ESB ROAD SAFETY STRATEGY 2013-2020: OUR JOURNEY TO EXCELLENCE

Preventing vehicle-related harm at work, in the workplace and on the road
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Driving for work in ESB has been and continues to be a significant safety risk. It has proven to be on a par with the risks associated with electricity. In that context, Work Related Road Safety management is very important to us. In this programme we aim to extend the culture of road safety beyond the business journey to bring it into the hearts and minds of staff, their families and the wider community. A total of 17 million kilometres was covered by ESB staff while driving for work in their private vehicles during 2012, while our commercial fleet travels approximately 50 million kilometres per annum. My vision and that of the Executive Director Team is one where ESB will be an exemplar in Road Safety Excellence and will achieve zero at-fault incidents and collisions. We will work hard to prevent injuries and harm to staff, contractors and the public and we expect everyone to take personal responsibility for achieving this goal on an ongoing basis. I have a genuine belief that all injuries are preventable and I remain firmly committed to providing the continuous effort that delivers this goal in our activities at home and abroad.

Our driving performance demonstrates a continuous improvement through an overall reduction in incidents and collisions, however, we have also had fatal collisions involving our staff, contracting partners and members of the public. In the period 2003 to 2012, we oversaw a consistent reduction in fleet collisions from almost 300 in 2003 to 139 in 2012 and thereby a reduction in associated suffering and loss. From 2003 to 2007 there were no fatalities to staff or members of the public associated with ESB driving. Despite these successes, in 2011 there was a fatality to a staff member while driving for work in Bahrain.

There were also road traffic fatalities to members of the public in 2008 which involved ESB and its Contracting Partner activities. Over the past five years, six staff have died as a result of road traffic collisions that occurred outside working hours; three of these were young drivers. This has led to the inclusion of a specific young drivers education programme as part of our current safe driving plan.

I am pleased that the continuing focus on road safety has led to the development of a new seven year programme. Its development by a cross company Steering Group is fitting as the road risks apply equally to all our staff, families and contractors, whether driving a commercial or private vehicle, at home or abroad, during or outside of working hours. Our programmes are further enhanced by our continued association with the Road Safety Authority, the Health and Safety Authority, and an Garda Síochána.

The safe driving improvement experienced from 2003 to date would not have been achieved without the establishment and continued good efforts of all involved: line managers, staff, the Safe Driving Programme Sponsor, the Safe Driving Steering Group and the Safe Driving Bureau team. The Executive Director Team and I recognise that achieving our vision will require a reinvigorated level of effort. I expect that every business will continue to reflect this in its safety management system and in its resource allocation so that ESB will be an exemplar in road safety. We expect to receive regular progress updates on the implementation of this programme in all Business Lines. Ongoing feedback will be sought from staff and the programme will reflect this.

Finally, it is important to reiterate again that the cornerstone of ongoing improvement in safety remains the full acceptance by staff, contractors and management of their individual responsibility for ESB’s safety performance. This will deliver the essential requirement of a shared commitment to work together to prevent vehicle-related injury and harm at work, in the workplace and on the road.

Pat O’Doherty
Chief Executive
IN 2003 THE ESB SAFE DRIVING BUREAU WAS ESTABLISHED TO PROVIDE GUIDANCE ON MANAGING ROAD RISK.
CHAPTER 01 INTRODUCTION

Introduction

ESB employs over 5,700 staff in Ireland and operates a varied fleet of vehicles and equipment. We run a commercial fleet of over 2,000 vehicles and over 2,000 of our staff drive their own cars on ESB business – in 2012 the total mileage for these fleets was 67 million kilometres. ESB recognises that driving for work, and other activities on our roads and workplaces, represents a significant risk.

As current sponsor of the Road Safety Programme I want to recognise the improvements that have already been made in the driving culture in ESB since the inception of our Safe Driving programme. In 2003 the ESB Safe Driving Bureau was established to provide guidance on managing road risk. Two successful cross company safe driving programmes have been delivered since 2004 which have brought about a significant improvement in the road safety culture in ESB. Collisions involving our commercial fleets have halved since 2003 and ESB is widely recognised as a leader in national road safety. The programmes have resulted in significant savings for ESB in terms of reduced injuries and damage, lower costs and have provided an opportunity to assist the national road safety effort.

Despite these successes we recognise that road use remains a significant risk for ESB, those who work on our behalf and their families.

