
- All collisions, investigation findings and lessons learned are recorded accurately on the organisation's own database/dashboard
- Evidence of the investigation is filed securely for future reference – remember, some of the information may be legally privileged therefore shouldn't be accessible to all
- Investigation findings are monitored to identify trends and used to develop, communicate and evaluate in-company road safety campaigns, driver training and other safety interventions
- Relevant professionals are consulted over the implementation of remedial action (eg disciplinary proceedings, driver assessment and training)
- Periodic collision reports are prepared to inform senior management and clients requiring contractual collision reporting

## Competencies

The Road Risk Champion must possess the following competencies:

Table 3: Road Risk Champion competency requirements

| Competency | Behaviour |
|---|---|
| **Planning and organising:** Identifying objectives clearly, planning actions, allocating tasks and monitoring progress. Coordinating with and informing others as necessary. Ability to juggle conflicting demands and priorities. | • Sets achievable collision targets, milestones and objectives for self, others and the organisation<br>• Checks progress towards targets regularly, acts and reports<br>• Has frequent meetings with everyone involved in the collision management project so all are aware of what is expected of them and the part they play in the project as a whole<br>• Adopts a structured approach to recording and storing data |
| **Thinking and decision making:** Analytical, creative and conceptual thinking. The ability to evaluate options, consider the consequences and implications, reach conclusions and make recommendations and decisions. | • Considers a variety of options before making a decision and taking remedial action<br>• Pulls together and analyses diverse data and information, and makes conclusions based on this<br>• Contributes ideas that improve the rate of collisions<br>• Provides innovative solutions in line with collision trends<br>• When consensus cannot be achieved, does not allow the matter to drift, but takes a final decision |
| **Communication:** Receiving, interpreting and imparting information and ideas, both written and spoken, to a wide range of people. Influencing others. | • Communicates to the organisation concisely and simply<br>• Uses language appropriate to the audience<br>• Asks questions to ensure others have understood what they need to do<br>• Explains complex collision management concepts in simple terms<br>• Persuades through debate in a non-adversarial way<br>• When appropriate, tells people honestly and positively things they don't want to know |
| **Team working and leadership:** Working in a group in a complementary fashion, which when effective produces a holistic solution. Liaising and cooperating with others. | • Gives clear direction on what needs to be achieved, by whom, by when<br>• Accessible and approachable to people asking for help and information<br>• Shares credit throughout the team and organisation<br>• Supports and trains staff, shares experience |



### Person specification

**Required**

- Currently hold / have held a minimum of a valid full Category B driving licence
- Have no more than three driving licence penalty points
- Have attended the Road Risk Champion course
- Have attended the Collision Investigator course
- This is important to ensure the Road Risk Champion is fully competent regarding the collision investigation process

**Preferred**

- Currently hold / have held a minimum of a valid full Category C or D driving licence for vocational fleets
- Have at least five years' supervisory experience in fleet operations
- Have knowledge of the CLOCS and FORS standards

## Managing agency drivers/contractors

If you are employing agency drivers, not being their direct employer does not absolve your organisation of responsibility in the event of an incident. You have a level of responsibility and health and safety obligations in relation to driver safety when a driver is working on behalf of your organisation.

**What can I do?**

- Ensure that your agencies/contractors have strict selection, induction and training procedures
- Ensure that your agencies/contractors have collision management and return to work procedures that are well managed and in line with your own
- Ensure that drivers know what to do should they be involved in a collision in your vehicle

Communication and cooperation between you and your recruitment agency/contractors is therefore key.

### 4.4.4 Collision Investigator responsibilities

Collision Investigators must ensure that they:

- Conduct a post-collision investigation and complete the Post Collision Report Form
- Gather all relevant information and conduct interviews with the driver and any witnesses
- Produce the FNOL report as soon as a collision occurs
- Determine the direct and underlying causes of the collision through causal analysis
- Make recommendations based on the findings of the investigation, to help prevent re-occurrence of this type of incident
- File the evidence of the investigation securely for future reference – this is important as the incident may be subject to civil or criminal proceedings, often many years after the incident

### Competencies

Table 4: Collision Investigator competencies

| Competency | Behaviour |
|---|---|
| **Planning and organising:** Identifying objectives clearly, planning actions, allocating tasks and monitoring progress. Coordinating with and informing others as necessary. Ability to juggle conflicting demands and priorities. | • Checks progress against reporting deadlines regularly, acts and reports<br>• Identifies issues in the investigation process and organises support to rectify them<br>• Manages time effectively<br>• Has frequent meetings with others involved in collision management so all are aware of progress<br>• Makes progress on complex investigations even when the way ahead is unclear<br>• Adopts a structured approach to recording and storing data |
| **Thinking and decision making:** Analytical, creative and conceptual thinking. The ability to evaluate options, consider the consequences and implications, reach conclusions and make recommendations and decisions. | • Makes recommendations by interpreting a number of inputs, balancing and weighting data<br>• Provides innovative recommendations to complex problems<br>• Considers a variety of options before reaching a conclusion and recommendation<br>• Pulls together diverse information into one conclusion |
| **Communication:** Receiving, interpreting and imparting information and ideas, both written and spoken, to a wide range of people. | • Selects the communication method best suited to achieve the desired result (eg telephone, email, face-to-face)<br>• Sets out information in a logical way<br>• Listens and questions in order to gain facts<br>• Understands the most effective approach to dealing with challenging behaviour and can diffuse the situation<br>• Has excellent written communication skills having the ability to collate and prepare written briefs |
| **Team working and leadership:** Effective team working to complement the outputs which provides a holistic solution whilst liaising and cooperating with others. | • Understands role in the collision management team<br>• Understands when intervention is required and when to request assistance and information<br>• Demonstrates a collaborative approach, by assisting others with the requirements of the investigative process<br>• Has empathy and works with people at all levels |

**Person specification**

**Required**

- Currently hold a minimum of a valid full Category B driving licence
- Have no more than three driving licence penalty points
- Have attended the Collision Investigator course

**Preferred**

- Currently hold a minimum of a valid full Category C or D driving licence for vocational fleets
- Have at least two years' supervisory experience in fleet operations
- Have knowledge of the CLOCS and FORS standards

### 4.4.5 Driver responsibilities

Driving staff must ensure that:

- At the start of each duty, a daily walk around check is completed and recorded on the Daily Walk Around Form (a sample form is included in the toolkit resources)
- Any pre-existing or fresh vehicle damage is documented on the Daily Walk Around Form and reported to the transport office before the vehicle leaves the depot
- Any additional damage that occurs on duty is documented on the Driver Post Collision Report Form, however this damage has occurred
- They may be held responsible for any unreported damage
- In the event of a collision:
  - They follow the instructions detailed on the Driver Collision Action Card (see Section 7)
  - They will complete documentation and participate in the collision investigation to determine the direct and underlying causes of the collision

## 4.5 Collision investigation forms

A series of four forms has been developed to assist with the collision investigation. Find clean copies of these forms below. In Appendix 7 an example of complete forms are provided.

### 4.5.1 CM Form 1 – At scene driver collision report form

This form is designed for the driver to complete at the scene of a collision and enables collection of the necessary information. This form is for the purposes of the company.

It is essential that your driver does not admit liability, whether spoken, written or implied. Anything said could be used against the driver in a court of law (even apologising for the collision). Also, it is strongly advised to inform drivers to respectfully decline to make a statement to police.

A toolbox talk is included in the toolkit resources that can be used to train drivers and will ensure that drivers have the knowledge to look after other road users, themselves and their vehicle before completing the At Scene Collision Report Form.




Figure 5: At Scene Driver Collision Report Form

## At Scene Driver Collision Report Form

FORS PROFESSIONAL TRAINING, INFORMATION, KNOWLEDGE

Complete this form at the scene of the collision as soon as it is safe to do so.
Where possible take photographs at the scene to support your evidence.
Continue on a separate sheet if necessary.

CM Form 1 v001

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Incident ref (office use only) | | | | | | | |
| Date and time of incident | | | | | | | |
| Name of driver | | | | | | | |
| **Incident details** | | | | | | | |
| Road name and/or number | | | | | | | |
| Direction of travel | | | | | | | |
| Location (nearest town, county and / or GPS co-ordinates | | | | | | | |
| Police involvement | Y ☐ | N ☐ | Officer shoulder no. | | | | |
| | | | Crime no. | | | | |
| Police station | | | | | | | |
| **Passenger details** | | | | | | | |
| Number of passengers carried | | | | | | | |
| Are all passengers accounted for | Y ☐ | N ☐ | Details | | | | |
| Onward movement of passengers arranged | Y ☐ | N ☐ | Details | | | | |
| Number of people travelling in cab (co-driver, drivers mate, draymen, banksmen) | | | | | | | |
| Accompanying persons authorised | Y ☐ | N ☐ | Details | | | | |
| Are all accompanying persons accounted for | Y ☐ | N ☐ | Details | | | | |
| Onward movement of accompanying persons arranged | Y ☐ | N ☐ | Details | | | | |
| **Load details** | | | | | | | |
| Load carried | | | | | | | |
| Load accounted for | Y ☐ | N ☐ | Details | | | | |
| Onward movement of load arranged | Y ☐ | N ☐ | Details | | | | |
| **Confirm photographs taken (tick all that apply):** | | | | | | | |
| Position of vehicles | ☐ | | Third party licence plate | ☐ | | | |
| Damage to own vehicle / property | ☐ | | Damage to third party load | ☐ | | | |
| Damage to own load | ☐ | | Surrounding area (road intersection, skid marks, road surface) | ☐ | | | |
| Damage to third party vehicle(s) / property | ☐ | | Other: | | | | |

CM Form 1 v001

| Describe what happened. Make a sketch of the road layout and position of vehicles involved or and property damaged. This should include speed, signals, warning given etc. | |
|---|---|
| | |

| Third party contact details | |
|---|---|
| Name | |
| Address | |
| Telephone | |
| Email | |

| Third party vehicle details (if available) | | | |
|---|---|---|---|
| Vehicle registration | | Colour | |
| Make | | Model | |
| Insurance co | | No of occupants | |
| Policy no | | | |
| Damage | Major ☐ Minor ☐ None ☐ Not Applicable ☐ | | |

| Details of witness 1<br>Continue on separate sheet if necessary or if more than one other party is involved | | Details of witness 2 | |
|---|---|---|---|
| Name | | Name | |
| Telephone | | Telephone | |
| Email | | Email | |
| Address | | Address | |

Before you leave the scene, make sure you have:

- ☐ Called the depot
- ☐ Arranged onward movement of: passengers, accompanying persons and load
- ☐ Ensured your vehicle is safe and roadworthy
- ☐ Ensured that you are in a fit condition to drive



Having filled in the At Scene Collision Report Form, it is advised that the driver completes the card below, to be given to the third party and the police.

Note: The insurance company name and policy details can be filled in by the organisation, with the below At Scene Collision Cards printed and deposited in all vehicles to support this process.

Figure 6: At Scene Collision Card

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## At Scene Collision Card

| Details to hand to third party and police | |
|---|---|
| Your full name | |
| Company name | |
| Company address | |
| Town | |
| Postcode | |
| Vehicle registration / fleet no. | |
| Vehicle type | |
| Make / model | |
| Insurance company name | |
| Insurance policy or certificate number | |

### 4.5.2 CM Form 2 – Driver post collision report form

This form is designed for the driver to complete when they return to base, and are in a calmer state, post collision. It should be completed within 24 hours of the collision occurring. The form is purposefully designed so as not to duplicate any information from Form 1.

### 4.5.3 CM Form 3 – Manager post collision report form

This form is for the Collision Investigator or Fleet Manager to complete. This form is used to capture evidence and data to allow an informed investigation process. You should complete this form within a maximum of 48 hours of the collision being reported at base by the driver. First, you should examine the At Scene Driver Collision Report Form and the Driver Post Collision Report Form, along with any other evidence available – such as witness statements, vehicle data (tachograph or telematics data) and photographs – and then fill out the form.

### 4.5.4 CM Form 4 – Post collision investigation report form

This form is for the Collision Investigator to complete, compiling all evidence to complete the final investigation. This form is divided into three sections:

- Section 1 Driver interview
- Section 2 Analysis of findings
- Section 3 Investigation outcomes



Figure 7: Driver Post Collision Report Form

## Driver Post Collision Report Form

You should complete this form back at base within a recommended maximum of 24 hours from the collision.

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CM Form 2 v001

| | |
|---|---|
| Incident ref (office use only) | |
| Date and time of incident | |
| Name of driver | |
| Address | |
| Phone number | |
| Email | |

**Driver actions at the time of collision (tick all that apply)**

| Driver actions at the time.... | | In relation to the junction.... | |
|---|---|---|---|
| Changing lane to left | ☐ | Approaching junction or waiting at junction approach | ☐ |
| Changing lane to right | ☐ | Cleared junction or waiting/parked at junction exit | ☐ |
| Going ahead left hand bend | ☐ | Emerging from slip road | ☐ |
| Going ahead other | ☐ | Entering main road | ☐ |
| Moving off | ☐ | Leaving main road | ☐ |
| Overtaking on offside | ☐ | Mid junction - on roundabout or on main road | ☐ |
| Overtaking on nearside | ☐ | Not at or within 50m of a junction | ☐ |
| Overtaking stationary vehicle on its offside | ☐ | Other: | ☐ |
| Parked | ☐ | | |
| Parked operating ancillary equipment | ☐ | | |
| Reversing | ☐ | | |
| Slowing or stopping | ☐ | | |
| Turning left | ☐ | | |
| Turning right | ☐ | | |
| U turn | ☐ | | |
| Waiting to go ahead but held up | ☐ | | |
| Waiting to turn left | ☐ | | |

## Third party actions at the time of collision (tick all that apply)

| | | | |
|---|---|---|---|
| Moving forwards | ☐ | Crossing left to right | ☐ |
| Moving backwards | ☐ | Crossing right to left | ☐ |
| Turning left | ☐ | Stationary | ☐ |
| Turning right | ☐ | Other: | ☐ |

## Speed travelling

| Estimate the speed at which yourself and the Third party were travelling in the moments before the collision | |
|---|---|
| Driver vehicle | |
| Third party vehicle | |

## Weather

| Describe conditions at the time of the collision e.g. rain, hail, fog etc. etc. |
|---|
| |

## Road details

| | |
|---|---|
| Road type: e.g. motorway, dual carriageway, one way street | |

## Road conditions (tick all that apply)

| | | | |
|---|---|---|---|
| Dry | ☐ | Mud on road | ☐ |
| Wet/damp | ☐ | Oil or diesel spill | ☐ |
| Flood | ☐ | Road surface defective e.g. pothole | ☐ |
| Frost/ice | ☐ | Other: | ☐ |
| Snow | ☐ | | |

## Road Features (tick all that apply)

| | | | |
|---|---|---|---|
| Advanced Stop Line (ASL) | ☐ | Pedestrian refuge island | ☐ |
| Bus lane | ☐ | Pedestrian guard railing | ☐ |
| Contraflow cycle lane | ☐ | Hazard lines (zig-zag) | ☐ |
| Cycle lane including Cycle Super Highway | ☐ | Other: | ☐ |



CM Form 2 v001

## Junction type (tick all that apply)

| | | | |
|---|---|---|---|
| Automatic traffic signal | ☐ | Roundabout | ☐ |
| Automatic traffic signal with Advanced Stop Line (ASL) | ☐ | Slip road | ☐ |
| Crossroads | ☐ | Staggered junction | ☐ |
| Entering/exiting private drive/entrance | ☐ | Stop sign | ☐ |
| Mini roundabout | ☐ | T junction | ☐ |
| Multiple junction | ☐ | Zebra crossing | ☐ |
| Not at a junction | ☐ | Other: | ☐ |
| Pelican or puffin controlled crossing point | ☐ | | |

## Details of signage (tick all that apply)

| | | | | | |
|---|---|---|---|---|---|
| Roundabout | ☐ | Staggered junction | ☐ | No right turn | ☐ |
| Mini roundabout | ☐ | Traffic merging from left ahead | ☐ | No U turn | ☐ |
| Driver statement | ☐ | Zebra crossing | ☐ | No entry | ☐ |
| Give way | ☐ | Manually operated stop and go signs | ☐ | Sign defective | ☐ |
| Stop | ☐ | Traffic signals not in use | ☐ | Sign obscured | ☐ |
| Crossroads | ☐ | Sharp deviation of route to left | ☐ | Sign missing | ☐ |
| No left turn | ☐ | Sharp deviation of route to right | ☐ | Other: | |
| T junction with priority over vehicles from the right | ☐ | | | | |

## Details of your vehicle

| | |
|---|---|
| Vehicle registration | |

Vehicle damage - provide a description/sketch/pictures of the damage to your vehicle

add image

## Third party details

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of people injured: | | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Third party type: e.g. pedestrian, push bike, motorcycle, car, bus, van, tram, artic lorry, rigid lorry etc. | | | | | | |

Provide a brief description of injuries to any third party.

## Driver and passenger details

### Driver details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Injury to self (please tick) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |

At the time of collision were you wearing seatbelt? (please tick)

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes - worn | ☐ | No - exempt | ☐ | No - not exempt | ☐ | Not applicable/ available | ☐ |
| Time shift commenced | | | | Time since last break | | | |
| Time previous shift finished | | | | Hours' sleep before commencing shift | | | |
| Did you feel tired in any way | Y ☐ | | N ☐ | | | | |

### Passenger details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of people injured: | | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Passengers reported safe arrival at destination | Yes | ☐ | No | ☐ | Not Applicable | ☐ |

### Accompanying persons details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of accompanying persons injured: | | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Accompanying persons reported safe arrival at destination | Yes | ☐ | No | ☐ | Not Applicable | ☐ |



CM Form 2 v001

Provide a description of the injuries to yourself and/or any passengers in your vehicle

## Load details

| | | | | | | |
|---|---|---|---|---|---|---|
| Damage to load | Total | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |

Provide description of the damage to the vehicle's load

## Driver declaration

### Driver statement: Please explain fully and clearly what happened. Please continue on a separate sheet if required

I understand this report form and supporting evidence and statements will form the basis by which the company and its insurers will pursue or defend any claim. I therefore declare that all information provided is true and accurate to the best of my knowledge and belief

| | | | |
|---|---|---|---|
| Signature | | | |
| Name | | Date | |

Figure 8: Manager Post Collision Report Form

# Manager Post Collision Report Form

You should complete this form back at base within a recommended maximum of 48 hours from the collision.

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CM Form 3 v001

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Incident ref (office use only) | | | | | | | |
| Date and time of incident | | | | | | | |
| **Review details** | | | | | | | |
| Date of review | | | Time of review | | | | |
| Review completed within timescales? | Y ☐ | N ☐ | | | | | |
| If no, please give reasons why not | | | | | | | |
| **Driver details and history (from driver records)** | | | | | | | |
| Driver name | | | | | | | |
| Date of birth | | | | Age | | | |
| Employment date | | | Car test pass date | | | HGV test pass date | |
| Driving licence country of issue (please tick) | UK ☐ | | Non-UK ☐ | | If Non -UK please specify country | | |
| Is the current drivers licence type applicable for the category of vehicle driven (please tick) | Y ☐ | N ☐ | N/A ☐ | | | | |
| Endorsements (please complete details of all current penalty points) | Penalty points | | Code | | Date of offence | | |
| | Penalty points | | Code | | Date of offence | | |
| | Penalty points | | Code | | Date of offence | | |
| Company driving assessment? (please tick) | Y ☐ | N ☐ | Date | | Outcome (pass/fail/ score etc.) | | |
| Experience driving vehicle type | Years | | | | Months | | |
| Number of collisions in last 3 years | | | At fault | | Not at fault | | |
| Medical history/eyesight | Last medical test date | | | | Last eye test date | | |
| Corrective vision not required | Y ☐ | N ☐ | Corrective vision required and not in use | | Y ☐ | N ☐ | |
| Corrective vision required and in use | Y ☐ | N ☐ | Not applicable/available | | ☐ | | |
| Eyesight checked at depot | Y ☐ | N ☐ | | | | | |
| Other relevant medical information | | | | | | | |





## Evidence

Obtain evidence from appropriate sources. All evidence should be attached to the collision file. Discrepancies between these checks and the driver post collision report form should be noted here for follow-up in the investigation.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Driver 'at scene' and 'post collision' forms | Y ☐ | N ☐ | | Photos / sketch of collision scene | Y ☐ | N ☐ | | |
| Witness statement | Y ☐ | N ☐ | | Confirmed accuracy of facts | Y ☐ | N ☐ | | |
| CCTV | Y ☐ | N ☐ | | Visited the scene | Y ☐ | N ☐ | | |
| Vehicle defect report & maintenance | Y ☐ | N ☐ | | Telematics systems or similar | Y ☐ | N ☐ | | |
| Tachograph records | Y ☐ | N ☐ | | In-vehicle camera footage | Y ☐ | N ☐ | | |
| Driver Training Records | Y ☐ | N ☐ | | External camera footage | Y ☐ | N ☐ | | |
| Other evidence | | | | | | | | |
| Discrepancies identified | | | | | | | | |
| Incident type (please tick) | Damage and personal Injury ☐ | | | Near miss ☐ | | | | |
| | Damage only ☐ | | | Personal injury only ☐ | | | | |

## Vehicle details

| | | | | |
|---|---|---|---|---|
| Vehicle registration | | Fleet number | | |
| At the time of the incident was the vehicle on an approved route (please tick) | On a prescribed route ☐ | | Prescribed route not provided ☐ | |
| | Deviated from prescribed route ☐ | | Other ☐ | |
| At the time of the incident was the vehicle (tick all that apply) | In service ☐ | | On time ☐ | |
| | En-route to a job ☐ | | Returning from a job ☐ | |
| After the incident was the vehicle (tick all that apply) | Safe to continue ☐ | | Attended by an engineer ☐ | |
| | Recovered ☐ | | Other ☐ | |
| Assessment of damage to vehicle (please tick) | Major ☐ | | No damage recorded ☐ | |
| | Minor ☐ | | Not applicable/available ☐ | |
| Impact point (please tick) | Front ☐ | | Offside ☐ | |
| | Nearside ☐ | | Rear ☐ | |
| | Not applicable/available ☐ | | | |

## Safety features fitted to the vehicle (tick all that apply)

Identify which safety features were fitted (F) to your vehicle and serviceable (S) at the time of the collision

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Camera – back | F ☐ | S ☐ | | Sensors – back | F ☐ | S ☐ | | |
| Camera – front | F ☐ | S ☐ | | Sensors – front | F ☐ | S ☐ | | |
| Camera – nearside | F ☐ | S ☐ | | Sensors – offside | F ☐ | S ☐ | | |
| Camera – offside | F ☐ | S ☐ | | Sensors – nearside | F ☐ | S ☐ | | |

| CONTINUED - Safety features fitted to the vehicle (tick all that apply) | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Mirror – Class IV (right) | F | ☐ | S | ☐ | Cycle safety stickers | F | ☐ | S | ☐ |
| Mirror – Class IV (left) | F | ☐ | S | ☐ | Audible warning system | F | ☐ | S | ☐ |
| Mirror – Class IV wide angle | F | ☐ | S | ☐ | Side guard – nearside | F | ☐ | S | ☐ |
| Mirror – Class V close proximity | F | ☐ | S | ☐ | Side guard – offside | F | ☐ | S | ☐ |
| Mirror – Class VI | F | ☐ | S | ☐ | Airbags | F | ☐ | S | ☐ |
| Fresnel lens | F | ☐ | S | ☐ | Seatbelts | F | ☐ | S | ☐ |
| Advanced braking system | F | ☐ | S | ☐ | Other: | | | | |

| Manager declaration | | | |
|---|---|---|---|
| I declare that all the information provided is a true and accurate record of the facts to the best of my knowledge and belief | | | |
| Comments | | | |
| Signature | | | |
| Name | | Date | |



Figure 9: Post Collision Investigation Report Form

# Post Collision Investigation Report Form

This form is comprised of three sections:

- Section 1 of this form should be used to capture information during the driver interview.
- Section 2 of this form should be used during to summarise the findings of your analysis.
- Section 3 of this form should be used to define the outcomes of your investigation.

CM Form 4 v001

| | | | | | |
|---|---|---|---|---|---|
| Incident ref (office use only) | | | | | |
| Date and time of incident | | | | | |
| Insurance claim number | | | | | |
| Received CM Form 1 | ☐ | Received CM Form 2 | ☐ | Received CM Form 3 | ☐ |

## Section 1 - Driver interview

| | | | | | | |
|---|---|---|---|---|---|---|
| Investigation conducted by | | | | | | |
| Job title | | | | | | |
| Investigation date | | | | | | |
| **Interview data** | | | | | | |
| Shift pattern and fatigue factors | | | | | | |
| How many shifts had the driver worked when the collision occurred? What type of shifts were these (morning / day / night?) Had the driver gained sufficient rest prior to the shift during which the collision occurred? | | | | | | |
| Did either shift patterns, or task scheduling contribute to this collision in any way? | Y | ☐ | N | ☐ | NA | ☐ |
| Vehicle and road details | | | | | | |
| Did any vehicular or road issues contribute to the collision? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies. | | | | | | |
| Did either the vehicle actions or the road environment contribute to this collision in any way? | Y | ☐ | N | ☐ | NA | ☐ |
| Driver actions | | | | | | |
| Were the driver actions and speed appropriate for the context? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies. | | | | | | |
| Did any driver actions contribute to this collision in any way? | Y | ☐ | N | ☐ | NA | ☐ |

| Third party details | | | | | |
|---|---|---|---|---|---|
| Were the third party actions and speed appropriate? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies | | | | | |
| | | | | | |
| Did the actions of a third party contribute to this collision in any way? | Y | ☐ | N | ☐ | NA ☐ |
| Collision statement/description | | | | | |
| Please explain fully and clearly what happened. Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies | | | | | |
| | | | | | |
| Driver declaration | | | | | |
| I accept that all conclusions drawn from the information provided and any recommendations made are a true and accurate record of the interview discussions taking place | | | | | |
| Signature | | | | | |
| Name | | Date | | | |

## Section 2 – Analysis of findings

| Analysis - in your opinion, who or what was at fault? (please tick) | | | | | |
|---|---|---|---|---|---|
| Company driver | ☐ | Third party | ☐ | Other | ☐ |
| If other, please provide further details | | | | | |
| Cause - in your opinion, what caused the collision? | | | | | |
| | | | | | |
| In your opinion, how could this collision have been prevented? | | | | | |
| | | | | | |





| Mitigating circumstances | | | |
|---|---|---|---|
| Consider any mitigating circumstances | | | |
| | | | |
| Driver fitness assessment | Y | N | If no, please state why |
| Interview completed | ☐ | ☐ | |
| Driver advised to visit GP | ☐ | ☐ | |
| Driver fit to return to work | ☐ | ☐ | |
| Driver suspended pending further investigation | ☐ | ☐ | |
| Driver placed on medical leave | ☐ | ☐ | |

## Section 3 – Investigation outcomes

| Collision type category | | | |
|---|---|---|---|
| Collision type - based on the information collected above, please categorise the collision type. Mark the single 'Direct' (D) cause, and all relevant 'Underlying' (U) causes.<br>• The direct cause: The error, unsafe act or condition that occurred just before the collision.<br>• Underlying causes: The factors that contributed to and preceded the direct cause. | | | |
| 1. Driver impairment | | a. Passing through space too small for vehicle | ☐ |
| a. Impaired by alcohol | ☐ | b. Excessive speed on approach | ☐ |
| b. Impaired by drugs (illicit or medicinal) | ☐ | c. Failed to judge other person's path or speed | ☐ |
| c. Disability or illness, mental or physical | ☐ | d. Failed to judge vehicle height | ☐ |
| d. Fatigue | ☐ | e. Failed to judge distance | ☐ |
| e. Uncorrected, defective eyesight | ☐ | 4. Driver lapse in concentration | |
| 2. Driver distraction | | a. Failed to look properly | ☐ |
| a. Driver using mobile phone/equipment | ☐ | b. Looked but did not react | ☐ |
| b. Stress/state of mind | ☐ | c. Inattention | ☐ |
| c. Distraction in vehicle | ☐ | 5. Driver error | |
| d. Distraction outside vehicle | ☐ | a. Overloaded or poorly loaded vehicle or trailer | ☐ |
| e. Loose object/s in vehicle | ☐ | b. Following too close | ☐ |
| 3. Driver failure of judgement | | c. Passing too close to vulnerable road user (including horse rider) | ☐ |

| | | | |
|---|---|---|---|
| d. Travelling too fast for conditions | ☐ | e. Poor or defective road surface | ☐ |
| e. Poor turn or manoeuvre | ☐ | f. Street furniture | ☐ |
| f. Driving too slow for conditions, or slow vehicle | ☐ | g. Dazzling headlights from another vehicle | ☐ |
| g. Failed to signal or misleading signal | ☐ | h. Vegetation | ☐ |
| h. Vehicle door opened or closed negligently | ☐ | i. Slippery road (due to weather) | ☐ |
| i. Junction restart (moving off at junction) | ☐ | j. Deposit on road (e.g. oil, mud, chippings) | ☐ |
| j. Loss of control | ☐ | k. Spray from other vehicles | ☐ |
| k. Failed to park car in safe place | ☐ | l. Previous Collision in road | ☐ |
| l. Failed to avoid pedestrians (ped not to blame) | ☐ | m. Inadequate or masked signs or road markings | ☐ |
| **6. Driver behaviours** | | n. Poor lighting | ☐ |
| a. Nervous or uncertain | ☐ | o. Crossing road masked by stationary or parked vehicle | ☐ |
| b. Careless, reckless | ☐ | q. Obscured view | ☐ |
| c. Aggressive | ☐ | r. Defective traffic signals | ☐ |
| d. In a hurry | ☐ | **9. Driver experience** | |
| e. Panic | ☐ | a. Learner or inexperienced driver/rider | ☐ |
| **7. Driver violation** | | b. Inexperience of driving on the left | ☐ |
| a. Not displaying lights at night or in poor visibility | ☐ | c. Unfamiliar with model of vehicle | ☐ |
| b. Illegal turn or direction of travel | ☐ | **10. Vehicle defect** | |
| c. Disobeyed automatic traffic signal | ☐ | a. Tyres illegal, defective or under-inflated | ☐ |
| d. Disobeyed double white lines | ☐ | b. Defective lights or indicators | ☐ |
| a. Dangerous action in carriageway (e.g. playing) | ☐ | c. Defective or missing mirrors | ☐ |
| f. Exceeding speed limit | ☐ | d. Visor or windscreen dirty or scratched | ☐ |
| g. Disobeyed pedestrian crossing facility | ☐ | e. Defective brakes | ☐ |
| h. Disobeyed 'Give Way' or 'Stop' sign or markings | ☐ | f. Defective steering or suspension | ☐ |
| i. Travelling in wrong direction on one way road | ☐ | **11. Pedestrian/cyclist/horse rider** | |
| j. Undertaking | ☐ | a. Vulnerable road user wearing dark clothing at night | ☐ |
| k. Vehicle travelling along pavement | ☐ | b. Wrong use of pedestrian crossing facility | ☐ |
| **8. Road environment** | | c. Vulnerable road user entering road in unsafe location | ☐ |
| a. Traffic calming (e.g. speed cushions, road humps, chicanes) | ☐ | d. Cyclist displaying no lights | ☐ |
| b. Temporary road layout (e.g. contraflow) | ☐ | e. Emerged without warning | ☐ |
| c. Stationary or parked vehicle(s) | ☐ | f. Poor road sense | ☐ |
| d. Road layout (e.g. bend, winding road, hill crest) | ☐ | g. Person fell on or near vehicle | ☐ |





| | |
|---|---|
| Other: | |
| **12. Miscellaneous factors** | ☐ |
| a. Animal or object in carriageway | ☐ |
| b. Dazzling sun | ☐ |
| c. Vision affected by external factors | ☐ |
| d. High winds | ☐ |
| e. Rain, sleet, snow or fog | ☐ |
| f. Vehicle blind spot | ☐ |
| g. Vehicle in course of crime * | ☐ |
| h. Emergency vehicle on a call * | ☐ |
| Other: | |

| | |
|---|---|
| **Investigation outcomes and recommendations** | |
| **Internal remedial action - actions undertaken as a result of the outcome of the investigation (tick all that apply)** | |
| Communication network introduced or updated throughout company to ensure safety messages / updates are delivered to all staff | ☐ |
| Company induction course amended with specific learnings included | ☐ |
| Company transport policy and procedures reviewed and necessary changes made | ☐ |
| If driver at fault, disciplinary action is taken | ☐ |
| Driver referred for medical/vision checks | ☐ |
| Driver referred to further training | ☐ |
| Driver relieved from driving by company for a specified period for medical reasons | ☐ |
| Driving assessment recommended | ☐ |
| Fleet specification reviewed/safety equipment retrofitted | ☐ |
| Health and safety policy/risk assessments/safe systems of work reviewed and amended with learnings | ☐ |
| Introduction of driver compliance checks | ☐ |
| Introduction of employee suggestion scheme to involve drivers | ☐ |
| Toolbox talk addressing specific issue to be delivered to staff | ☐ |
| Other: | |
| **Detail** | |
| | |

CM Form 4 v001

| Regulatory action (tick all that apply) | | | |
|---|---|---|---|
| Driver arrested | ☐ | No offences disclosed | ☐ |
| Driver/operator reported to Traffic Commissioner | ☐ | Offence reported for summons | ☐ |
| Fixed Penalty Notice (FPN) issued | ☐ | PG9 issued | ☐ |
| Formal warning | ☐ | Vehicle immobilised | ☐ |
| Graduated Fixed Penalty (GFPN) issued to driver | ☐ | Words of advice given | ☐ |
| No further action | ☐ | Not applicable/available | ☐ |

| Regulatory outcome (tick all that apply) | | | |
|---|---|---|---|
| Absolute discharge | ☐ | Driving licence revoked | ☐ |
| Any referral to Highways Authorities etc. | ☐ | Found not guilty | ☐ |
| Company fined | ☐ | Not applicable/available | ☐ |
| Conditional discharge | ☐ | Driver suspended by Traffic Commissioner | ☐ |
| Coroners findings | ☐ | Ordered to re take driving test | ☐ |
| Disqualified from driving | ☐ | Prison sentence | ☐ |
| Driver fined | ☐ | Suspended sentence | ☐ |
| Driver outcomes in more serious cases | ☐ | Not applicable/available | ☐ |
| Operator Licence suspended or removed by Traffic Commissioner | ☐ | | |

| Investigator declaration | | | |
|---|---|---|---|
| I declare that all conclusions drawn and recommendations made are true and accurate to the best of my professional opinion | | | |
| Signature | | | |
| Name | | Date | |



## 4.6 Supplementary collision information

In line with filling out the collision report forms, the Collision Investigator will assemble all available information to assist in determining the cause of the collision. This may include:

- Interviews with the driver and witnesses
- Mechanical report
- Camera footage
- Tachograph download and analysis
- Police reports
- Photos taken at the scene
- Telematics reports
- Phone records

Whilst investigations will differ from company to company and, indeed, from event to event, the process is guided by four key principles:


Table 5: Principles of collision information collection

| | Principles | Explanation |
|---|---|---|
| **C** | **Comprehensive** | There is a need for all of the information gathered to provide a detailed and wide-ranging pool of data to analyse and from which to draw conclusions. |
| **A** | **Accuracy of data** | No matter how much information is gathered however, it is important that it is of quality and accurate in order to ensure that weight can be placed on the conclusions drawn. |
| **R** | **Robustness of analysis** | Effective collation of information and a clear, focused investigation will enable reliable and comprehensive examination of both individual incidents and the broader trends over time. |
| **T** | **Timely response** | It is important that the incident is investigated as soon as possible, whilst details are fresh and evidence still clear and available. |

Once the interview/s has been completed and other information gathered and analysed, the Collision Investigator or Transport Manager must determine the collision type, identifying both the direct and underlying causes from the 13 categories listed on the form:

1. Driver impairment
2. Driver behaviours
3. Driver violation
4. Driver distraction
5. Driver failure of judgment
6. Driver lapse in concentration
7. Road environment
8. Driver error
9. Driver inexperience
10. Vehicle defect
11. Driver reaction
12. Miscellaneous factors
13. Vulnerable road user

There is also a substantial list of 78 sub-categories to give a complete picture of the incident.

The investigator can make recommendations to the Transport Manager and Road Risk Champion for further action. This might be a recommendation to train all drivers, pursue disciplinary action or not send vehicles along this route in future.

The identification of direct and underlying causes is important to the collection of data as this will be used to produce reports that will shape the company's collision management policy.

It is critical to get the evidence together as quickly as possible after a collision and before 'the trail goes cold'.



## 4.7 Process for taking remedial action

Your collision management policy should set out the process for taking remedial action, either following the investigation of a specific collision, or following the review of company and industry trends.

### 4.7.1 Ownership for remedial action

The responsibility for remedial action will differ depending on the size of the organisation and the specific context each Collision Investigator is working within.

- It is the responsibility of the Road Risk Champion to ensure that the process for taking remedial action is complied with.
- A Post Collision Investigation Form will be completed by the Collision Investigator, which shall determine the direct and underlying causes of the specific collision and recommend remedial action.
- It is advised that the Road Risk Champion reviews the recommendations made based on collision trends within the organisation, and ensures that these are likely to be financially effective.

### 4.7.2 Remedial action following a specific incident

The number of recommendations made is not important. Their quality, relevance and practicability in addressing the causes of the collision are. One systematic model for achieving this is the use of 'SMART' recommendations.

- Specific
- Measurable
- Achievable
- Realistic
- Time-bound


The areas for consideration will be dependent on the incident but may include:

- **Policy based** – company policy, risk assessment, current procedures, driver manuals/handbooks
- **Driver based** – recruitment, assessment, induction and periodic training, disciplinary
- **Vehicle based** – vehicle type, maintenance, ancillary equipment
- **Operations / management based** – instructions, routing, processes, rostering, briefing

The remedial action, at its most simple, could be re-training the driver on stopping distances. More complex action could be necessary to deal with drivers who have been found to have violated the Highway Code, and to replace vehicles deemed unsuitable for the task.

The Haddon Matrix is a useful concept used in collision management. This shows how remedial action can be implemented according to the stage of the collision and the category of the remedial action. This matrix is intended to support the design of remedial action.

Table 6: Example remedial action in an adapted Haddon Matrix Framework

| | People | Vehicle | Operations / Management |
|---|---|---|---|
| Pre-collision | • Recruitment process<br>• Induction and handbook<br>• Training based on key risks<br>• Communications<br>• Eyesight checks<br>• Health assessments | • Selection<br>• Specification<br>• Safety features<br>• Standards<br>• Supplier<br>• Maintenance<br>• Telemetry to manage and monitor use<br>• Vehicle utilisation | • Risk assessment<br>• Work allocation and scheduling<br>• Journey planning and route selection<br>• Fatigue management<br>• Communication with drivers (mechanism and style) |
| Collision | • Manage scene<br>• Collect evidence<br>• Report events<br>• Manage return to depot | • Capture in-vehicle technology data<br>• Return vehicle to depot | • Re-arrange same and next day deliveries<br>• Log incident and report to insurance<br>• Manage media if appropriate |
| Post-collision | • Driver debrief<br>• Driver support and return to work procedure<br>• Reassessment and coaching<br>• Disciplinary action | • Investigate vehicle and telemetry data<br>• Vehicle inspection and repair<br>• Remove vehicle from service | • Revise vehicle routes<br>• Revise shift patterns<br>• Remove driver from specific duties |



The Van Smart Toolkit available through FORS provides useful information in line with the above. This toolkit provides helpful information and advice to fleet operators and transport managers about how to:

- Recruit responsible, safety-minded staff
- Engage with staff to improve their driving standards and professionalism
- Develop and run an internal road safety campaign
- Comply with the law and contractual requirements
- Recognise why and know how the streetscape in London and other major cities is changing to improve the safety of vulnerable road users

## Case study: Metropolitan Police Service internal investigation process

The internal collision investigation process is governed by the traffic supervisors. The following internal investigation process is outlined below:

1. Gather information. Traffic supervisor will attend the scene and gather information from witnesses and Incident Data Recorder. This piece of equipment captures information including speed, distance, time, Global Positioning System (GPS) location, use of lights and emergency warning equipment. If the vehicle is fitted with video recording capability this will also be viewed and downloaded if appropriate. If the incident is serious (eg loss of life or limb) the incident will be managed by Department of Professional Standards/ Independent Police Complaints Commission (IPCC) and information will collected from CCTV, witness statements, camera phone footage etc.
2. Supervisor will assess if there are any driving offences against any drivers involved.
3. The reporting supervisor will make an assessment and recommendations in relation to police driver behaviour. This may include sanctions against the police driver where it is deemed the police driver is at fault or has breached driving policy.
4. The Police Driving Standards Unit (PDSU) will independently assess collisions and decide if actions of traffic supervisors are correct and whether sanctions are appropriate. This also ensures consistent sanctions are applied across the entire Metropolitan Police Service.
5. If sanctioned, this could be in the form of points on their police driving record (not DVLA licence), relief from driving duties, loss of response or advanced driving classification pending a re-assessment.
6. In serious cases or where offences may be present, the collision will be referred to the CPS for consideration as to whether prosecution is appropriate. In these circumstances the officers own Driver and Vehicle Licensing Agency (DVLA) licence will attract points.
7. If the driver continues to breach policy or present risk through collisions and/or actions, then they may be relived from driving for a substantial period of time (eg 12-month period).
8. In order to prevent future incidents with the driver, they will be rehabilitated through a tailored training programme.

### 4.7.3 Management review of company and industry trends

The Road Risk Champion shall conduct a periodic review of the company's collisions to determine whether or not the organisation is succeeding in its aims to reduce the incidence of collisions. In order to do this, the Road Risk Champion will need to collate some data to benchmark performance. It is suggested that a report is compiled to review collisions in the period to identify any trends.

The review should be recorded and make recommendations for any changes to the staff, vehicles and the operation. If recommendations are authorised at review, a communications and implementation plan will be needed to effectively embed the changes into the operation.

At its most simple, a trend analysis will show the level and types of collision and whether the number of collisions is increasing over time. A simple graph could show the number of collisions by month for the current year and this could be compared with the target or last year's average. The same could be done for the financial cost and the direct and underlying causes of these incidents. Any report should also have a measure of activity, eg kilometres driven, to ensure the figures are relative.

Remember: It is important to consider near misses and collisions that occur within the depot yard, as well as on the road network – sometimes incidents occurring on your own site can be costly and frequent.

The periodic review may include gathering other information and reports, eg a company insurance report.

The periodic review will give the organisation a view of its road risk exposure and a view of collision management performance. The organisation will be able to build this knowledge into its operating and commercial policy decisions.

## 4.8 Post collision driver rehabilitation procedures

It is recognised that staff operating vehicles involved in collisions and, in particular, fatalities are at risk of experiencing stress and anxiety.

Returning to work following a collision can be daunting. A driver's confidence can be set back and they can experience post-collision driving anxiety, nervousness and discomfort.

Further, those involved in fatal collisions might experience post-traumatic stress disorder (PTSD) – a recognised mental disorder.

Characteristic symptoms include persistent re-experiencing of the traumatic event, persistence avoidance of stimuli associated with the trauma and numbing of general responsiveness.

It is important that those who are involved in traumatic events receive the appropriate help. In Appendix 5 of the toolkit you will find a recommended return to work policy and process.