In 2012, 162 people were killed on Irish roads. This compares with 48 people killed in Work Related incidents. As a business we are constantly reminded of the ever-present dangers on the roads:

- There were 139 ESB commercial vehicle collisions during 2012.
- A staff member self reported a near miss during 2012 whereby they fell asleep while driving on a motorway and were fortunate to awaken and regain control of the vehicle after it glanced off the edge barrier.
- In 2013 a staff member fell from his bicycle while cycling to work and narrowly avoided head injuries thanks to his cycling helmet.

Work Related Road Safety in ESB is an integral core safety value. The 2013 – 2020 Road Safety Strategy will include actions for Leadership, Management and Staff.

However, this specific programme is not just about driving for work. Driving is a part of everyday life for most of us and road safety is a daily issue that concerns all of us, drivers or not. Although there have been very few work related incidents involving young drivers, this group is recognised as a high at-risk group as national statistics prove, and this strategy sees the introduction of a Young Drivers course.

The following document describes the Road Safety Strategy which will span 2013 to 2020, by which ESB aims to maintain its focus on road safety. The Road Safety Strategy is aligned to ISO 39001:2012 Road Traffic Safety Management Systems which broadly mirrors both OHSAS 18001 and other management standards to which ESB is certified.

To achieve the objectives of this seven year programme, we will require the full engagement of leadership, management and staff.

Donal Flynn,
Road Safety Programme Sponsor
Executive Director, Group Finance and Commercial

AS CURRENT SPONSOR OF THE ROAD SAFETY PROGRAMME I WANT TO RECOGNISE THE IMPROVEMENTS THAT HAVE ALREADY BEEN MADE IN THE DRIVING CULTURE IN ESB SINCE THE INCEPTION OF OUR SAFE DRIVING PROGRAMME
ESB’s commercial fleet consists of over 2,000 vehicles and more than 2,000 of our staff drive their own cars on ESB business.
Executive Summary

ESB’s commercial fleet consists of over 2,000 vehicles and more than 2,000 of our staff drive their own cars on ESB business – in 2012 the total mileage for these fleets was 67 million kilometres. ESB recognises that driving for work, and other activities on our roads and workplaces represent a significant risk.

ESB’s first Safe Driving programme ‘Safe Driving – It’s my responsibility’ spanned 2004 to 2008. This programme implemented safe driving policies, advanced driver and specialist vehicle and equipment training, vehicle specification and safety checks, and incident reporting in order to capture and analyse collision information. In 2008 the Safe Driving programme was reviewed and a reinvigorated programme, ‘Achieving Road Safety Excellence’, was developed for implementation during 2009 to 2011. This second programme built on the achievements of the previous programme with the following aims:

- Promote continued road safety improvement among staff and contractors
- Extend road safety to our families and the wider community
- As a leading best practice employer in Safe Driving, contribute to and support the National Road Safety agenda.

Both programmes proved successful for the organisation, not alone in terms of the safety of our staff, but it also built on the reputation ESB has for implementing best practice in road safety.
Towards 2020 – Our Journey to Excellence

The vision of ‘ESB Road Safety Strategy 2013 – 2020: Our Journey to Excellence’ is that ESB will be a national exemplar in Road Safety Excellence and will achieve zero at-fault incidents and collisions, with the following terms of reference:

- To continue to strive to embed excellent Work Related Road Safety behaviours in staff and contractors.
- While recognising the significant role ESB plays as a leading best practice employer in road safety: to continue to support the national road safety agenda by extending road safety to the families of staff and the wider community.

To achieve this vision, all management and staff must be advocates of safe driving practices for their work colleagues, their families and the wider community.

The strategy has the leadership of the Executive Director Team to provide direction, resources (this includes the engagement of an external ‘expert’ organisation) and oversight for its delivery. It will be supported and implemented by the Road Safety Steering Group, Business Line Managers and the Road Safety Bureau. Staff engagement is critical to the successful roll-out of the strategy. The strategy will see continued collaboration with the Road Safety Authority, the Health and Safety Authority, An Garda Síochána and the European Transport Safety Council.

This strategy takes account of the extent to which the objectives of the previous Safe Driving Strategies were achieved, and is about achieving a cultural shift in the organisation where you will see a move from an initiative-based programme to a culture-based programme with a longer term vision. There are now systems and policies in place which can support this transition. Corrective and preventive actions associated with road safety from all sources will be detailed and tracked by the Road Safety Bureau, which oversees the ongoing management of the programme.

At the launch of this programme on 5th December 2013, the Health and Safety Authority reported that almost half of all reported workplace deaths involve a vehicle and that the biggest national risk in everyday working life is being involved in a vehicle-related incident.