# Data recording and analysis to identify trends

# 5. Data recording and analysis to identify trends

## 5.1 Record keeping and data capture

### 5.1.1 Filing data

It is vital to capture initial data as soon as possible after the collision (without requiring all detail). It is recommended that this data should be filed in your choice of database within a maximum of 72 hours of the incident. A timeline for reporting collisions is outlined below:

Table 7: Timeline for reporting collisions

| When | Maximum time by which data should be completed | Action |
|---|---|---|
| **At scene immediately after a collision** | As soon as possible once immediate actions have been completed | Driver reports to transport manager |
| **At base with information collected from scene** | Recommended within 24 hours of incident and ideally prior to the end of shift | Driver reports to transport manager |
| **Manager reviews evidence and determines what happened** | Recommended within 24 hours of the driver reporting the collision at base | Transport manager/ office support |
| **Information logged on in-house system** | Recommended within 72 hours of incident | Transport manager/ office support |
| **Information investigated, analysed and reported** | As appropriate | Transport manager reports to company director |



You should set up a separate file for each collision, to keep all of the records and reports relating to that collision together. Your collision report can take the form of a series of individual documents that collectively provide all the information you need in relation to the logging, investigation, analysis and reporting of a collision. The file should capture information that can be submitted to your insurance company for use in any claim made.

During the analysis it will be useful to capture:

- Incident type
- Incident data and time
- Location (on prescribed route?)
- Vehicle details
- Vehicle damage
- Vehicle safety features
- Vehicle movement
- Driver details
- Passenger / load details
- Third party involvement
- Road type
- Road condition
- Road features (bus lane, cycle lane etc)
- Road hazards
- Road speed limit
- Type of junction (if applicable)
- Signage
- Weather details
- Insurance outcome

Note: This information will be captured using the collision manager forms. It is also useful to file data to support the investigation forms, including:

- Photographs
- Tachograph / telematics data
- Interview transcripts
- Map of collision site
- Insurance documentation

Following the analysis, it will then be important to capture outputs:

- Direct and contributory causes
- Learning notes
- Remedial action taken

This information can be filed in paper and/or electronic format.

## Reporting

Many clients now require collision reporting in contracts in the same way health and safety accidents are reported. This is important to create transparency in the supply chain and enable fleet operators and clients to work together to mitigate the risk of road traffic collisions and prevent recurrence.

See example of a client collision report below:

Figure 10: Example of client collision report

MOVE
Logistics
Basingview
Basingstoke
RG21 4MV

17th September, 2018

The Supermarket
Perivale Park
Perivale
UB6 7PP

Dear Pete,

Following up on our earlier phone call, I am writing to report a collision involving a *Supermarket* branded vehicle.

Find details below:

| | |
|---|---|
| Date | 17th September, 2018 |
| Time | 14:10 |
| | |
| Vehicle type | Mercedes Benz, Antos |
| Vehicle registration | TS51 MVB |
| | |
| Collision description | Rear-end shunt on approach to roundabout.<br>• Wet weather and road surface.<br>• Driver failed to stop and nudged the car in front at approx. 3mph.<br>• Minor damage to third party car (smashed number plate, dented bumper).<br>• No damage to HGV. |
| | |
| Load | Clothing (women's and children); Home ware (bedding). |
| Load damage | Damaged boxes only. All contents intact. |
| Load delay | 3 hour delay. Load expected at 19:00. |
| | |
| Reputational impact | Driver (wearing *The Supermarket* uniform) left the cab upon collision to ensure the third party was not injured.<br>Driver and third party collaborated, called the police and exchanged insurance details.<br>Collision visible to other road users.<br>Impact: Minor. |

If you would like to discuss this further please do not hesitate to get in touch with me.

With kind regards,

Trevor

MOVE Road Risk Champion

MOVE



## 5.1.2 Preparing data for analysis

The data collected for each collision then needs to be combined to produce useful management information and trend analysis that will inform policy.

To determine if there are underlying similarities between multiple incidents, it is important that all collisions and near misses are recorded centrally within the company and checked regularly for emerging trends.

To do this you can:

- Use existing systems
- Create a simple spreadsheet or database
- Draw on support from your insurance company

The direct and underlying collision codes identified through investigation will support in this analysis.

## 5.2 Data analysis

Having logged and coded your data, it is important to analyse the data. Here you will determine trends and issues, allowing you to develop appropriate remedial actions to reduce the risk of contributory factors becoming a trend in the future.

One person should be tasked with overviewing the database for the whole company, to offer the best assessment, as smaller chunks of the data (eg by region or by load type) may not present the same ability to gather a clear overall picture.

When analysing the data, a number of potential similarities should be checked:

- Are there common collision types (eg when reversing)?
- Are certain drivers overly-represented in the statistics?
- Is there location hotspots or routes for collisions?
- Are there trends in terms of the time of day and/or night or light levels?
- Is bad weather a factor in a large proportion of collisions?
- Are there similarities in the age group / job role of drivers involved?
- Are certain clients / loads involved in collisions more so than others?

Furthermore, it is useful to understand the cost to your business of the collisions occurring each month. You might like to analyse:

- Number of collisions
- Total cost of collisions

It is important to ensure that this information is relative to the number of miles travelled.

### 5.2.1 Alternative resource – STATS19

A useful resource to supplement data analysis is STATS19. This is a database that stores all data from road traffic collisions that resulted in a personal injury and were reported to the police within 30 days of a collision. The data also includes a breakdown of the number of people killed or injured in these collisions and which road user group they were in. The analysis of this data can help identify:

- Hotspots for collisions
- Most common type of collision
- Which vehicle types are most likely to get in a collision
- Average cost per collision claim

This information can be supplemented with internal data to help mitigate the risk of future collisions. Access the STATS19 database through the link below:

www.data.gov.uk/dataset/road-accidents-safety-data



## 5.3 Online databases

### 5.3.1 CLOCS Manager

CLOCS Manager is:

- A free online tool that offers a single resource to:
  - Capture collision data
  - Analyse road traffic trends
  - Produce FNOL reports
  - Benchmark road safety performance against industry leaders
- Designed to assist organisations in meeting requirement 3.1.2 (Collision Reporting) of the CLOCS Standard, as well as O3 (Incidents and collisions) of the FORS Standard

Its user-friendly design allows users to log in and view collision trends across their industry segment and benchmark their performance against similar companies. Anonymity is maintained through all areas of the site and any potentially sensitive data is encrypted. Before using CLOCS Manager, users must register as an organisation and nominate an administrator. This is achieved by following two processes:

| | |
|---|---|
| **Register** | 1. Visit www.CLOCS-manager.org.uk and register a new company account. |
| | 2. Once registered you will receive email asking you to activate your account. From this, you enter your user name and password to log into the account. |

CLOCS Manager allows new incidents to be added as soon as possible after the collision without requiring all the details. CLOCS Manager is designed to be flexible depending on the amount of information available to you at different times. Collision details to log include:

- Vehicle details
- Driver details
- Vehicle safety features
- Vehicle movement
- Damage / injury details
- Location details
- Road details
- Third party involvement
- Insurance outcome
- Company values (allowing four encrypted categories of the user's choice)

CLOCS Manager allows learning notes to be included with any incidents or near misses that are added. These may be updated at a later date, once the situation has been resolved or an investigation completed.

## Analysis of road traffic collision trends

CLOCS Manager provides the ability to produce reports both on an individual company basis and on a peer comparison basis. Reports available include:

- Dashboard report (company comparisons or overall incident summary)
- Causality comparison
- Causality pivot table
- Company damage and injury
- Incident mapping

Find examples on pages below.

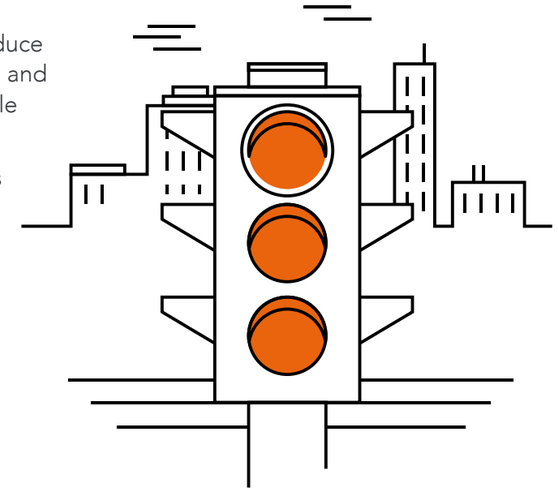


Figure 11: Example CLOCS incident dashboard

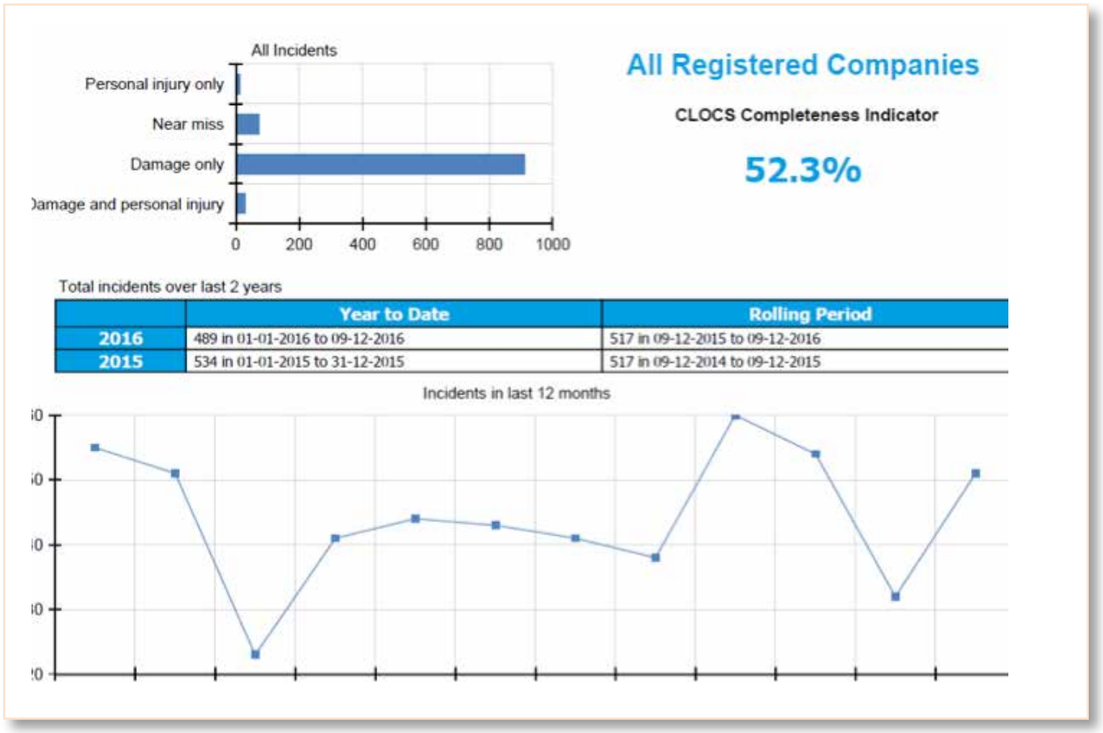





Figure 12: CLOCS causality comparison report

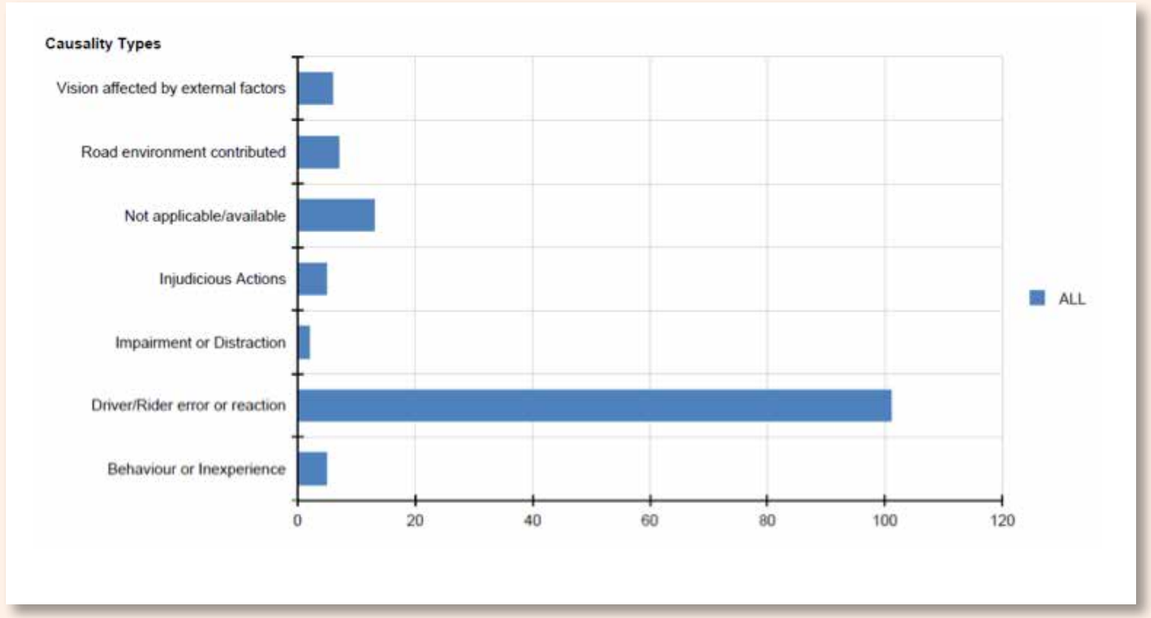
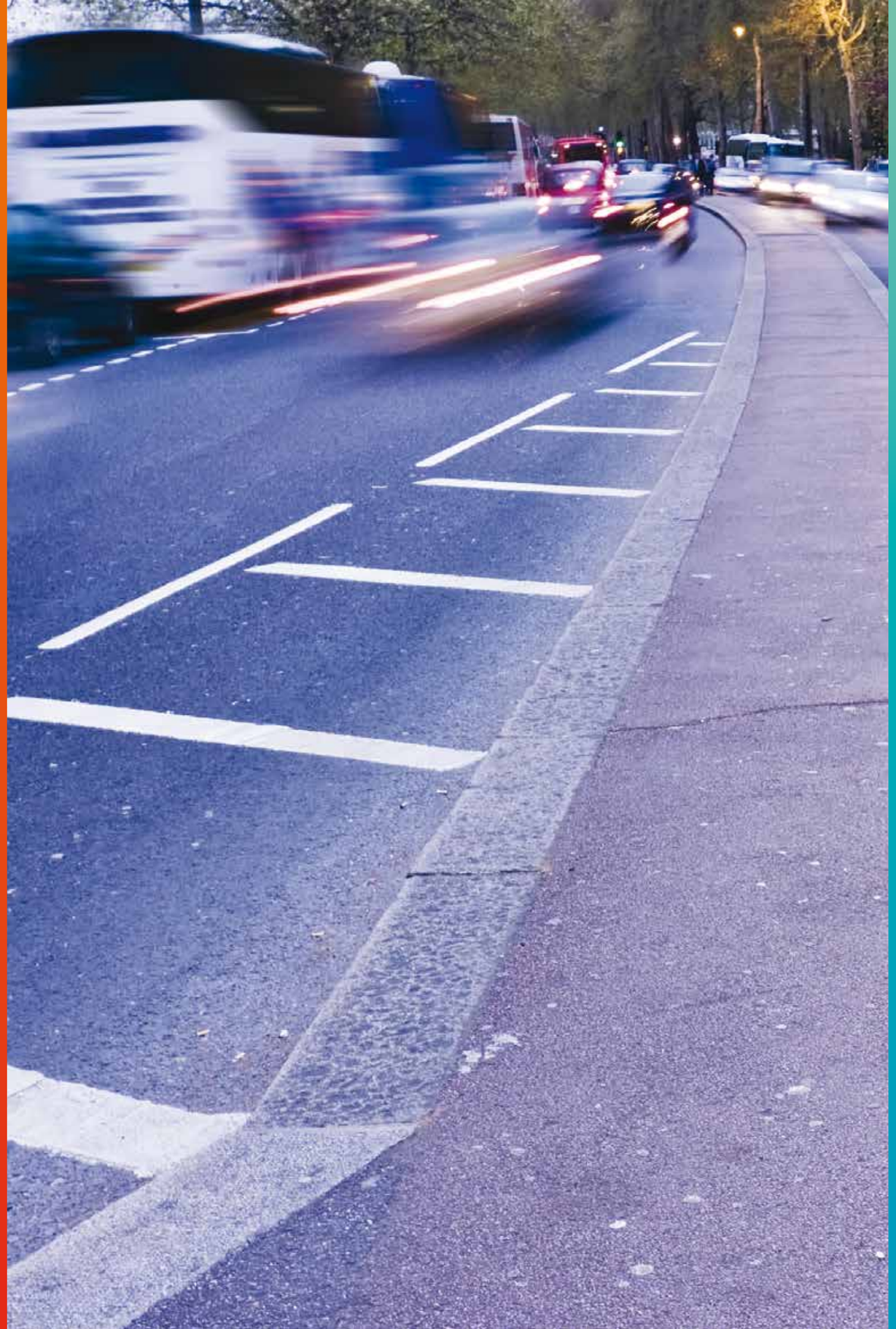



Figure 13: CLOCS causality pivot

| Causality Types | Damage and personal injury | Damage only | Near miss | Personal injury onlu | Total |
|---|---|---|---|---|---|
| Behaviour or Inexperience | 0 | 4 | 0 | 1 | **5** |
| Driver / Rider error or reaction | 2 | 91 | 3 | 0 | **96** |
| Impairment or Distraction | 0 | 2 | 0 | 0 | **2** |
| Injudicious Actions | 0 | 5 | 0 | 0 | **5** |
| Not applicable / available | 0 | 10 | 1 | 1 | **12** |
| Road environment contributed | 0 | 4 | 0 | 0 | **4** |
| Vision affected by external factors | 0 | 5 | 1 | 0 | **6** |
| **Total** | **2** | **121** | **5** | **2** | **130** |



# Reducing collision risk

# 6. Reducing collision risk

To reduce collision risk, organisations should consider how they intend to measure safe driving performance, influence driver behaviour and review the equipment they operate.

Organisations should evaluate whether any of their performance measures or rewards mechanisms work to reduce collision risk.

An example of an initiative that might actually increase collision risk is where drivers are paid bonuses for the number of deliveries they make.

## 6.1 Measurement

Organisations should have a measure of the number of collisions they are involved in, their type, direct and underlying causes, injuries sustained and the financial value of these incidents. What you are going to measure and how needs to be agreed with senior management.

This information should be used for periodic reporting. It is vital to report on the same statistics consistently to allow an impact assessment of collision management policies.

### 6.1.1 Incident reduction targets

Having established what will be measured and having started to produce management reports, the organisation should establish a reduction target. This may be the number of collisions or their value.

Relativity is important when setting key performance targets. These are usually expressed as an incidence and/or cost per thousand kilometres. These are the most common targets.

## 6.2 Accountability

It is vital that key performance targets are shared with drivers, and that drivers are aware of the individual impact they have on these targets.

Effective collision investigation and record keeping will be helpful to identify individual driver performance against collision targets. The collection of evidence through the collision management process will assist performance management and disciplinary action, if deemed necessary.

Note: As a FORS member you have access to a tailored performance management dashboard.




## 6.3 Managing individual driver risk

It is important to understand individual driving behaviour when seeking to reduce the risk of collisions.

Organisations should commence this by conducting pre-employment driving assessments to assess capability, only recruiting drivers who demonstrate safe behaviours. Those who are involved in collisions should be re-assessed, and this should be repeated on a periodic basis.

It is also possible to use third parties to undertake driver risk profiling. Refer to the Effective Driver Management Toolkit for more information.

## 6.4 Reward and recognition schemes

Many firms operate schemes to reward performance and motivate drivers to focus on enhancing their good driving behaviour.

Refer to the Effective Driver Management Toolkit for detailed recommendations. An overview of advice is summarised below.

A scheme for drivers may include one or a mixture of measuring the following:

- Number of collisions per 100,000 miles driven
- Financial cost of collisions (for those who self-insure)
- Licence points collected
- Tachograph infringements
- Harsh braking incidents

Each organisation will have to establish which elements are most important for them to measure and how they will do this. Again, relativity of the number of miles/kilometres driven is important to ensure a safe driving performance indicator is relative to the risk encountered. Further, metrics such as road traffic collisions per 100,000 miles driven is useful to focus the board's attention.

Schemes usually offer a small percentage of wages based on performance. It is extremely difficult to retrofit a scheme to an existing wage structure so these are often labelled as bonus schemes.

Schemes are often devised to be self-funding; for example, if an organisation's annual cost of collisions is £300k and a reduction of 50% is the target then this could create a £150k pot for incentivising performance.

It is essential that reward systems that include pay and employee benefits are transparent and fair. In some cases incentives can work better when targeted at teams rather than individuals.

## 6.5 Competitive league tables

Publicising performance and adding some competition can appeal to participants, helping with communication and adding peer pressure to encourage individuals to raise safe driving performance.

League tables that compare the performance of individuals and teams against their peers can spark healthy competition among drivers. Furthermore, league tables of depots can spark healthy team competition both at the driver and depot manager level. Depending on the environment, it is sometimes best to anonymise driver names if results are to be published – simply sharing with each driver/depot where in the league table they fall.

Further, drivers demonstrating consistent safe driving behaviours can be acknowledged at internal award ceremonies, in company newsletters or on noticeboards.

### Case study: O'Donovan Waste Disposal Operational Management System (OMS)

In 2014, O'Donovan Waste Disposal introduced a system to improve driver performance in terms of safety and the environment. Statistics show the company has seen a 25% reduction in the number of driver incidents over the past 12 months. As well as collisions, these driver incidents include acceleration, braking and lane discipline.

A driver league table was established in conjunction with the OMS to encourage performance improvement. By analysing and comparing data, the system shows evidence of key areas to work on for each individual driver.

"Drivers have embraced the friendly competition and are keen to see where they are each week" according to Jacqueline O'Donovan, Managing Director at O'Donovan Waste Disposal.



## 6.6 Reducing road risk using in-vehicle technology

Increasingly, organisations are using in-vehicle technology to improve safety in vehicle operation. Following a collision, in-vehicle technology can be an invaluable aid to provide the facts and causality of an incident. In addition, the presence of technology provides a focus for everyone on safety and can positively affect driving behaviour.

### 6.6.1 Vehicle telematics and GPS trackers

Increasingly, these systems are an integrated part of the vehicle but they can also be fitted as an aftermarket device. Typically, they provide a track of the geographic position of a vehicle vs time. They can usually provide vehicle speed, driving style and incident alerts, eg upon harsh/emergency braking.

#### Incident investigation

- In the event of an incident, printing a report using this technology will give the exact time and position of a vehicle and which route the vehicle had taken.
- The drivers' driving style can also be analysed, eg if they were speeding.

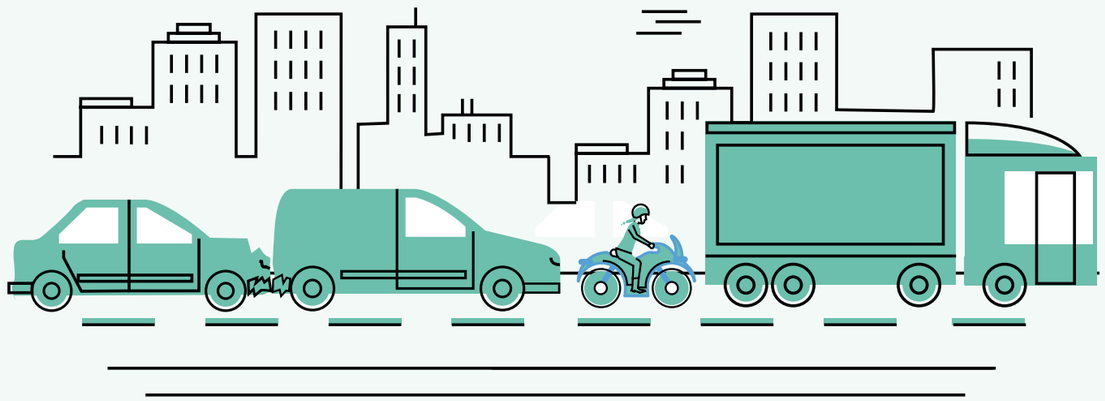
#### Improving safety

This technology allows analysis of:

- Sticking to authorised routes – stopping rat runs
- Speed relative to road speed limits
- Driving style – collecting information on harsh braking / steering

Research by the RAC suggest that there has been a shift towards the increased use of telematics by businesses, for improved safety but also for greater insight into fleet operations and for the savings resulting from better fuel efficiency.

Those adopting telematics technology have seen collisions involving their drivers fall by 43%.



## 6.6.2 Mobile applications (apps)

A recent development to in-vehicle monitoring technology is the use of mobile based apps in combination with a mounted telematics system. This provides real-time information to the drivers, including tips and objective feedback while they are in the vehicle.

Using the existing technology within smart phones, an app is capable of analysing manoeuvres across five categories: acceleration, braking, lane handling, cornering and speeding. The addition of this interface for communicating information to drivers has several advantages over standard telematics systems in that the driver is more aware of the monitoring process, enabling them to track their performance and making them more engaged in their own safety.

### Incident investigation

- Data from the time of incidents can be retrieved and analysed, providing information concerning what may have caused the incident to occur and how it could have been prevented.

### Improving safety

- Drivers are given feedback on the completion of driving manoeuvres to help them to understand how to improve their driving.
- The system can respond in real time to road conditions and provide the driver with safety tips, for example in the event of dangerous weather.
- Safety scores are generated based on driver data, which allows fleet managers to quickly identify drivers who engage in dangerous driving or need further safety instruction.
- The app can inform drivers when they need to take a break (eg every three hours).
- Drivers are more conscious of monitoring due to constant feedback, positively effecting driver behaviour.

### Consideration: Distraction

Please note that the use of mobile apps must be accompanied by a strict mobile phone policy.

- Drivers are four times more likely to be involved in a collision when using their mobile phones.
- Hands-free phone calls are a mental distraction, which also contribute to road risk.
- Whilst using a hands-free device is not illegal, police can look at phone records to see if a conversation may have acted as an underlying cause of a crash.

Guidance on how to manage the use of mobile apps for drivers and how to develop a mobile phone policy can be found here: *Driving for Work: Mobile Phone - RoSPA and Department for Transport (www.rospa.com/rospaweb/docs/advice-services/road-safety/employers/work-mobile-phones.pdf)*



## 6.6.3 Tachograph

Tachographs provide a calibrated analysis of vehicle speed at the time of an incident. If needed, it can also provide a record of driver hours to check the driver is operating within the law. Information provided by the tachograph will be only be used by the police as a secondary source of evidence.

### Incident investigation

- Tachograph analysis will provide evidence of vehicle speed and information on driving hours.

### Improving safety

- It is a requirement of all commercial vehicle operators that tachograph data is downloaded, analysed and any infringements brought to the driver's attention, with corrective action being taken where necessary.
- Ensuring drivers' hours are within EU limits significantly contributes to improved road safety, as well as adhering to EU law on Drivers' Hours Regulations.

## 6.6.4 Vehicle cameras

Vehicle cameras have revolutionised incident investigation enabling managers to view footage of incidents to corroborate or refute witness statements. Having footage dramatically reduces the time required for investigation and increases the certainty of the evidence bundle. The footage is powerful in reducing fraudulent claims and a deterrent to careless or aggressive driving.

Basic systems have a forward-facing camera only, more complex systems may have five cameras including one facing the driver. These may be coupled to an in-cab monitor to aid the driver in manoeuvring. Some forward-facing camera systems are activated automatically when the vehicle brakes or stops suddenly, recording prior to and for the period after the incident.

A device records the footage onto a hard disk or memory cards. This device is usually inaccessible to the driver. Footage can be broadcast, automatically downloaded or retrieved from the device depending on the system. It is advised that operators store all evidence of a collision for at least three years after the incident occurs.

### Incident investigation

- In the event of an incident, retrieving the footage will allow the transport manager to see exactly what happened and inform the next actions with far greater certainty.
- The driver's driving style, road position, environmental conditions can also be analysed.
- Critically, the culpability of any third parties can be assessed.

### Improving safety

- Replaying camera footage showing poor behaviour can be analysed by management to provide a significant deterrent and allow disciplinary meetings to be undertaken should a driver be consistently driving in an unsafe manner.
- Footage can be used to provide more interesting training material

### Case study: RAC

**Technology used:** Telematics

The RAC has integrated the use of telematics into its entire 1500-strong van fleet.

**Effect on collision management:**

- Reduced collisions involving RAC vehicles by 25% since implementation.
- Reduction in vehicle wear and tear as their condition is monitored, which reduces the risk of vehicle faults that could increase the risk of incidents.
- When collisions do occur, the RAC have found them to be less severe in nature.
- Managers have access to a data-logged score based on the telematics data and have weekly five-minute meetings with individual drivers to go over their scores and review how they are doing.
- RAC have said it allowed them to spot drivers at risk of having a collision before they actually have one and do something about it.



### Case study: Oxford City Council

**Technology used:** Telematics and cameras

Telematics have been implemented across its fleet of vehicles in combination with driver training in order to improve driver behaviour. Cameras were also fitted to all the refuse collection trucks under the Council's management.

**Effect on collision management:**

- Recorded a 22% reduction in the fleet's collision rate in 2015 compared to the previous year.
- The telematics data is assessed in-house and always in the aftermath of a collision to support in establishing the direct and underlying causes.
- The collected data allows for the evaluation of individual drivers, with the results used to rank drivers, provide incentives for improvement and identify training requirements.
- In general, a significant improvement in safe driver behaviours has been recorded, with less speeding, sharp cornering and harsh breaking.
- Cameras have reduced the blindspots of refuse truck drivers.
- As a member of the 'How's My Driving?' scheme, the Council has seen complaints of unsafe driving become extremely rare.

### Case study: Lanes Group

**Technology used:** Cameras, motion sensors and GPS technology

The Lanes Group invested £200,000 installing the UK's most advanced HGV camera system on 100 of its vehicles working in wastewater services for Thames Water. Health and safety was central to Thames Water's operations so Lanes Group looked to help drivers set the highest possible road safety standards, using technology exceeding regulatory requirements. The system includes cameras fitted on the front, rear and sides of each vehicle as well as motion sensors along the nearside of each vehicle.

**Effect on collision management:**

- The cameras allow the drivers to view all potential blind spots.
- The motion sensors detect cyclists and pedestrians, which alert the driver of their presence.
- Hard drives installed in each vehicle store up to 30 days of footage, which can be used as evidence in conjunction with GPS technology if an incident does need to be investigated.
- The technology had an immediate impact on Lanes Group collision rates, with the number of recorded incidents involving their HGVs falling.
- Not only used to help with actual incident investigation, but also to disprove a number of fraudulent claims made by other road users against the company (six in the first four months after installation).
- The company's drivers have noted their increased vigilance and safety awareness.

### 6.6.5 Summary of in-vehicle technology

Table 8: Summary of in-vehicle technology

| Type | In-vehicle technology | | | |
|---|---|---|---|---|
| | Telematics | Cameras | Smart phone telematics | Tachograph |
| Description | Is a device that marries informatics and telecommunications<br>• GPS system<br>• Measure of driving style harsh braking, acceleration etc | Cameras connected to a monitor in the driver cab giving them a view of the external surroundings | Makes use of smartphone sensors to monitor driving behaviour | Compulsory under EU rules and used to make sure drivers and employers follow rules on drivers' hours |
| What can it do? | • Measure time, speed, braking, acceleration and distances travelled<br>• Detect vehicle location<br>• Capture record of a collision | • Record activity inside and 360° around the outside of the vehicle<br>• Display blind spots to driver on monitors | • Measure speed braking, acceleration and distances travelled<br>• Live route tracking<br>• Alert when drivers enter certain areas | • Measure number of hours driven, speed and distance travelled<br>• Measure break and rest periods |
| Cost | Cheap (ff) | Expensive (ffff) | Very cheap (f) | Moderate expense (fff) |
| Ease of use | Relatively easy to use. | Depending on supplier, accessing remote images can be relatively straightforward. Can take time to search through stored video if looking for something. | Software easy to use and install. | Digital versions are fitted as standard on all new vehicles over 3.5t but drivers require training on their correct usage. |
| Ease of set-up | Some of the newer models will have the technology installed as standard. However, older models will need to have them installed retrospectively and, as such, the vehicle will be off the road for a period of time. | Vehicle needs to be off the road for a short amount of time while cameras are installed. Requires large hard drives to store the data. | No physical installation required, software easy to download. | Not complicated, but require calibration every two years (unless a fault develops and recalibration is needed) and daily checking and use by the driver. |
| Other benefits | • Remote vehicle diagnostics<br>• Reduces maintenance costs by reducing driving practices that are detrimental to vehicle health<br>• Asset tracking<br>• Lower insurance<br>• Better fuel management, reducing fuel costs<br>• Aids provision of breakdown assistance | • Camera footage can be accessed remotely<br>• Lowers insurance premiums<br>• Improves vehicle security – helps protect them from theft or criminal damage<br>• Protects against crash-for-cash scams<br>• Helps drivers to report dangerous driving they see on the road<br>• Supports with managing driver performance | • Stays with individual driver so makes performance monitoring of individuals easier<br>• Provides instantaneous driver feedback<br>• Lower insurance premiums<br>• Managers can look up the position of individual drivers<br>• Applications can indicate if driver is using phone behind the wheel | • Remain in compliance with the law<br>• Ensures all operators complying to same driver working regulations<br>• Can be used in combination with telematics |



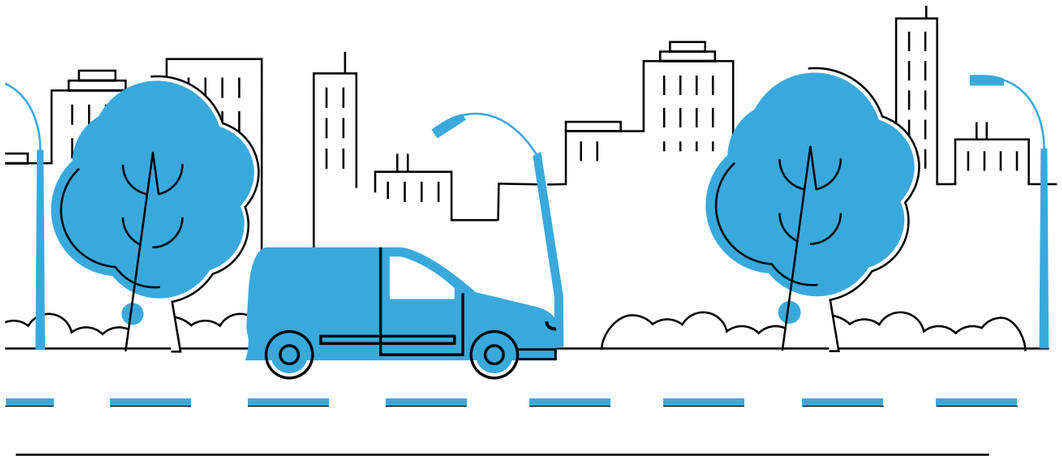
# Collision management toolkit resources

# 7. Collision Management Toolkit Resources

In the next sections, you will find a range of tools to support you in implementing a revised collision management process in your workplace.

These include:

- Toolbox talk guidance
- Driver Collision Action Card
- Driver handbook insert template
- Template collision management policy
- Sample Daily Walk Around Check Form





## 7.1 Toolbox talks: Guidance notes and sample

A toolbox talk is a short briefing to employees on a single aspect of their duties. They continuously reinforce specific issues and should be short, interesting and relevant to help ensure staff operate safely and efficiently.

The way in which toolbox talks are delivered is not prescriptive and can be regular short briefings in the workplace or more formal presentations at team meetings.

Before you deliver a toolbox talk you will need to know your company's policy on the given topic and you can incorporate other specific information into your talk.

Use the following hints and tips to help you deliver a really effective talk.

*Simplicity:*

- Keep it simple and be consistent with your messages
- Use short, straightforward words and phrases
- Avoid slang words or jargon

*Pace:*

- Think about the speed of your delivery
- Take your time and slow down, it's natural to rush when you are nervous
- If you rush you may come across as impatient or not bothered and drivers may not feel able to ask you any questions

*Stay positive:*

- Keep the briefing upbeat
- Focus on what drivers can do instead of what they cannot do
- Use the key points provided and focus on delivering these well

*Key points:*

- Most peoples' attention span is limited, so briefings should be brief
- Some drivers need more explanation than others, spend time on the key points
- Most people will only remember 25-50 per cent of what you said so use communications material enabling later reference

*Check comprehension:*

- Pose, pause, pounce – ask the question before you choose who to answer
- Use open questions to check understanding – if you ask 'Do you understand?', people will say 'Yes' even when they mean 'No'
- Ask drivers to explain what you have said in their own words

*Summarise:*

- Repeat your main points at the end of the toolbox talk
- Get feedback on the impact, messaging and content of the toolbox talk
- Tell them where to get further information
- Record details of attendance and ensure these are retained in personnel files

## 7.1.1 Driver collision action toolbox talk

Figure 14: Driver collision action toolbox talk

This toolbox talk can be delivered by the transport manager, Road Risk Champion or line manager. You should find the toolbox talk quick and easy to deliver. At the end of your talk ensure drivers have received a Driver Collision Action Card and, where applicable, they receive a driver handbook insert and drivers know which section of the Driver Handbook this is to be placed.

| Delivered by: | Signature: | Date: |
|---|---|---|
| | | |

### 1. Aim

The aim of this toolbox talk is to communicate the actions you must take should you be involved in or witness a road traffic collision.

### 2. Reason why

Commercial vehicle drivers can be the first professionals at the scene of a collision. Whether you are involved in the collision, are a witness or can help manage the situation in some way, your actions are crucial to ensuring the safety of the scene and to extract the relevant information to determine any causal factors.

### 3. Incentive

A well-managed scene of a collision can help save life and prevent further danger. The information you document at the scene will help determine the cause of the collision and could support you in any subsequent investigation.

### 4. Outline

This toolbox talk will cover your immediate actions at the scene of a collision, what to do if the police are involved and your actions before leaving the scene. The talk will end with some confirmatory questions so you may wish to take notes.

### 5. Immediate actions at the scene of a collision

1. Make the scene safe:
   - Stop in a safe place
   - Call for the emergency services if required
   - Switch off engines and isolate vehicle electrics if possible
   - Evacuate all passengers to a safe area
   - Take fire-fighting equipment with you if safe to do so
   - Clear the road and warn other traffic
   - Help get first aid to any injured person
   - Control traffic if the road is obstructed
2. Capture the evidence:
   - Get names and contact details of:
     - Third parties involved in the collision
     - Any witnesses
   - Take photographs of the scene of the collision showing:
     - Position of all vehicles
     - Damage to all vehicles and/or property
     - Surrounding area, including street furniture, traffic signs and lines
3. Give others your details:
   - Complete the At Scene Collision Card and hand it to any third party involved or a police officer, if present. This will include:
     - Your name
     - Company details and address
     - Vehicle registration mark
     - Company insurance details

### 6. Police involvement at the scene

If a police officer arrives at the scene of the collision, you must:

- Comply with a breathalyser test as required
- Not remove the vehicle until the police officer gives permission
- Respectfully decline to make a statement to police
- Not admit liability, whether spoken, written or implied. Anything said could be used against the driver in a court of law (even apologising for the collision)
- Request permission from the police officer to leave the scene

### 6. Leaving the scene

You must not leave the scene of the road traffic collision:

- If there is an injured person present
- Until you have completed the At Scene Collision Report Form
- Unless you are certain your vehicle is safe and roadworthy
- Unless you have contacted the transport office for advice

### 8. Questions to ensure understanding

1. In the event of a collision what is the first action you must take?
   Stop in a safe place
2. If the police are present, what must you do before leaving the scene?
   Ask permission to leave the scene
3. What photographic evidence should you take before leaving the scene?
   Vehicles, damage, people, surrounding area
4. Even if you think you could have been at fault, what must you never do?
   Admit liability

### 9. Final summary

Road traffic collisions can be traumatic experiences. You need to keep a cool head to manage the situation safely and extract as much evidence from the scene as possible.
**Remember, never admit liability.**

## 7.2 Driver collision action card

Figure 15: Driver collision action card

### At the scene of a collision

1 **Make the scene safe**
- Stop in a safe place
- Switch off engines and isolate vehicle electrics if possible
- Evacuate all passengers to a safe area
- Take fire-fighting equipment with you if safe to do so
- Clear the road and warn other traffic
- Call for the emergency services if required
- Administer first aid to any injured person
- Control traffic if the road is obstructed

2 **Capture names and contact details of:**
- Third parties involved in the collision
- Any witnesses

3 **Take photographs of the scene of the collision showing:**
- Position of all vehicles
- Damage to own vehicle / property
- Damage to own load
- Damage to third party vehicle(s) / property
- Third party licence plate
- Damage to third party load
- Surrounding area (road intersection, skid marks, road surface)

4 **Make a sketch of the road layout and position of vehicles involved.**

5 **Share your details with any third party involved or a police officer, if present. This will include:**
- Your name
- Company details and address
- Vehicle registration mark
- Company insurance details (see driver handbook)

6 **Arrange onward movement for:**
- Passengers
- People travelling in cab (e.g. co-driver, cab mate)
- Load

**DO NOT ADMIT LIABILITY**

Reporting the collision: Report the incident to the Transport Office as soon as practicable

**If a police officer arrives at the scene of the collision, you must:**
- Comply with a breathalyser test as required
- Make a statement if requested by the police officer
- Not make a statement to any person other than a police officer
- Not remove the vehicle until the police officer gives permission
- Make a note of the officer shoulder number, crime number, and the officer's police station
- Request permission from the police officer to leave the scene

**LEAVING THE SCENE**

**You must not leave the scene of the road traffic collision:**
- If there is an injured person present
- Until you have completed the At Scene Collision Report Form
- Unless you are certain your vehicle is safe and roadworthy
- Unless you are certain you are in a fit condition to drive
- Unless you have contacted the Transport Office for advice

FORS PROFESSIONAL
TRAINING, INFORMATION, KNOWLEDGE

# 7.3 Driver handbook insert

The below text can be inserted into the driver handbook to advise what to do in the event of a collision. This compliments the above Toolbox Talk and Driver Collision Action Card.

## Actions in the event of a collision

## Your responsibilities

- A 'walk around check' must be completed at the start of each shift, this is a legal requirement. The check must be recorded on the Daily Walk Around Check Sheet. All existing damage is to be reported before you leave the depot.
- At the end of each shift you must document and report any new vehicle damage.
- In the event of a collision you must follow the actions at the scene in accordance with your Driver Collision Action Card.
- In the event of a collision, you must complete all relevant documentation at the end of your shift and you must be available to discuss the collision to help the investigation process.

## Immediate actions at the scene

In the event of a collision you must take the following immediate actions:

*Safety first:*

- Stop in a safe place
- Switch off engines and isolate vehicle electrics if possible
- Ensure any risk of fire, explosion, spillage or other danger is minimised
- Evacuate any passengers to a safe area
- Take steps to clear the road, warn other traffic so that no further road traffic collision takes place and to summon first aid to any injured person
- Call for the emergency services where there is injury, serious damage to vehicles or road, or if any obstruction cannot be cleared
- Implement traffic control where the road is obstructed, if not already provided by the emergency services

*Capture the evidence:*

- Complete the **At Scene Collision Report Form** before you leave the scene
- Complete the **At Scene Collision Card** and hand it to a police officer, if present, and to any third party involved in the collision
- Take photographs of the scene of the collision showing:

a. Position of all vehicles
b. Damage to all vehicles and/or property
c. Persons involved
d. Surrounding area, including street furniture, traffic signs and lines

## Police involvement at the scene

If a police officer arrives at the scene of the collision, the following points are to be observed:

- You are to comply with a breathalyser test as required. Refusal, without reasonable excuse, will make you liable to prosecution.
- Drivers are within their rights to respectfully decline to make a statement to the police. This is recommended as at the scene of a collision a driver is likely to be experiencing shock and statements made are admissible in court.
- No statement is to be made to any person other than a police officer and no admission of liability is to be made.
- If the police are present, the vehicle is not to be removed until they give permission.



## Leaving the scene

Do not to leave the scene of the road traffic collision unless there is no other uninjured person present and it is necessary to summon medical aid in order to save life.

If you are in any doubt about the roadworthiness of the vehicle, contact the transport office for further advice.

## Reporting the collision

You are to report the incident to the transport office as soon as practicable, and then report the full details to them on your return to base.

If you are unlikely to be back at your depot location within 24 hours, you are to telephone your duty operations staff immediately and give full details of the road traffic collision from the At Scene Collision Report Form and Driver Post Collision Report Form.


You are to complete the **Driver Post Collision Report Form** before handing it to the transport office. It must include:

- The nature of any injuries to persons or animals
- Any damage caused to any vehicle or other property involved
- A sketch plan of the road layout and position of vehicles
- A brief statement of events that led to the collision
- Full names, addresses and telephone numbers of third parties involved
- Full names, addresses and telephone numbers of any witnesses
- Details of any emergency service personnel in attendance

If the road traffic collision has resulted in injury to another person, domestic animal or property you are to report to the police in person within 24 hours, if not reported at the time of the scene.

## Investigating the collision

In the event of a collision a company investigation will occur. You must:

- Make yourself available and cooperate with any investigation into the road traffic collision
- Provide any information to determine the direct and underlying causes of the collision
- Comply with any remedial actions and recommendations made to prevent such an incident reoccurring in the future

## 7.4 Template collision management policy

Figure 16: Template collision management policy

### Document control

| | |
|---|---|
| Document type | |
| Version | |
| Author | |
| Validated by | |
| Ratified by | |
| Date ratified | |
| Master document controller | |
| Review date | |

### Version control

| Version | Type of change | Date | Revisions from previous issues |
|---|---|---|---|
| | | | |
| | | | |

### Purpose

The purpose of this policy statement is to ensure the consistent reporting and management of road traffic collisions to enable actions that reduce both 'driver at fault' and 'driver not at fault' road collisions.

### Scope

Managing risks associated with driving is the joint responsibility of senior management, operations, fleet management and driving staff. This policy applies to all staff responsible for any aspect of the post-collision process, including training staff and all driving staff.

### Policy statement

Road traffic collisions have the potential to cause death or serious injury and can significantly affect the operating costs and reputation of our organisation. It is therefore the responsibility of this organisation to understand the direct and underlying causes of collisions and implement measures to prevent their reoccurrence.

We expect all our drivers to maintain high driving standards on the road. This means operating within the law, driving with consideration for others and ensuring our vehicles are safe and roadworthy at all times.

Our policy is to ensure that all road traffic collisions are reported, documented, investigated and managed in a consistent way. This enables us to better understand the risks our drivers face in order that we can reduce the number and severity of all vehicle collisions.

When a driver is involved in a road traffic collision, it is essential that the collision investigation process is followed to ensure the:

- Collision is managed safely, legally and reported to the relevant authorities promptly
- Incident facts are collated accurately and recorded correctly (including details of the people involved and property damaged)
- Drivers involved are assessed to ensure they are fit and able to return to driving duties
- Vehicles involved are repaired to a safe and legal state prior to being returned to the road
- Incident is fully investigated to determine both primary and contributory factors that led to the collision
- Incident facts are analysed to determine and implement any remedial actions which may prevent similar incidents occurring in the future

Management responsibilities for collision management have been documented. We have appointed a Road Risk Champion as the person responsible for the maintenance of this policy, its communication and implementation.

### Processes and procedures

The following must be strictly adhered to following familiarisation at your induction:

- Collision management process
- Collision investigation process
- Process for taking remedial action
- Post collision driver rehabilitation procedure

### Roles and responsibilities

The Road Risk Champion is responsible for ensuring that:

- This policy is successfully communicated and implemented across the organisation
- All staff are conversant with all procedures and documentation outlined in this policy and that the policy is fully implemented
- All collisions, investigation findings and lessons learned are recorded accurately, filed, and analysed
- Relevant professionals are consulted over the implementation of remedial action
- Periodic collision reports are prepared to inform senior management and clients requiring contractual collision reporting

Collision Investigators must ensure that they:

- Conduct a thorough post-collision investigation, determining the direct and underlying causes of the collision
- Make recommendations based on the findings of the investigation, to help prevent reoccurrence of this type of collision
- File evidence of the investigation securely for future reference

### References

For further information regarding best practice collision management, refer to the FORS Collision Management Toolkit.

## 7.5 Sample Daily Walk Around Check Form

### Daily Walk Around Check Form

| Vehicle details | | | | | |
|---|---|---|---|---|---|
| Drivers name | | Date | | Time | |
| Vehicle registration | | | | | |
| Odometer reading: | | | | | |

| Vehicle check - please mark box ✓ if OK ✗ if defect is found | | | | | |
|---|---|---|---|---|---|
| Fuel/oil leaks | ☐ | Lights | ☐ | Brake lines | ☐ |
| Battery security (condition) | ☐ | Reflectors | ☐ | Coupling security | ☐ |
| Tyres and wheel fixing | ☐ | Indicators | ☐ | Electrical connections | ☐ |
| Spray suppression | ☐ | Wipers | ☐ | Brakes | ☐ |
| Steering | ☐ | Washers | ☐ | Security of body/wings | ☐ |
| Security of load | ☐ | Horn | ☐ | Markers | ☐ |
| Mirrors | ☐ | Excessive engine exhaust smoke | ☐ | Glass | ☐ |

| Report defects here | Rectified |
|---|---|
| | |

| Write NIL here if no defects found | Driver's signature |
|---|---|
| | |

| Defects rectified by | | | |
|---|---|---|---|
| Signature | | Date | |



# Appendix

# 8. Appendix

## 8.1 Appendix 1: Engaging your organisation

Your ability to engage, motivate and achieve buy-in from others will influence your success in implementing effective collision management in your organisation.

It is important to understand that introducing a new collision management policy or procedure in your organisation will impact a variety of people – this is a change that people will have to get used to.

### Framing your message

Everyone responds to change at different rates and in different ways. As a key player in collision management we need to think:
**How can I frame my case for change differently to make it more appealing to my organisation?**

- When you are frustrated at others because you have made your best case for change and 'They just don't get it!' …
- Take a look in the mirror and ask yourself instead… 'What is it that perhaps *I* don't get about them?'

To frame your change effectively, consider:

1. Frames must resonant for the audience to respond
2. The better it fits, the more people will be ready to consume it

What does this mean?

- When your message doesn't resonate at all, this is where you are likely to meet intense 'resistance'.
- Consider: What messaging are you using for which groups? How can you adapt this for different groups, or even different individuals?
- What really matters to senior leadership, to depot managers, and to drivers?
- When 'selling' the importance of collision management to leaders they might resonate strongly with the business case and money this could save them.
- Your drivers might resonate with a message around 'getting everyone home safely to their families'.

Understanding what motivates individuals can be achieved through effective conversations – sitting down with people to truly understand what motivates them, and considering how this might align with the importance of collision management.

Ask questions such as:

- What is your most important objective, how can I help you realise it?
- What criteria do you use to assess whether my contribution to the business has been successful?
- If I were able to change two things in my area of responsibility in the next six months, what two things would create the most value and benefit for you?

### Management influencing tactics

To ensure management buy-in:

- You will need to be able to negotiate to resolve problems and challenges raised, and to reach compromises that everyone is happy and comfortable with.
- You need to be able to influence those around you effectively, and apply the most appropriate influencing style (see below) in order to encourage others to come on board.

Having identified the messages that will resonate with your managers, there are a number of 'tactics' that you can apply to persuade them to buy into your collision management recommendations.

Table 9: Collision management recommendations - manager buy-in tactics

| Tool | How it works | Example |
|---|---|---|
| **Rationalising** | • Do you use logic, facts, and reasoning to present your ideas?<br>• Do you leverage your experience and training to persuade others? | 'Our collisions cost us £200,000 last year. Identifying consistent causes between these collisions and focusing training on these has the potential to save thousands of pounds.' |
| **Asserting** | • Do you rely on your personal confidence, rules, law and authority to influence others?<br>• Do you challenge the ideas of others when they don't agree with yours?<br>• Do you debate with or pressure others to get them to see your point of view? | 'I appreciate that you do not agree with the need to have a driver return to work policy, but we have a legal duty of care towards our employees – defined in the Health and Safety at Work Act (1974).'<br><br>'In my opinion as the Road Risk Champion we must…' |
| **Negotiating** | • Do you look for compromises and make concessions in order to reach an outcome that satisfies your greater interest?<br>• Do you make trade-offs and exchanges in order to meet your larger interests? | 'To help support both our suggestions, would a potential win-win option be the following...'<br>'I completely appreciate where you are coming from and agree that we should delay the timescales, however can we revisit this in one month?' |
| **Inspiring** | • Do you encourage others toward your position by communicating a sense of shared mission and exciting possibility?<br>• Do you use inspirational appeals, stories and metaphors to encourage a shared sense of purpose? | 'As a team and organisation, we have massive potential to ensure our drivers go home safely to their families every evening. There is not space for even one more injury resulting from a collision that could have been avoided.' |
| **Bridging** | • Do you attempt to influence outcomes by uniting or connecting with others?<br>• Do you rely on reciprocity, engaging superior support, consultation, building coalitions and using personal relationships to get people to agree with your position? | 'Would you consider working with me on the collision management project? I really value your input and know I can trust you, we have worked together for years and are on the same wavelength.' |
| **Valuing** | • Do you attempt to influence outcomes through emphasising the potential risks of not investing in an opportunity?<br>• Do you rely on highlighting unique benefits and exclusive information? | 'We have an opportunity to reduce the number of collisions, injuries and fatalities on the roads. Who knows what the next collision might result in if we don't start taking action to reduce the number of rear-end shunts occurring?' |
| **Aligning** | • Do you seek to uncover real similarities of thought and opinions with others?<br>• Do you offer praise and flattery to promote alignment? | 'Thank you for your fantastic work as depot manager to date, I can see that our approaches are in line and we understand one another's way of thinking. It would be great to continue working together to really instil a formal and official collision management approach if you are interested?' |
| **Leading** | • Do you attempt to influence outcomes based on the notion that people follow the lead of others and utilise the power of peer influence?<br>• Do you employ the use of consistency in commitments, ensuring they are active, public and voluntary to support the development of followership? | 'Fred recently reported a near miss that he had in the yard. As a result of this, we have changed the unloading policy, making us all safer. Please continue to report all collisions and near misses to support us to improve our ways of working.' |

## How might your wider organisation react?

As well as looking at how you can best frame your change, it is useful to be aware of the different types of resistance that can appear and why. There are three levels of resistance that are identified consistently when trying to introduce change.

Table 10: Types of resistance to change

| Level | Occurs because | Getting back on track |
|---|---|---|
| I don't get it | • There is a lack of information<br>• There is disagreement of interpretation of data<br>• Critical information isn't shared<br>• People are confused about what the change means | • Give people information (otherwise people will fill in the gaps themselves)<br>• Give presentations<br>• Hold Q&A sessions<br>• Use 'driver representatives' (see below) |
| I don't like it | • People are worried about their identity and place in an organisation<br>• People are worried about looking stupid, if being asked to learn something new or do something out of their comfort zone<br>• People think the change presented will make things more difficult for themselves with little gain | • Listen to people<br>• Speak one-to-one in an open and honest way<br>• Allow concerns to be voiced<br>• Consider the concerns that are being shared and how to support people<br>• Align need for change with something they value and identify what they can gain from it |
| I don't like/ trust you (or the people you represent) | • There is a lack of trust – remember distrust doesn't have to be founded in anything to have an impact<br>• Poor relationships have been formed in the past<br>• People think there are ulterior motives or others are 'out for themselves' | • Start relationship building before introducing ideas<br>• Role model the behaviours you are wanting to introduce<br>• Who else in the business is well respected and can support me in role modelling?<br>• What can I do differently so that others have confidence in me? |



## Driver representatives

Establishing a network of 'driver representatives' can support you to roll out your change effort to your driver pool – particularly if a large number of people are impacted by your newly introduced / revised approach to collision management.

Identified representatives will support you in embedding and sustaining the change around collision management practices. Benefits include:

- Reducing the pressure on you as an individual to deliver change
- Identifying issues/challenges on the ground and raising them quickly to the collision management lead
- Gathering feedback on the revised processes and procedures and feeding back to the collision management lead
- Identifying key resistors of change
- Assisting with managing resistance to change amongst their colleagues
- Becoming experts in the programme and therefore assisting in training of users

Figure 17: Role of driver representatives


### Role

The typical knowledge, skills and abilities required for this role are:

- Comprehensive knowledge and understanding of the collision management process
- Knowledge of the existing collision management process and changes being implemented
- Availability to attend meetings, training sessions and to provide feedback to the collision management lead
- Communication skills and charisma
- Trusted and respected by colleagues, influential

Figure 18: Representative on-boarding process

**1. What do you need your representatives to do?**
- Define and agree the roles, responsibilities and knowledge, skills and abilities for driver representatives

**2. Update management team across stakeholder groups**
- Ask them to nominate and approach appropriate driver representatives from their teams

**3. On-board and train representatives**
- Full day session - education on the Collision Management programme, explaining role, expectations and how the representatives will work together

**4. Communicate the launch of the representatives to the business**
- Provide contact details and methods of communication

**5. Reward and recognise representatives**
- For example, nominations for outstanding representatives



## Case study: TfL

TfL continues to raise employee awareness of environmental issues through its internal environmental behavioural change campaign, Destination Green. This includes a network of more than 230 environmental champions and 200 London Underground station energy champions. Destination Green also brings together the tools needed to enable champions and employees to bring about environmental improvements.

TfL's network of environmental champions has been crucial in helping staff reduce TfL's impact on the environment at its head offices. By raising awareness of waste management issues and encouraging staff to use less, the total amount of waste produced at TfL's head offices fell by 13 per cent in 2010/11.

*TfL (2011) Health, Safety and Environment Report 2011.*

*http://content.tfl.gov.uk/tfl-health-safety-and-environment-report-2011.pdf*

## 8.2 Appendix 2: Running an internal communications campaign

Having achieved senior management buy-in to your collision management approach, it is important to plan how to best communicate the agreed changes with your wider organisation.

An internal campaign will ensure all staff, from the senior management to the drivers, know that you are serious about reducing the risk of collisions. It will help them understand what the organisation is doing and what is expected of them.

There are several elements to an internal campaign, which you can pick and choose depending on which most suits your organisation. These include:

- Driver briefings
- Toolbox talks
- Driver handbook insert
- Policy statement
- Posters
- Driver action cards

Some key actions for running a successful internal campaign are:

- **Set the campaign objectives:**
  A good campaign requires focus. If you try to do too much, you won't do anything well. You need to be very clear about what you want your campaign to do. It should raise awareness and educate to change behaviour.

- **Be clear on your target audience:**
  The campaign isn't about you, your customers or the general public. It's for your staff. Use imagery, words and language that appeals to them and focus on what they will read, where they will read and when.

- **Appoint your campaign champion:**
  Your Road Risk Champion should take responsibility for the campaign. They will be responsible for driving the campaign and keeping track of the results achieved. They should have sufficient authority to ensure that the campaign is successfully implemented.

- **Plan the campaign:**
  Get the buy-in of all key stakeholders at the planning stage. Set out the timescales, who is doing what and when. Also, develop the success criteria of the campaign so you know what good looks like. Be realistic though.

- **Collect 'before' data:**
  Ensure data collected before the campaign is delivered for a defined period (eg one month) to help determine reductions in road risk and the success of your campaign.

- **Deliver the campaign:**
  This toolkit has all of the materials needed for you to deliver your campaign consistently, efficiently and at minimal cost. Don't try and re-invent the wheel, use these materials to deliver your campaign.

- **Stay on message:**
  Messages need to reach and convince your target audience, not your chairman or your customers. This toolkit has developed your key messages, so stick to them! This requires discipline though. It's easy to be pulled off message by other operational demands.

- **Driver incentives:**
  Link driver performance to rewards. Introducing healthy competition amongst the drivers can have a large impact. League tables can help boost morale but you may wish to consider keeping it anonymous or reporting only the top few achievers to avoid the opposite effect. Challenge drivers to beat a driver trainer or transport manager (see Section 6).

- **Gain sub-contractor support:**
  If you use contractors, they represent your company and so should be included in all aspects of your policies. You should encourage them to adopt similar policies and procedures to your own company with regards to communications, technology and training.

- **Collect 'after' data:**
  Ensure data collected after the campaign has been delivered for a defined period (eg one month) to compare with the 'before' data to determine reductions in road risk and the success of your campaign

- **Communicate results** as an ongoing process and report improvements made over a defined period of time. The Road Risk Champion should monitor progress and undertake periodic driver briefings to maximise long-term benefit.

Once your initial campaign has been delivered, make sure you maintain momentum. Your objective is long-term behaviour change so you should have performance objectives that cascade through the organisation and an established monitoring system in place.

## 8.2.1 Hints and tips

### Engagement planning

The table below provides a structure to support you to plan your engagement approach with the stakeholders across your organisation who will be impacted by your revised approach – directly employed drivers, sub-contracted drivers, those who will be undertaking the investigations, and perhaps those responsible for vehicle repairs.

Table 11: Structure for stakeholder engagement

| Step | Activity | Desciption | Tools |
|---|---|---|---|
| 1 | **Identify** | Recognise key stakeholders who will be impacted by the change – drivers, contractors, clients. Consider roles and values of these stakeholders as users of the revised approach and influencers over the success of this. | • Informal meetings<br>• Workshops |
| 2 | **Analysis** | Analyse the impact of change upon each stakeholder. Understand suitable communication channels to each stakeholder. | • Stakeholder interviews<br>• Workshops |
| 3 | **Plan** | Work up key messages based on the analysis, and decide frequency of communication with each stakeholder group. | • Stakeholder engagement plan |
| 4 | **Engage** | Roll out appropriate engagement in line with the plan defined. Continue to work with stakeholders to monitor their support for the new ways of working. | • Stakeholder meetings / events<br>• Stakeholder engagement tracker |
| **Feedback** | | Continuous, open stakeholder feedback mechanism to inform the collision management processes and procedures and enable appropriate changes to be made. This promotes healthy discussion, full inclusion and ultimately buy-in from stakeholders. It will also allow continuous improvement of the process. | • Regular stakeholder meetings<br>• Lessons learnt log |



### Workshops and meetings

Select the most appropriate engagement approach. The differing benefits of workshops vs. one-to-one meetings are detailed below.

Table 12: Workshop and meeting template

| | Workshops | One-to-one meetins |
|---|---|---|
| **What?** | • Structured group discussions designed to solve problems and identify ways forward | • One-to-one conversations with key representatives of a stakeholder group |
| **Strengths** | • Breadth of stakeholders' views represented<br>• Time and resource efficient<br>• Encourages active discussion | • Opportunity for detailed understanding of each stakeholder's needs |
| **Weaknesses** | • Can be dominated by articulate / confident individuals<br>• Facilitation is important to ensure participation of all stakeholders | • Resource intensive<br>• Narrow insight into one view<br>• No opportunity for stakeholder discussion to come to mutual agreement |

**Remember!**

**In workshops, be sure to set basic ground rules and make them visible for the group during the workshop, such as:**

- Be honest and respectful
- Listen to understand
- There is no such thing as a silly question
- What's said in the room stays in the room
- It's okay to disagree with curiosity, not hostility
- Be concise in your contributions, so everyone has the opportunity to participate
- Put your phone on silent – resist the temptation to check emails

## Regular meetings

When meeting regularly with stakeholders across your organisation it is useful to have a template of key questions to ask your colleagues. These questions allow you to understand your stakeholder's experience of your collision management policy, procedures and processes. See examples below:

Table 13: Questions for regular meetings

| Section | Workshops |
|---|---|
| **Usage** | Have you been required to use the collision management process? |
| | [If not] Do you frequently revisit the process to ensure you are familiar with it? |
| **Functionality** | Do you find the collision management process simple to follow? |
| | Does the process work for differing levels of incident criticality? |
| **Reports** | Do you understand how to report on a collision? |
| **Success stories** | How has the revised process benefited you in your role? |
| **Challenges** | Are you experiencing any challenges or issues when using the collision management process? |
| | Can you give me an example of a time when you have faced such a challenge? |
| | What would help you to resolve any ongoing challenge in the long term? |
| **Training needs** | Are there any areas that you feel you need more support / training with? |
| | Do you feel that you have any knowledge gaps when it comes to investigating collisions? |
| | Do you feel confident using the revised process? |



## Case study: National Express

**What:**

In 2011, the National Express Group launched the programme 'Driving Out Harm', which aimed at embedding a culture of safety throughout their worldwide business divisions. It looks to ensure that all employees put the safety of everyone – from their colleagues, to their customers, to themselves as individuals – first at all times.

**How the programme works:**

Every employee is issued with a Near Miss Book to report unsafe acts and conditions. The book gives examples of the kinds of hazards workers should report and well as the means of doing so. It is a user-friendly recording system, only taking a few minutes to complete, and was implemented alongside the provision of effective leadership training for directors and managers, setting out how to manage incident prevention and management. It also established an emphasis on personal responsibility for all employees when it comes to safety.


Near Miss Form A: 0000000
Unsafe Act / Unsafe Condition
Tick Tick
Name:
Emp/Roll No:
Site: Date:
Place of incident:
Time of incident:
Description of unsafe act/near miss:
Immediate action taken:
Any recommendation:
Signed:
THANK YOU FOR TAKING THE TIME TO PARTICIPATE
Action taken:
Date taken:
Action signed off

**Impact of the programme:**

With all collisions, injuries and near misses now reported far more frequently and effectively, National Express has been able to keep a better track of any incidents that may require action on the part of the company. Better records make communicating information to relevant government bodies and the press quicker, easier and more effective.

More importantly, it has made a significant impact in reducing the total responsible harm caused by the National Express Group, with it falling by 56% since the scheme was introduced. Safety is now top of the agenda at every level of the organisation and the programme has helped to create a positive public perception of National Express' attitude to driver and passenger safety.

## 8.3 Appendix 3: Interview techniques

Interviews undertaken during the collision management process must be facilitated by trained staff members.

Interviewing is a skill that will take experience to perfect, particularly in challenging circumstances such as collisions.

### Interview preparation

In preparing for the interview, you should aim to create an informal atmosphere and build a rapport, rather than a disciplinary hearing.

To achieve this you should consider using a local office or non-work related location and try not to look too official.

Use body language that supports the purpose of the interview. Relaxed, square on, with open posture and lean forward to encourage good eye contact

### Starting the interview

If you want to record the interview to help with data capture, you can do so but need to:

1. Let the driver know the purpose of this
2. Acknowledge that all recordings will be treated in the strictest confidence and will be deleted once accurate records have been captured

### Interviewing DOs and DON'Ts

The detail below aims to support you as an interviewer, sharing hints and tips.

Table 14: Interviewer DOs and DON'Ts

| DO | DON'T |
|---|---|
| Put the driver at ease – show empathy | Intimidate the witness |
| Make clear the reason behind the investigation (to determine what happened and why) | Be unclear regarding the investigation – leading drivers to worry unduly |
| Ask open-ended questions that cannot be answered 'yes' or 'no' | Ask leading questions |
| Listen carefully to the witness, let them talk | Interrupt |
| Confirm that your understanding of their statement is correct | Jump to conclusions based on what the driver has shared |
| Make notes during the interview, or ask a colleague to support with this | Trust that you will remember the detail from the interview |
| Record the conversation if possible – ensure the driver is comfortable with this | Forget to keep a record |



### Question techniques

The actual questions you ask the witness will naturally vary with each collision, but there are some general questions that should be asked each time.

This table brings to life the importance of asking a variety of questions, to avoid leading drivers to an answer in line with your view of the world. This way you are more likely to reveal the direct and underlying causes behind the collision.

Table 15: Interview question examples

| Question type | Example |
|---|---|
| **Open questions** | **What? Why? Could? How? Would?**<br>- Could you explain what happened prior to the collision?<br>- What was the environment like (weather, traffic etc)? |
| **Closed questions** | **Can be answered with a 'yes' or 'no'**<br>- Were you on your mobile phone?<br>- The incident took place at 08:17 is that correct?<br>- Did you fill out the "at scene collision form"? |
| **Leading questions** | **I assume that…?**<br>- I assume the driver of the other vehicle was really angry following the collision |
| **Cognitive questions** | **Journey mapping, sounds, smells, light, dark**<br>- Can you tell us about your day, starting from when you woke up that morning? |

If you were not at the scene at the time, asking questions is a straightforward approach to establishing what happened. Obviously, care must be taken to assess the credibility of any statements made in the interviews. Answers to a first few questions will generally show how well the driver can recall what happened.

Be patient, memory of collisions can be difficult to recall and share – particularly in great detail.

## Listening

- Listening is not about making judgements, giving your own opinions and input, or thinking about what you're going to say next.
- Listening is about paying deep attention, which includes listening with respect and interest. It's about being fully present to the person you're listening to.

## How can I actively listen?

### Show you are listening

- You can show you are paying attention by both verbal and non-verbal behaviour:
- Reflecting back what the speaker has said, perhaps summarising
- Matching the speaker's mood, showing empathy
- Asking questions (non-leading – see below)
- Paraphrasing, or referring back to things the speaker has said

### Receiving information

- Ensure you concentrate fully on listening to what is being said and avoid interrupting – instead, aim to actively encourage the speaker

### Checking understanding

- Reflect back what has been said. Reflecting back is useful because it:
- Shows the speaker you are paying attention
- Encourages them to continue
- Allows them to correct you if you have misunderstood
- Allows you to check their understanding of the topic
- Enables you to convey empathy and build relationships



## Probing empathically

Having listened fully to the individual, we can use statements and questions to enhance our understanding and express our empathy towards the driver.

Recognising, understanding and appreciating how other people feel is vital in interviews. This involves being able to articulate your understanding of another's perspective and behaving in a way that respects others' feelings.

The questions below will support you in probing in an empathetic manner:

1. Questions to gain more understanding:
   - Tell me more about…
   - That part […] seems really important to you, can you give me a bit more information?
   - I noticed that […] seemed important, what is it about that?
2. Questions to test understanding:
   - Are you worried about something?
   - Do you feel angry about what just happened?
3. Statements to mirror experience of others:
   - You look like you're feeling somewhat sad
   - You look a bit anxious right now
   - You're showing a lot of confidence
   - You seem like you're in pain

## Closing the Interview

The investigator should:

- Plan the closure so that it is not abrupt
- Summarise what the driver has said
- Consider any clarification that the driver wishes to make
- Deal with any questions the driver asks
- Explain to the driver what will happen next
- Bring the interview to a conclusion
- Prepare the investigation report

## Well-structured interview transcript: Example

**COLLISION INVESTIGATOR** is sitting on a chair next to **DRIVER.**
His body language is open and positive. There is no desk between them and the whole scene feels relaxed.

**COLLISION INVESTIGATOR**: Thanks for coming to see me Driver, I know you're busy.

**DRIVER:** No problem.

**COLLISION INVESTIGATOR:** I've just got a few questions to run through with you about the collision, so we can figure out what happened and try to prevent similar things in the future. Is that OK?

**DRIVER:** Sure, that's fine with me, ask away.

**COLLISION INVESTIGATOR** reaches over to the desk and picks up a notepad. This should not affect his eye contact with DRIVER in the rest of the interview.

**COLLISION INVESTIGATOR:** (Looking at a notebook in front of him) I'll be making a few notes too, if you don't mind?

**DRIVER:** (DRIVER nods agreeably) Yeah, of course. Whatever you need to do.

**COLLISION INVESTIGATOR:** Great. OK. So tell me about the road conditions on the morning of the collision.

**DRIVER:** Well, it had been raining heavily that morning.

**COLLISION INVESTIGATOR:** And how had that affected the roads?

**DRIVER:** They were still wet. I remember there was quite a bit of standing water around. Actually, loads of puddles on the roads. And there was quite a lot of glare from the sun too, made it a bit difficult to see.

**COLLISION INVESTIGATOR:** Right. (Makes a note)
So were there any other factors, either with the road environment or other vehicles, that you think might have contributed to the collision?

**DRIVER:** (Looks troubled) Umm, to be honest it's hard to say. I'm really trying to remember.

**COLLISION INVESTIGATOR:** It's OK. Take your time, I know it's difficult to remember the detail. Anything you can recall about what happened will be useful. Even little things.

**DRIVER:** Cheers, Collision Investigator. I'm just a bit stressed about the whole thing, to be honest.

**COLLISION INVESTIGATOR:** Well, try and cast your mind back to the collision itself. What was going on around you?

**DRIVER:** It was a really busy morning from what I remember. There were a couple of school kids on the other side of the road to me. Then this cyclist passed me on the left, the inside. I didn't think they were a problem but I was staying alert you know? Just in case.

**COLLISION INVESTIGATOR** makes eye contact with DRIVER and nods positively but doesn't speak. He is giving him space to answer the question fully.

**DRIVER:** Oh yeah, there was an ambulance too. Behind me with its lights and siren going, which wasn't great because there was loads of traffic.

**COLLISION INVESTIGATOR:** What else could you see or hear?

**DRIVER:** My phone rang at one point, I remember that. It was on the seat next to me, but I didn't answer. The office does call quite often when we're out, to sort shifts and stuff like that. I'd never answer unless I'm out of the van though.

**COLLISION INVESTIGATOR:** OK. So, I'm just going to recap what we've talked about. Just to make sure I've got it all down.

## 8.4 Appendix 4: Causal analysis

Understanding the direct and underlying cause of a problem is vital if you want to solve a problem in the long term. Until the causes for collisions are addressed, the problems you encounter are likely to keep happening.

**The direct cause** is the error, unsafe act or condition just before the collision. Usually there would be only one direct cause.

- Examples: Braked too late for wet road conditions, failed to stop at stop sign.

**Underlying causes** refer to all the factors that may have contributed to and preceded the direct cause.

- Examples: Distracting emergency services vehicle, phone vibrating in bag, dazzling sun light, impaired by drink/drugs, stress, vehicle defect, driver inexperience.

The Post Collision Investigation Form contains 12 primary collision types and 87 collision sub-types. It should be possible to fit the direct and underlying causes of each collision into this framework. This will allow data for collisions to be entered into a database or spreadsheet to provide a trend for management review.

For example, in hypothetical incident where a commercial vehicle runs into a vehicle on the road that has pulled-up quickly the primary cause is almost certainly going to be judged as 'Driver error or reaction'. The contributory factors may be many, eg poor visibility, slippery road, sudden braking.

There are a variety of methods for helping to identify the direct and underlying causes of a problem. The simpler 'five whys' method and the more detailed fishbone diagram method are shown below:



### 8.4.1 Five whys causal analysis

The principle of this method is to keeping asking 'why' until all of the underlying causes of a collision are identified. Please consider the example below:

Figure 19: Example of five whys causal analysis

**A driver has crashed and caused damage to his vehicle**

Why?

**The driver hit another car when turning at a junction**

Why?

**The driver was not paying attention at the junction**

Why?

**The driver was on a phone call when at the junction**

Why?

**The driver has not been trained to understand the dangers of this behaviour**

Why?

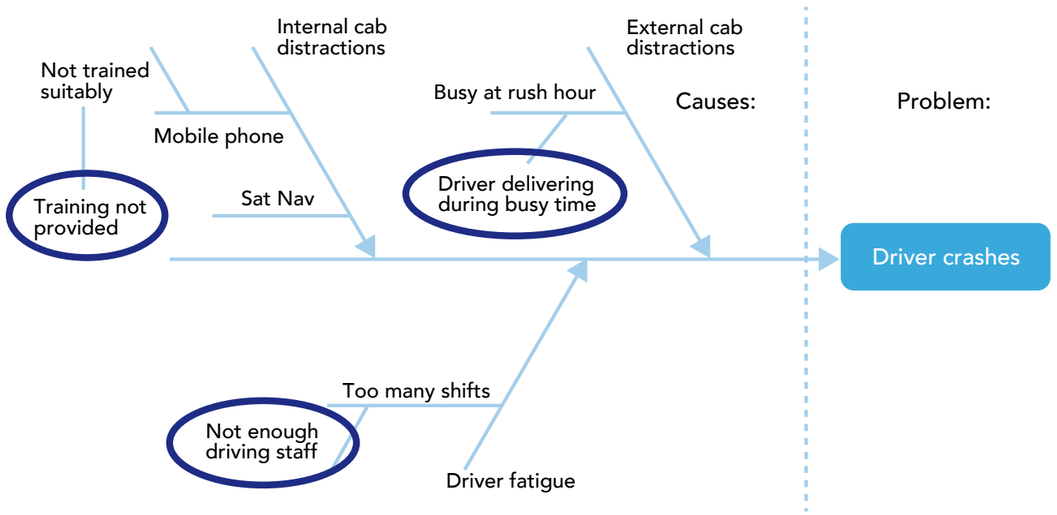
**Training has not been made available to the driver**

If the damaged vehicle was simply replaced without conducting a causal analysis, the driver may still conduct phone calls whilst driving in the future and subsequently be involved in a further collision. However, by conducting a causal analysis and providing the driver with suitable training, the likelihood of this situation occurring can be significantly reduced.

### 8.4.2 Fishbone diagram

- This method can provide a more detailed cause and effect analysis
- The following steps are used to conduct a fishbone diagram analysis:
  - Draw a central arrow from left to right pointing towards problem
  - Analyse what the key causes to this problem were and draw arrows from each cause to the main central arrow
  - Analyse why each of the underlying causes occurred, perhaps conducting five whys analyses for each branch to generate a greater understanding of why the problem occurred
  - Analyse the overall picture to see what the direct and underlying causes to the collision were
- If the above example of a driver crashing at a junction is considered using this method, the following can be produced:

Figure 20: Fishbone diagram

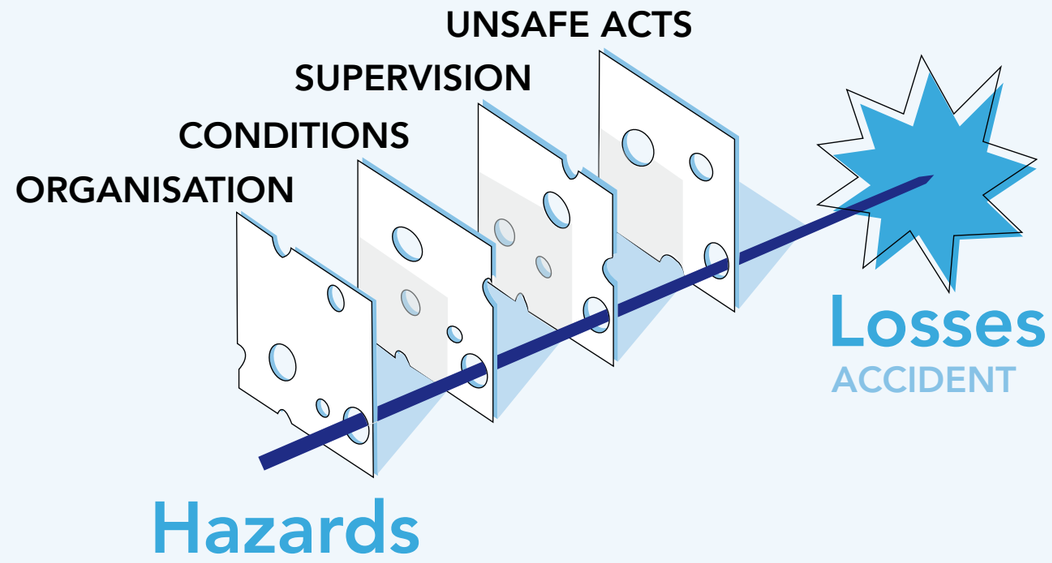



- This analysis has shown that there are three key underlying for the crash.

### 8.4.3 The Swiss cheese model

The Swiss cheese model (James Reason's theory of accident causation) is a clear illustration of the causal investigation process. This model illustrates the fact that collisions are usually the result of a complex chain of contributory underlying events, some of which are present all of the time. The layers of defences against hazards may each have failures and it is when these line up that collisions occur.

Figure 21: The Swiss cheese model



### 8.4.4 Error, lapse violation method

Once we have established the underlying causes behind the direct cause, the next stage is to assess whether this was an error, a lapse or a violation.

- Lapse - loss of concentration, thinking about something else
- Error - mistake, done something wrong unintentionally
- Violation - breaking the rules, offence, infringement, on purpose

Using a mobile phone whilst driving is clearly a violation but was it on purpose? The following figure illustrates how this method can be applied practically in a collision investigation process.

Figure 22: Application of error, lapse violation method on collision investigation process




## 8.5 Appendix 5: Post-collision return to work

### 8.5.1 Return to work policy

It is vital to have a duty of care towards your employees and to consider the health, safety and wellbeing of your drivers post collision, in the same way we approach returning the vehicle to service. It is vital to ensure that drivers are physically and mentally fit to drive again, so as to avoid further collisions, just as you would undertake checks and maintenance on your vehicles.

You can use this specimen policy statement to develop your own return to work policy.

Figure 23: Specimen policy statement for managing driver return to work

**Document control**

| | |
|---|---|
| Document type | |
| Version | |
| Author | |
| Validated by | |
| Ratified by | |
| Date ratified | |
| Master document controller | |
| Review date | |

**Version control**

| Version | Type of change | Date | Revisions from previous issues |
|---|---|---|---|
| | | | |
| | | | |

**Purpose**

The purpose of this policy statement is to ensure a consistent approach to managing the return to work of drivers following a road traffic collision.

**Scope**

Managing the return to work of drivers is the joint responsibility of senior management, operations, fleet management and human resources.

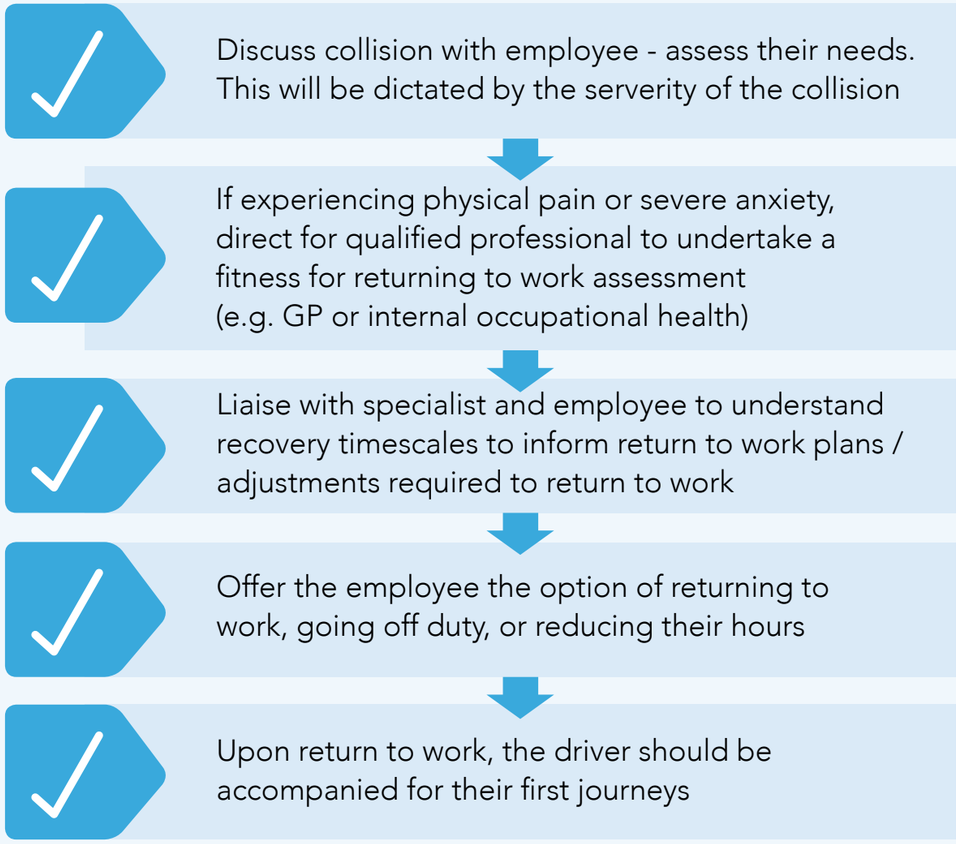
## Policy statement

Road traffic collisions have the potential to cause death or serious injury to our company's drivers. We have a duty of care towards drivers who have been involved in a collision to ensure they are fit and well enough to return to their operational role. When a driver is involved in a road traffic collision and is looking to return to work, it important that those responsible adhere to the following guidelines:

- It is the responsibility of the driver's line manager to keep in regular contact. Ensure that conversation with the driver is clearly focused on their health and their needs to safely return to work.
- Assess if any workplace adjustments need to be made. If adjustments are required then it is your responsibility to ensure suitable arrangements are made and provide any required training or support.
- Undertake a risk assessment if you are introducing workplace adjustments that could impact the work and health of others.
- Make use of professional advice to define return to work requirements. Useful sources include: GPs, occupational therapists and counsellors.
- If a number of different parties are involved in the return to work process it is essential to appoint a co-ordinator to ensure information is available on time, arrangements are made and areas of responsibility are clear.
- Agree and review a return to work plan with the worker themselves. The plan should include (where appropriate) a time period of absence, information about alternative working arrangements, checks to make sure plan is implemented correctly and dates when the plan will be reviewed.
- A return-to-work interview should be conducted to ensure all measures are in place for a seamless return to normal working duties.

### 8.5.2 Post-collision rehabilitation process

Figure 24: Post-collision rehabilitation process



When it comes to your interactions with the employee, it is vital to bear in mind that there is no 'one size fits all' approach for everyone and every trauma. It is important to ask the person what they think would help them. If they cannot answer such a question then it is useful to give them options to choose from:

- Would you like me to call someone to collect you from work?
- Would you like to take a few days off work?
- Would you like me to call you in a few days' time to see how you're doing?
- When you return to work which vehicle / route would you be most comfortable driving?
- What shift would you feel most comfortable returning to work on?

If a driver feels like they can go back to work straight after being involved in a collision, operators are legally obliged to conduct an eye test. This test can be made simple and practical by asking drivers to read a number plate at random from a certain distance.

The following table can be used a guideline to help fleet operators to manage the return-to-work process for their drivers.

Table 16: DOs and DON'Ts of managing the return-to-work process

| DOs | DON'Ts |
|---|---|
| • Place driver's health and wellbeing as your highest priority | • Make assumptions that the driver will be 'OK' based on past experience |
| • Take your time to assess the individual's needs based upon the specific context of the collision | • Rush decisions in light of operational pressures |
| • Give the driver space to speak and share how they are feeling – actively listening | • Prevent the person from talking about their anxieties<br>• Rush conversations |
| • Offer the driver the option of being relieved from duty<br>• Try and remove as many stress-inducing factors as possible | • Ignore the driver's concerns<br>• Pressure the driver to return to work immediately following a collision |
| • Refer the driver to specialists for advice that you are not qualified to provide - within your organisation (HR if possible), and to their GP | • Offer advice about how to overcome psychological and medical difficulties |
| • Offer / recommend formal counselling on a voluntary basis, approximately one month post incident, should the driver still be experiencing symptoms | • Force the driver to receive formal counselling if this is not wanted / necessary |



Companies that do not have an occupational health department should establish a system for obtaining this service through an occupational health specialist. Advice can be obtained from NHS Health at Work, www.nhshealthatwork.co.uk who operate a free advice line, and from www.health4work.nhs.uk.

Employers can use these services to ensure their staff receive professional occupational health advice.

### 8.5.3 Support network

Drivers experiencing anxiety following a collision are often more comfortable speaking to others who have either gone through a similar event, or are familiar speaking to those who have experienced collisions. Research shows that drivers find this more comfortable than speaking with medical or mental health professionals.

#### What can I do?
#### Set up a buddy support system

#### How?

- Call for volunteers within your organisation who have experienced a collision and are willing to support others experiencing trauma
- Ensure the volunteers undergo a training process – that they are aware of the types of support that they should be offering, the time they should be spending on this, and what to do if they suspect the individual is experiencing issues requiring professional support
- If you work for a small operating company, look to partner with other small operators in your area

#### When?

- The buddy support system should be made available to employees shortly after involvement in a traumatic incident
- It should be offered on a voluntary basis

#### Case study: TfL

**What:**

A buddy support system has been set up within the London Underground specifically offering practical and emotional support to all London Transport workers who have experienced a traumatic incident.

- Employees are contacted shortly after a collision and can opt for the support on a voluntary basis.
- Buddies are fellow transport colleagues who have gone through similar incidents themselves, or have experience supporting those experiencing trauma.
- They provide a range of support including assistance getting home, explanation of subsequent procedure, and normalising feelings of stress / anxiety / repeating the event.

**Why:**

This service was set up at the request of rail workers as they tend to relate to and identify with colleagues more easily than mental health professionals.

**Results:**

Although no formal evaluation has been undertaken, engagement in the initiative by employees and the long-standing buddy initiative points to value in using a buddy support approach.

# 8.6 Appendix 6: Organisational actions in the event of a major incident

## 8.6.1 Legal support

It is advised that operators take specific legal advice based on the context of the collision.

## 8.6.2 Collision communication management

The event of a collision can cause injuries to employees, members of the public and damage to vehicles and the surrounding environment. Depending on the severity of the collision, these consequences can cause significant reputational damage, as well as heavy financial penalties. It can also affect the morale and attitudes of employees, causing further damage to the company.

The best way to minimise these negative impacts to your business is to prepare in advance. This is true for a collision or any other crisis your business may face. Having a strategy for communications with the media and employees allows you to respond quickly and in an appropriate manner. A communications strategy should outline the roles and responsibilities of employees when there is a collision, to ensure there is an organised and effective response. It should also contain key contact information so co-ordinated actions and required communications can occur as quickly as possible.

## Handling the media:

Communicating the appropriate message to the media is vital in reducing reputational damage. It is important to decide what you would like to communicate to the media before any contact with them, so that messages can be prepared and planned.

- In the scenario of a driver fatality from a collision for instance, a company might communicate a consistent message that conveys sorrow for the incident and commitment to a full investigation to discover why the collision occurred. Any communication to the media should be made after affected parties have been told (family members etc).



## Why is this so important?

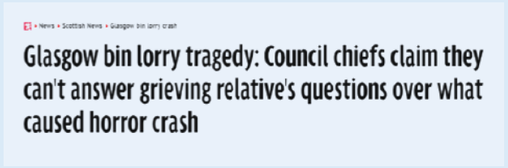
The following case studies bring to life examples of poor media handling following collisions.

### ‘Glasgow Bin Lorry Crash: 2014’

**What?**

The Glasgow Bin Lorry crash that occurred on 22 December 2014. The lorry belonged to Glasgow City Council and the incident resulted in the death of six people. The incident was widely reported in the press at the time, as are the revelations that have emerged in the time since.

**Media reaction:**




**Key points:**

- The reported ‘wall of silence’ put up by Glasgow City Council angered victims’ families and general public.
- This resulted in a public backlash again the council’s bin lorry crews, with verbal threats made against them.
- As a result of making a ‘heartfelt’ public apology and statement of anguish, the driver was initially treated favourably by the media.
- However, as soon as indications - both of his possible dishonesty over the circumstances of the collision and his knowledge of his own health problems - came to light, media (and therefore also public) opinion u-turned dramatically.

## ‘Charity bike ride fatalities: 2013’

**What?**

A collision between a lorry, operated by Frys Logistics Limited, and two cyclists who were in the process of completing a charity bike ride between Land’s End and John O’Groats in July 2013. The driver had fallen asleep at the wheel and both cyclists were killed.

**Media reaction:**




**Key points:**

- Frys Logistics failed to communicate to the media at any stage, from the initial aftermath of the incident right through to the subsequent court case and conviction, resulting in mistrust and antagonism from the reporting press.
- While the clear breaches in the company’s road safety approach would most likely have resulted in repercussions regardless, it was Fry Logistics Limited’s failure to publicly demonstrate any remorse for the incident that made a particularly damning impression, both upon the general public and the Traffic Commissioner who was responsible for revoking the company’s HGV licence.



## ‘Bath tipper truck fatalities: 2015’

**What?**

A tipper truck crashed near to a primary school in Bath, killing three adults and a young girl in February 2015. It was initially reported that the 19-year-old driver had only possessed the licence necessary to drive the eight-wheeled tipper truck for four days, but this was later found to be inaccurate.

**Media reaction:**



**Key points:**

- Failure to communicate quickly to the press resulted in newspapers attempting to establish key information about the driver through inaccurate sources. This resulted in the publication of incorrect information, which was much more damaging to the driver and the company’s reputation than the real facts.
- Even once the correct information was discovered, it was not clarified by the media in such a way as to undo the initial damage – public opinion remained strongly against the driver involved and the haulage company.

## What should I do in the event of a serious injury collision?

The following DOs and DON'Ts section is presented as a guide for communication with the media.

Table 17: DOs and DON'Ts of communication with the media (Coombs, 2007)

| DO | DON'T |
|---|---|
| **Have a clear, focused and consistent message:**<br>Ensuring you have a 'key' consistent message to communicate to the media will allow you to state your position and reduce customer uncertainty about your side of the story. | **Don't say 'no comment':**<br>This tends to make organisations look guilty, as if they have something to hide. If you are not sure of your position, a message indicating an emotion such as sorrow can be communicated, without admitting fault. |
| **Communicate quickly:**<br>Communicating quickly allows you to present your 'key' message, and gain an element of control over the discussion. People will be less anxious if they are updated quickly and regularly. | **Don't admit liability:**<br>Ensure that any messages that are put out do not make you liable from a legal point of view. If possible, have a legal expert check any messages that are being communicated. Template statements can be prepared, checked and approved by legal advisors before a collision, so that when one occurs specific details can be input into the template. This can be a good way of producing a quick message whilst knowing that you are not admitting liability. |
| **Be honest:**<br>Remaining honest will reduce any damage to your customer's trust. Failing to communicate honestly following a major collision will damage customers' trust and reduce the likelihood of repeat business. | **Don't avoid communication:**<br>This can make a company look guilty and does not provide a response to questions that are raised. This could also lead to incorrect and damaging stories being circulated, causing further harm to your business. |
| **Use multiple channels:**<br>Communicating your message over a variety of platforms, from the general media to your own website, allows you to reach a wider audience and convey your 'key' consistent message. | **Don't continue normal advertising:**<br>Continuing normal advertising during a serious incident (eg a fatality) can make a company look indifferent towards the collision, which will increase negative attitudes towards the company. |



## Communicating with employees:

It is just as important to communicate with employees as it is with the media. If an employee has been in a collision – however severe – this could have a profound effect on other employees who may have been close to them, particularly in the case of severe injuries and fatalities.

The DOs and DON'Ts section for media communication can also be applied to employee communication; however, these additional points will help to maintain employee trust and morale (Schmidt, n.d.):

- **Employee safety:** If a collision occurs that could cause safety concerns for other employees, key information should be communicated to them immediately, and any actions required (such as a recall of potentially faulty vehicles) should be completed as soon as possible.
- **Personal response:** In the event of a fatality, employees will feel the organisation is more connected to the incident if communications are personalised, sincere and heartfelt, expressing regret that the incident occurred.
- **Investigatory action:** Investigations should take place to identify the direct and underlying causes for any collision and updates relayed to employees regularly.
- **Resolutions:** Employees should be notified of the outcomes to any investigations and what the company are going to do to try and prevent collisions of that type in the future (i.e. more safety training / use of hands-free devices banned).

## The use of social media:

The rapid growth of social media usage in the last decade has changed the face of public communications. Social media provides instant, direct access to the public and can be a great way to promote your message to a wider audience. However, it also means that negative thoughts surrounding an incident or a company can spread just as easily, and at high speed, so it is crucial to have a plan in place to manage communications on social media during a collision or other incident. This plan should outline things such as: Whose responsibility will it be to issue online statements? Who should they be approved by? What level of information should be communicated?

The DOs and DON'Ts section for media handling can also be applied to social media. It's important to ensure any social media communications are issued quickly when an incident occurs, and are clear, honest and empathetic regarding the collision or incident. Using social media to keep an open, honest and regular dialogue with the public is an effective way to communicate a collision or incident to the public and stop misinformation from spreading.

The case study below shows a model way of handling social media in a crisis:

## Case study: The use of social media in a crisis

**What:**

A Southwest Airlines flight crash landed at New York's LaGuardia airport on 22 July 2013, as its nose gear collapsed when the plane touched down. There were 10 minor injuries and eight of these were taken to hospital.

**Response:**

The following tweet was sent out approximately half an hour after the incident:

*Standby for more information regarding #Flight345 BNA-LGA. We are gathering details and will post a statement soon.*

Three minutes later, the following release was issued on their website:

*'Southwest Airlines flight 345 landed at New York's LaGuardia at 5:40 PM Eastern Monday evening from Nashville. There were 150 people on board including Customers and Crew. Three Customers and five Crew Members were transported to local hospitals—all have been treated and released.*

*The aircraft, a Boeing 737-700, was last inspected July 18, 2013. The aircraft entered service in October 1999. Southwest is working with both the NTSB and Boeing in a preliminary investigation of this event.*

*Overnight, the aircraft was removed from the runway. Southwest has resumed full operations at LaGuardia.*

*We express our utmost gratitude to emergency responders and Southwest Employees who assisted us last night.'*

**Why was this an ideal response?**

- Quick response: Ensuring the public are informed as quickly as possible. This helps to reduce anxiety. It also allows Southwest Airlines to control the conversation and minimise any misinformation being spread.
- Consistent response: Starting with a tweet and then followed up by a statement. This will again help to reduce anxiety and keep the public best informed.
- Multiple platforms: Helping to expand the reach of Southwest's message as far as possible.
- The response is clear, honest, informative and expresses gratitude to emergency responders.

Handling a crisis in this way will reduce any damage to the company brand, and may even help to enhance it by demonstrating efficient crisis management.

*(Southwest Airlines, 22.07.2013; Southwest Media, 23.07.2013; Flying with Fish, 2013)*



You can use this specimen policy statement to develop your own collision communication policy statement.

## Purpose

The purpose of this policy statement is to ensure the consistent handling of external communications in the event of a serious incident. This will enable you to communicate the appropriate message to the media and limit any reputational damage.

## Scope

Managing external communications is the joint responsibility of senior management, human resources or communications team (if applicable).

## Policy statement

Road traffic collisions have the potential to cause death or serious injury and can affect the operating costs and reputation of our organisation significantly. In the case of a serious injury collision, it is not only our responsibility to understand the direct and underlying causes of the collision and implement remedial measures, but also to effectively communicate information with external parties. The following is a process that should be followed for communicating with external parties (ie the media).

- Aim to issue a brief 'holding statement' that confirms your involvement as early as possible. The statement should be posted on company website.
- The statement should contain whatever factual information is available together with a commitment to release further updates.
- In the case of a fatality or serious injury, it is essential to express sympathy for those affected. This message must be carefully worded as to avoid admitting liability or blame.
- As the investigation proceeds, employees should be briefed so as not to discuss the incident with media representatives, or make incident-related posts on social media.
- During the investigation process, ensure that messaging is consistent across all communication channels.
- Investigation into a serious incident will require the input of a number of parties including company, manufacturers and investigation body, as such, it is important to coordinate the release of any information to the media or public.

## 8.7 Appendix 7: Example complete collision management forms

Figure 25: Example complete collision management forms

### At Scene Driver Collision Report Form

FORS PROFESSIONAL

Complete this form at the scene of the collision as soon as it is safe to do so.
Where possible take photographs at the scene to support your evidence.
Continue on a separate sheet if necessary.

CM Form 1 v001

| | |
|---|---|
| Incident ref (office use only) | MOVE/0002RK |
| Date and time of incident | 11:30 12/2/16 |
| Name of driver | RICK |

**Incident details**

| | |
|---|---|
| Road name and/or number | CHALONS WAY A6007 |
| Direction of travel | NORTH |
| Location (nearest town, county and / or GPS co-ordinates | ILKESTON |
| Police involvement | Y ☐ N ☑ Officer shoulder no. N/A; Crime no. N/A |
| Police station | N/A |

**Passenger details**

| | |
|---|---|
| Number of passengers carried | 0 |
| Are all passengers accounted for | Y ☐ N ☐ Details N/A |
| Onward movement of passengers arranged | Y ☐ N ☐ Details |
| Number of people travelling in cab (co-driver, drivers mate, draymen, banksmen) | |
| Accompanying persons authorised | Y ☐ N ☐ Details |
| Are all accompanying persons accounted for | Y ☐ N ☐ Details |
| Onward movement of accompanying persons arranged | Y ☐ N ☐ Details |

**Load details**

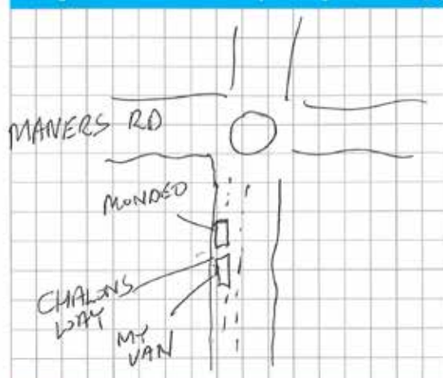
| | |
|---|---|
| Load carried | PACKAGES |
| Load accounted for | Y ☑ N ☐ Details |
| Onward movement of load arranged | Y ☑ N ☐ Details I DROVE ON |

**Confirm photographs taken (tick all that apply):**

| | | | |
|---|---|---|---|
| Position of vehicles | ☑ | Third party licence plate | ☑ |
| Damage to own vehicle / property | ☑ | Damage to third party load | N/A |
| Damage to own load | N/A | Surrounding area (road intersection, skid marks, road surface) | ☑ |
| Damage to third party vehicle(s) / property | ☑ | Other: | |

CM Form 1 v001

**Describe what happened. Make a sketch of the road layout and position of vehicles involved or and property damaged. This should include speed, signals, warning given etc.**




IN TRAFFIC COMING TO ROUNDABOUT, CAR IN FRONT STOPPED MY BRAKES DIDN'T STOP MY VAN IN TIME

I RAN INTO BACK OF CAR NOBODY HURT. MINOR DAMAGE TO CAR

VAN OK TO DRIVE ON

**Third party contact details**

| | |
|---|---|
| Name | JOHN SMITH |
| Address | 32 CAVENDISH RD, ILKESTON |
| Telephone | 0711 123 4567 |
| Email | JOHNSMITH@HOTMAIL.COM |

**Third party vehicle details (if available)**

| | | | |
|---|---|---|---|
| Vehicle registration | BL02 AAA | Colour | BLUE |
| Make | FORD | Model | MONDEO |
| Insurance co | DIRECT LINE | No of occupants | 0 |
| Policy no | 1234 6789 | | |
| Damage | Major ☐ Minor ☑ None ☐ Not Applicable ☐ | | |

| Details of witness 1 | | Details of witness 2 | |
|---|---|---|---|
| Continue on separate sheet if necessary or if more than one other party is involved | | | |
| Name | JANE VARDY | Name | PAUL HUTH |
| Telephone | 0789 123 4567 | Telephone | 0788 654 32 10 |
| Email | JV@HOTMAIL.COM | Email | PH@HOTMAIL.COM |
| Address | 123 FILBERT WAY LEICESTER | Address | 1 LONDON ROAD NOTTINGHAM |

**Before you leave the scene, make sure you have:**

☑ Called the depot
☐ Arranged onward movement of: passengers, accompanying persons and load N/A
☑ Ensured your vehicle is safe and roadworthy
☑ Ensured that you are in a fit condition to drive

## Driver Post Collision Report Form

You should complete this form back at base within a recommended maximum of 24 hours from the collision.

FORS PROFESSIONAL

CM Form 2 v001

| | |
|---|---|
| Incident ref (office use only) | MOVE/0002RK |
| Date and time of incident | 11:30 12/2/16 |
| Name of driver | RICK |
| Address | 1 COTTAGE RD ILKESTON |
| Phone number | 01893 123 456 |
| Email | RICK@HOTMAIL.COM |

### Driver actions at the time of collision (tick all that apply)

| Driver actions at the time.... | | In relation to the junction.... | |
|---|---|---|---|
| Changing lane to left | ☐ | Approaching junction or waiting at junction approach | ✓ |
| Changing lane to right | ☐ | Cleared junction or waiting/parked at junction exit | ☐ |
| Going ahead left hand bend | ☐ | Emerging from slip road | ☐ |
| Going ahead other | ✓ | Entering main road | ☐ |
| Moving off | ☐ | Leaving main road | ☐ |
| Overtaking on offside | ☐ | Mid junction - on roundabout or on main road | ☐ |
| Overtaking on nearside | ☐ | Not at or within 50m of a junction | ☐ |
| Overtaking stationary vehicle on its offside | ☐ | Other: | ☐ |
| Parked | ☐ | | |
| Parked operating ancillary equipment | ☐ | | |
| Reversing | ☐ | | |
| Slowing or stopping | ☐ | | |
| Turning left | ☐ | | |
| Turning right | ☐ | | |
| U turn | ☐ | | |
| Waiting to go ahead but held up | ☐ | | |
| Waiting to turn left | ☐ | | |
| Waiting to turn right | ☐ | | |
| Waiting to reverse | ☐ | | |
| Other: | ☐ | | |

### Third party actions at the time of collision (tick all that apply)

| | | | |
|---|---|---|---|
| Moving forwards | ✓ | Crossing left to right | ☐ |
| Moving backwards | ☐ | Crossing right to left | ☐ |
| Turning left | ☐ | Stationary | ☐ |
| Turning right | ☐ | Other: | ☐ |

### Speed travelling

Estimate the speed at which yourself and the Third party were travelling in the moments before the collision

| | |
|---|---|
| Driver vehicle | 10 MPH |
| Third party vehicle | 1 MPH |

### Weather

Describe conditions at the time of the collision e.g. rain, hail, fog etc. etc.

VERY WET, SUN LOW/BRIGHT

### Road details

| | |
|---|---|
| Road type: e.g. motorway, dual carriageway, one way street | A ROAD, 2 LANES - 1 AHEAD 1 TURNS RIGHT |

### Road conditions (tick all that apply)

| | | | |
|---|---|---|---|
| Dry | ☐ | Mud on road | ☐ |
| Wet/damp | ✓ | Oil or diesel spill | ☐ |
| Flood | ☐ | Road surface defective e.g. pothole | ☐ |
| Frost/ice | ☐ | Other: | ☐ |
| Snow | ☐ | | |

### Road Features (tick all that apply)

| | | | |
|---|---|---|---|
| Advanced Stop Line (ASL) | ☐ | Pedestrian refuge island | ✓ |
| Bus lane | ☐ | Pedestrian guard railing | ✓ |
| Contraflow cycle lane | ☐ | Hazard lines (zig-zag) | ☐ |
| Cycle lane including Cycle Super Highway | ☐ | Other: | ☐ |

CM Form 2 v001

## Junction type (tick all that apply)

| | | | |
|---|---|---|---|
| Automatic traffic signal | ☐ | Roundabout | ☑ |
| Automatic traffic signal with Advanced Stop Line (ASL) | ☐ | Slip road | ☐ |
| Crossroads | ☐ | Staggered junction | ☐ |
| Entering/exiting private drive/entrance | ☐ | Stop sign | ☐ |
| Mini roundabout | ☐ | T junction | ☐ |
| Multiple junction | ☐ | Zebra crossing | ☐ |
| Not at a junction | ☐ | Other: | ☐ |
| Pelican or puffin controlled crossing point | ☐ | | |

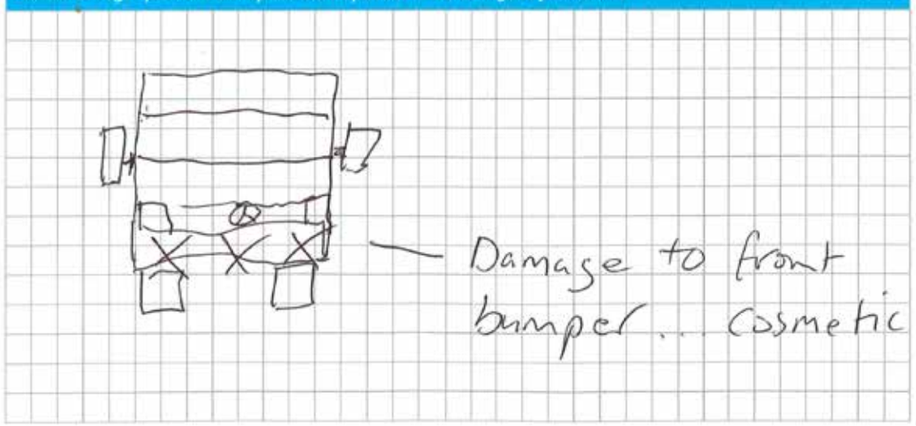
## Details of signage (tick all that apply)

| | | | | | |
|---|---|---|---|---|---|
| Roundabout | ☑ | Staggered junction | ☐ | No right turn | ☐ |
| Mini roundabout | ☐ | Traffic merging from left ahead | ☐ | No U turn | ☐ |
| Driver statement | ☐ | Zebra crossing | ☐ | No entry | ☐ |
| Give way | ☐ | Manually operated stop and go signs | ☐ | Sign defective | ☐ |
| Stop | ☐ | Traffic signals not in use | ☐ | Sign obscured | ☐ |
| Crossroads | ☐ | Sharp deviation of route to left | ☐ | Sign missing | ☐ |
| No left turn | ☐ | Sharp deviation of route to right | ☐ | Other: | |
| T junction with priority over vehicles from the right | | | ☐ | | |

## Details of your vehicle

| | |
|---|---|
| Vehicle registration | KL14 ABC |

Vehicle damage - provide a description/sketch/pictures of the damage to your vehicle






CM Form 2 v001

## Third party details

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of people injured: | 1 | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Third party type: e.g. pedestrian, push bike, motorcycle, car, bus, van, tram, artic lorry, rigid lorry etc. | | | | | | |

Provide a brief description of injuries to any third party.

## Driver and passenger details

### Driver details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Injury to self (please tick) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☑ | | |

At the time of collision were you wearing seatbelt? (please tick)

| | | | | | | |
|---|---|---|---|---|---|---|
| Yes - worn | ☑ | No - exempt | ☐ | No - not exempt | ☐ | Not applicable/ available ☐ |
| Time shift commenced | 06:00 | | | Time since last break | 1:30 | |
| Time previous shift finished | 16:00 | | | Hours' sleep before commencing shift | 7 | |
| Did you feel tired in any way | Y ☐ | | N ☑ | | | |

### Passenger details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of people injured: | N/A | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Passengers reported safe arrival at destination | Yes | ☐ | No | ☐ | Not Applicable | ☐ |

### Accompanying persons details:

| | | | | | | |
|---|---|---|---|---|---|---|
| Total number of accompanying persons injured: | N/A | | | | | |
| Injuries (please indicate numbers) | Fatal | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☐ | | |
| Accompanying persons reported safe arrival at destination | Yes | ☐ | No | ☐ | Not Applicable | ☐ |

CM Form 2 v001

Provide a description of the injuries to yourself and/or any passengers in your vehicle

N/A -

## Load details

| | | | | | | |
|---|---|---|---|---|---|---|
| Damage to load | Total | ☐ | Slight | ☐ | Not Applicable | ☐ |
| | Serious | ☐ | None | ☑ | | |

Provide description of the damage to the vehicle's load

## Driver declaration

Driver statement: Please explain fully and clearly what happened. Please continue on a separate sheet if required

I WAS COMING TO A ROUNDABOUT IN A LINE OF TRAFFIC. THE CAR INFRONT SLOWED ~~E~~ QUICKLY. I PUT MY BRAKES ON BUT DID NOT STOP IN TIME. I THOUGHT I'D LEFT ENOUGH SPACE.

I understand this report form and supporting evidence and statements will form the basis by which the company and its insurers will pursue or defend any claim. I therefore declare that all information provided is true and accurate to the best of my knowledge and belief

| | | | |
|---|---|---|---|
| Signature | Rick | | |
| Name | RICK | Date | 12/2/16 |



# Manager Post Collision Report Form

You should complete this form back at base within a recommended maximum of 48 hours from the collision.

FORS PROFESSIONAL

CM Form 3 v001

| | | | | | | |
|---|---|---|---|---|---|---|
| Incident ref (office use only) | MOVE/0002RK | | | | | |
| Date and time of incident | 12/2/16 | 11:30 | | | | |
| **Review details** | | | | | | |
| Date of review | 12/2/16 | Time of review | 15:00 | | | |
| Review completed within timescales? | Y ☑ N ☐ | | | | | |
| If no, please give reasons why not | - | | | | | |
| **Driver details and history (from driver records)** | | | | | | |
| Driver name | RICK | | | | | |
| Date of birth | 1/3/68 | | | Age | 48 | |
| Employment date | 1/5/11 | Car test pass date | 1/3/88 | HGV test pass date | 1/3/98 | |
| Driving licence country of issue (please tick) | UK ☑ | Non-UK ☐ | | If Non-UK please specify country | | |
| Is the current drivers licence type applicable for the category of vehicle driven (please tick) | Y ☑ N ☐ | N/A ☐ | | | | |
| Endorsements (please complete details of all current penalty points) | Penalty points 0 | Code / | | Date of offence / | | |
| | Penalty points 0 | Code / | | Date of offence / | | |
| | Penalty points 0 | Code / | | Date of offence / | | |
| Company driving assessment? (please tick) | Y ☑ N ☐ Date | 10/3/14 | | Outcome (pass/fail/score etc.) | OK | |
| Experience driving vehicle type | Years | 3 | | Months | 0 | |
| Number of collisions in last 3 years | 1 | At fault | 1 | Not at fault | 0 | |
| Medical history/eyesight | Last medical test date | 1/5/11 | | Last eye test date | 1/5/11 | |
| Corrective vision not required | Y ☑ N ☐ | Corrective vision required and not in use | | Y ☐ N ☐ | | |
| Corrective vision required and in use | Y ☐ N ☐ | Not applicable/available | | ☐ | | |
| Eyesight checked at depot | Y ☑ N ☐ | | | | | |
| Other relevant medical information | NONE | | | | | |

CM Form 3 v001

## Evidence

Obtain evidence from appropriate sources. All evidence should be attached to the collision file. Discrepancies between these checks and the driver post collision report form should be noted here for follow-up in the investigation.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Driver 'at scene' and 'post collision' forms | Y ☑ | N ☐ | Photos / sketch of collision scene | Y ☑ | N ☐ | | |
| Witness statement | Y ☑ | N ☐ | Confirmed accuracy of facts | Y ☑ | N ☐ | | |
| CCTV | Y ☐ | N ☑ | Visited the scene | Y ☐ | N ☑ | | |
| Vehicle defect report & maintenance | Y ☑ | N ☐ | Telematics systems or similar | Y ☐ | N ☑ | | |
| Tachograph records | Y ☐ | N ☑ | In-vehicle camera footage | Y ☐ | N ☑ | | |
| Driver Training Records | Y ☑ | N ☐ | External camera footage | Y ☐ | N ☑ | | |
| Other evidence | | | | | | | |
| Discrepancies identified | NONE | | | | | | |
| Incident type (please tick) | Damage and personal injury ☐ | | Near miss ☐ | | | | |
| | Damage only ☐ | | Personal injury only ☐ | | | | |

## Vehicle details

| | | | |
|---|---|---|---|
| Vehicle registration | KL14 ABC | Fleet number | 26 |
| At the time of the incident was the vehicle on an approved route (please tick) | On a prescribed route ☑ | Prescribed route not provided ☑ | |
| | Deviated from prescribed route ☐ | Other ☐ | |
| At the time of the incident was the vehicle (tick all that apply) | In service ☐ | On time ☐ | |
| | En-route to a job ☑ | Returning from a job ☐ | |
| After the incident was the vehicle (tick all that apply) | Safe to continue ☑ | Attended by an engineer ☐ | |
| | Recovered ☐ | Other ☐ | |
| Assessment of damage to vehicle (please tick) | Major ☐ | No damage recorded ☐ | |
| | Minor ☑ | Not applicable/available ☐ | |
| Impact point (please tick) | Front ☑ | Offside ☐ | |
| | Nearside ☐ | Rear ☐ | |
| | Not applicable/available ☐ | | |

## Safety features fitted to the vehicle (tick all that apply)

Identify which safety features were fitted (F) to your vehicle and serviceable (S) at the time of the collision

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Camera – back | F ☐ | S ☐ | Sensors – back | F ☐ | S ☐ | | |
| Camera – front | F ☐ | S ☐ | Sensors – front | F ☐ | S ☐ | | |
| Camera – nearside | F ☐ | S ☐ | Sensors – offside | F ☐ | S ☐ | | |
| Camera – offside | F ☐ | S ☐ | Sensors – nearside | F ☐ | S ☐ | | |



CM Form 3 v001

## CONTINUED - Safety features fitted to the vehicle (tick all that apply)

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Mirror – Class IV (right) | F ☐ | S ☐ | Cycle safety stickers | F ☐ | S ☐ | | |
| Mirror – Class IV (left) | F ☐ | S ☐ | Audible warning system | F ☐ | S ☐ | | |
| Mirror – Class IV wide angle | F ☐ | S ☐ | Side guard – nearside | F ☐ | S ☐ | | |
| Mirror – Class V close proximity | F ☐ | S ☐ | Side guard – offside | F ☐ | S ☐ | | |
| Mirror – Class VI | F ☐ | S ☐ | Airbags | F ☑ | S ☑ | | |
| Fresnel lens | F ☐ | S ☐ | Seatbelts | F ☑ | S ☑ | | |
| Advanced braking system | F ☑ | S ☑ | Other: | | | | |

## Manager declaration

I declare that all the information provided is a true and accurate record of the facts to the best of my knowledge and belief

| | | | |
|---|---|---|---|
| Comments | THIS LOOKS LIKE A CLEAR CASE OF OUR DRIVER LOSING CONCENTRATION AND RUNNING INTO THE BACK OF A VEHICLE THAT HAD STOPPED IN FRONT OF HIM. | | |
| Signature | IVAN. | | |
| Name | IVAN | Date | 12/2/16 |

# Post Collision Investigation Report Form

FORS PROFESSIONAL

This form is comprised of three sections:
- Section 1 of this form should be used to capture information during the driver interview.
- Section 2 of this form should be used during to summarise the findings of your analysis.
- Section 3 of this form should be used to define the outcomes of your investigation.

CM Form 4 v001

| | | | | | |
|---|---|---|---|---|---|
| Incident ref (office use only) | MOVE/0002RK | | | | |
| Date and time of incident | 12/2/16 11:30 | | | | |
| Insurance claim number | ABC 12345 | | | | |
| Received CM Form 1 | ☑ | Received CM Form 2 | ☑ | Received CM Form 3 | ☑ |

## Section 1 - Driver interview

| | |
|---|---|
| Investigation conducted by | IVAN |
| Job title | TRANSPORT MANAGER |
| Investigation date | 14/2/16 |

### Interview data

**Shift pattern and fatigue factors**

How many shifts had the driver worked when the collision occurred? What type of shifts were these (morning / day / night?) Had the driver gained sufficient rest prior to the shift during which the collision occurred?

DAY SHIFT, NO ISSUE WITH BREAKS/REST/DAYS

| Did either shift patterns, or task scheduling contribute to this collision in any way? | Y ☐ | N ☑ | NA ☐ |
|---|---|---|---|

**Vehicle and road details**

Did any vehicular or road issues contribute to the collision? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies.

THERE WAS A LOT GOING ON AROUND THE INCIDENT CYCLIST, AMBULANCE, PEOPLE, OTHER TRAFFIC. PHONE RANG (NOT ANSWERED). WEATHER WAS WET + SUN LOW.

| Did either the vehicle actions or the road environment contribute to this collision in any way? | Y ☑ | N ☐ | NA ☐ |
|---|---|---|---|

**Driver actions**

Were the driver actions and speed appropriate for the context? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies.

DRIVER FAILED TO JUDGE THE STOPPING DISTANCE AND EXPECTED THE CAR INFRONT TO MOVE OFF. OTHER FACTORS DIDN'T HELP.

| Did any driver actions contribute to this collision in any way? | Y ☑ | N ☐ | NA ☐ |
|---|---|---|---|



CM Form 4 v001

**Third party details**

Were the third party actions and speed appropriate? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies

THIRD PARTY VEHICLE IN TRAFFIC 'REAR SHUNTED' BY OUR VEHICLE

| Did the actions of a third party contribute to this collision in any way? | Y ☐ | N ☑ | NA ☐ |
|---|---|---|---|

**Collision statement/description**

Please explain fully and clearly what happened. Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies

NO DISCREPACIES FROM PREVIOUS DESCRIPTIONS. OUR DRIVER MAY HAVE BEEN DISTRACTED BY WHAT WAS GOING ON. OUR DRIVER FAILED TO JUDGE THE STOPPING DISTANCE +/OR FAILED TO BRAKE IN TIME.

**Driver declaration**

I accept that all conclusions drawn from the information provided and any recommendations made are a true and accurate record of the interview discussions taking place

| | | | |
|---|---|---|---|
| Signature | Rick | | |
| Name | RICK. | Date | 12/2/16 |

## Section 2 – Analysis of findings

| Analysis - in your opinion, who or what was at fault? (please tick) | | | | | |
|---|---|---|---|---|---|
| Company driver | ☑ | Third party | ☐ | Other | ☐ |
| If other, please provide further details | | | | | |

**Cause - in your opinion, what caused the collision?**

DRIVER ERROR.

**In your opinion, how could this collision have been prevented?**

YES

| Mitigating circumstances | | | |
|---|---|---|---|
| Consider any mitigating circumstances | | | |
| • UNDER PRESSURE (ALL ARK!)<br>• ROAD WET, SUN LOW<br>• AMBULANCE + CYCLIST<br>• PHONE RANG FROM OFFICE | | | |
| **Driver fitness assessment** | **Y** | **N** | **If no, please state why** |
| Interview completed | ✓ | | |
| Driver advised to visit GP | | ✓ | NO REASON |
| Driver fit to return to work | ✓ | | |
| Driver suspended pending further investigation | | ✓ | |
| Driver placed on medical leave | | ✓ | |

Section 3 – Investigation outcomes

| Collision type category |
|---|
| Collision type - based on the information collected above, please categorise the collision type. Mark the single 'Direct' (D) cause, and all relevant 'Underlying' (U) causes.<br>• The direct cause: The error, unsafe act or condition that occurred just before the collision.<br>• Underlying causes: The factors that contributed to and preceded the direct cause. |

| | | | |
|---|---|---|---|
| **1. Driver impairment** | | a. Passing through space too small for vehicle | |
| a. Impaired by alcohol | | b. Excessive speed on approach | |
| b. Impaired by drugs (illicit or medicinal) | | c. Failed to judge other person's path or speed | |
| c. Disability or illness, mental or physical | | d. Failed to judge vehicle height | |
| d. Fatigue | | e. Failed to judge distance | U |
| e. Uncorrected, defective eyesight | | **4. Driver lapse in concentration** | |
| **2. Driver distraction** | | a. Failed to look properly | |
| a. Driver using mobile phone/equipment | | b. Looked but did not react | D |
| b. Stress/state of mind | | c. Inattention | |
| c. Distraction in vehicle | U | **5. Driver error** | |
| d. Distraction outside vehicle | U | a. Overloaded or poorly loaded vehicle or trailer | |
| e. Loose object/s in vehicle | | b. Following too close | U |
| **3. Driver failure of judgement** | | c. Passing too close to vulnerable road user (including horse rider) | |





| | | | |
|---|---|---|---|
| d. Travelling too fast for conditions | U | e. Poor or defective road surface | |
| e. Poor turn or manoeuvre | | f. Street furniture | |
| f. Driving too slow for conditions, or slow vehicle | | g. Dazzling headlights from another vehicle | |
| g. Failed to signal or misleading signal | | h. Vegetation | |
| h. Vehicle door opened or closed negligently | | i. Slippery road (due to weather) | U |
| i. Junction restart (moving off at junction) | | j. Deposit on road (e.g. oil, mud, chippings) | |
| j. Loss of control | | k. Spray from other vehicles | |
| k. Failed to park car in safe place | | l. Previous Collision in road | |
| l. Failed to avoid pedestrians (ped not to blame) | | m. Inadequate or masked signs or road markings | |
| **6. Driver behaviours** | | n. Poor lighting | |
| a. Nervous or uncertain | | o. Crossing road masked by stationary or parked vehicle | |
| b. Careless, reckless | U | q. Obscured view | |
| c. Aggressive | | r. Defective traffic signals | |
| d. In a hurry | | **9. Driver experience** | |
| e. Panic | | a. Learner or inexperienced driver/rider | |
| **7. Driver violation** | | b. Inexperience of driving on the left | |
| a. Not displaying lights at night or in poor visibility | | c. Unfamiliar with model of vehicle | |
| b. Illegal turn or direction of travel | | **10. Vehicle defect** | |
| c. Disobeyed automatic traffic signal | | a. Tyres illegal, defective or under-inflated | |
| d. Disobeyed double white lines | | b. Defective lights or indicators | |
| a. Dangerous action in carriageway (e.g. playing) | | c. Defective or missing mirrors | |
| f. Exceeding speed limit | | d. Visor or windscreen dirty or scratched | |
| g. Disobeyed pedestrian crossing facility | | e. Defective brakes | |
| h. Disobeyed 'Give Way' or 'Stop' sign or markings | | f. Defective steering or suspension | |
| i. Travelling in wrong direction on one way road | | **11. Pedestrian/cyclist/horse rider** | |
| j. Undertaking | | a. Vulnerable road user wearing dark clothing at night | |
| k. Vehicle travelling along pavement | | b. Wrong use of pedestrian crossing facility | |
| **8. Road environment** | | c. Vulnerable road user entering road in unsafe location | |
| a. Traffic calming (e.g. speed cushions, road humps, chicanes) | | d. Cyclist displaying no lights | |
| b. Temporary road layout (e.g. contraflow) | | e. Emerged without warning | |
| c. Stationary or parked vehicle(s) | | f. Poor road sense | |
| d. Road layout (e.g. bend, winding road, hill crest) | | g. Person fell on or near vehicle | |

| | |
|---|---|
| Other: | |
| 12. Miscellaneous factors | ☐ |
| a. Animal or object in carriageway | ☐ |
| b. Dazzling sun | ☑ |
| c. Vision affected by external factors | ☐ |
| d. High winds | ☐ |
| e. Rain, sleet, snow or fog | ☑ |
| f. Vehicle blind spot | ☐ |
| g. Vehicle in course of crime * | ☐ |
| h. Emergency vehicle on a call * | ☐ |
| Other: | |

| Investigation outcomes and recommendations | |
|---|---|
| Internal remedial action - actions undertaken as a result of the outcome of the investigation (tick all that apply) | |
| Communication network introduced or updated throughout company to ensure safety messages / updates are delivered to all staff | ☐ |
| Company induction course amended with specific learnings included | ☐ |
| Company transport policy and procedures reviewed and necessary changes made | ☐ |
| If driver at fault, disciplinary action is taken | ☐ |
| Driver referred for medical/vision checks | ☐ |
| Driver referred to further training | ☐ |
| Driver relieved from driving by company for a specified period for medical reasons | ☐ |
| Driving assessment recommended | ☐ |
| Fleet specification reviewed/safety equipment retrofitted | ☐ |
| Health and safety policy/risk assessments/safe systems of work reviewed and amended with learnings | ☐ |
| Introduction of driver compliance checks | ☐ |
| Introduction of employee suggestion scheme to involve drivers | ☐ |
| Toolbox talk addressing specific issue to be delivered to staff | ☑ |
| Other: WET WEATHER TRAWING, STOPPING DISTANCE CAMPAIGN | |
| Detail | |
| ALSO REVIEW PHONE GUIDANCE & PRACTICE OF OFFICE CALLING DRIVERS | |





| Third party details | | | | | |
|---|---|---|---|---|---|
| Were the third party actions and speed appropriate? Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies | | | | | |
| THIRD PARTY VEHICLE IN TRAFFIC 'REAR SHUNTED' BY OUR VEHICLE | | | | | |
| Did the actions of a third party contribute to this collision in any way? | Y ☐ | N | ☑ | NA | ☐ |
| Collision statement/description | | | | | |
| Please explain fully and clearly what happened. Verify the facts as reported on CM Forms 1, 2 and 3. Question and note any discrepancies | | | | | |

| Driver declaration | | | |
|---|---|---|---|
| I accept that all conclusions drawn from the information provided and any recommendations made are a true and accurate record of the interview discussions taking place | | | |
| Signature | | | |
| Name | | Date | |

Section 2 – Analysis of findings

| Analysis - in your opinion, who or what was at fault? (please tick) | | | | | |
|---|---|---|---|---|---|
| Company driver | ☐ | Third party | ☐ | Other | ☐ |
| If other, please provide further details | | | | | |
| Cause - in your opinion, what caused the collision? | | | | | |
| In your opinion, how could this collision have been prevented? | | | | | |

CM Form 4 v001

| Regulatory action (tick all that apply) | | | |
|---|---|---|---|
| Driver arrested | ☐ | No offences disclosed | ☐ |
| Driver/operator reported to Traffic Commissioner | ☐ | Offence reported for summons | ☐ |
| Fixed Penalty Notice (FPN) issued | ☐ | PG9 issued | ☐ |
| Formal warning | ☐ | Vehicle immobilised | ☐ |
| Graduated Fixed Penalty (GFPN) issued to driver | ☐ | Words of advice given | ☐ |
| No further action | ☐ | Not applicable/available | ☑ |
| **Regulatory outcome (tick all that apply)** | | | |
| Absolute discharge | ☐ | Driving licence revoked | ☐ |
| Any referral to Highways Authorities etc. | ☐ | Found not guilty | ☐ |
| Company fined | ☐ | Not applicable/available | ☐ |
| Conditional discharge | ☐ | Driver suspended by Traffic Commissioner | ☐ |
| Coroners findings | ☐ | Ordered to re take driving test | ☐ |
| Disqualified from driving | ☐ | Prison sentence | ☐ |
| Driver fined | ☐ | Suspended sentence | ☐ |
| Driver outcomes in more serious cases | ☐ | Not applicable/available | ☑ |
| Operator Licence suspended or removed by Traffic Commissioner | ☐ | | |
| **Investigator declaration** | | | |
| I declare that all conclusions drawn and recommendations made are true and accurate to the best of my professional opinion | | | |
| Signature | IVAN. | | |
| Name | IVAN | Date | 14/2/16 |

# References and further reading

# 9. References and further reading

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