Risk factors are not exclusive, legacy roads, inexperienced drivers, an increase in motorcyclists and pedestrians, all contribute to risk on our roads, though speed is still the number one killer behaviour, and 17% of those killed on our roads in 2012 were also not wearing seatbelts.

In setting out the vision, very stretching key performance indicators are targeted to be achieved by the end of this programme:

- Zero ‘at-fault’ collisions – by 2020 we aim that there will be no incidents involving ESB fleet which are attributable to ESB drivers (see Appendix 2).
- 70% reduction in total collisions on 2012 figures. In 2005 the total number of fleet collisions was 288 compared to 139 in 2012. We aim to reduce this figure to 40 by 2020.
- 60% reduction in P1 collisions – we aim to reduce P1 collisions to four per annum.
- Driving risk assessment for staff involved in P1 collisions – this post-incident support training will continue in this programme.
- 100% compliance with road safety policies from all staff.

Road Safety Objectives and Planning to Achieve Them

As part of Our Journey to Excellence, Section 7, ‘Planning’ itemises actions to be undertaken in the early part of the programme. These action areas are seeking to address compliance, competence and engagement with staff and fall under the following headings (these can be seen in greater detail in section 7.3):

- Fleet Management
The Fleet Management System installed on all commercial fleet vehicles will be used to review and report on fleet activity. It will be core to the overall improvement in our driving behaviours as well as the management of high-risk road users through coaching, training and development, improvement plans and risk reduction control measures.

- Compliance
In 2011, the Fleet Drivers’ Policy Handbook was issued to all drivers of the commercial fleet and in 2012 a Private Drivers’ Policy
Handbook was distributed to all staff members. The focus now is to engage with staff to ensure that their driving safety is managed through consistent implementation of the policies.

**Competence**

It is ESB’s ambition that all drivers in both the commercial and grey fleet will achieve Advanced Driver standard by 1st January 2016. Young drivers are a high at-risk category and a number of initiatives will focus on training and awareness for this group. Training for drivers of specialised vehicles will be reviewed and the issue of driver distraction, e.g. mobile phone use, will be addressed.

**Vulnerable road users**

Pedestrians, cyclists and motorcyclists are particularly exposed to injury on the roads. Educational campaigns during the programme will promote a shared responsibility approach to preventing such injury.

**Engaging with staff**

ESB drivers should become safe driving exemplars in ESB and the wider community – engaging all staff in this programme is required to achieve this. Road Safety champions will be nominated across the business. Internal recognition awards will be established for drivers who excel in certain areas, e.g. Safe Driver of the Year, Best Maintained Vehicle. Reporting of incidents by staff will be encouraged so that learning can be shared with colleagues.

**Supporting the National and European Road Safety Effort**

We will continue to work together with An Garda Síochána, the Road Safety Authority, the Health and Safety Authority and the European Transport Safety Council towards our common goal. A cross-industry Road Safety Forum will be established, to be held on an annual basis.

**Commitment to European Road Safety Charter**

ESB has been a signatory of the ERSC since 2008. Five new commitments will be made under this new programme, including the use of the Fleet Management System, driver training initiatives and a cross industry road safety forum.

**Programme Management and Review**

Sections 8 and 9 of this programme detail the support structure and key operational items to be delivered during the lifetime of the programme. These include engaging an external expert organisation and a communications programme to engage all staff and the external community.

Finally, Section 10 details how the programme will be evaluated and reviewed. The strategy will be punctuated by the Annual Road Safety Management Review, which will be presented to the Executive Director Team (EDT) detailing implementation, progress against targets and any recommendations to revise it. A formal mid-strategy review will be conducted in 2016, and findings and recommendations will be presented to the EDT for inclusion in the programme from 2017 to 2020.
ESB STAFF COMMUTE TO WORK BY CAR, BICYCLE, ON FOOT AND BY PUBLIC TRANSPORT
CHAPTER 03 UNDERSTANDING THE ORGANISATION – RISK EXPOSURE

Understanding the Organisation

In 2003 ESB set up the Safe Driving Bureau to research, manage and reduce occupational road risk through programmes which include education, awareness, enforcement, assessment and training. Our programmes have been designed to educate all road users in ESB.

To manage the implementation of the Safe Driving Programme, each business line in ESB is represented on a Safe Driving Steering Group, which has developed the programmes, and its members are responsible for their individual Business Line implementation.

ESB staff use the road network under four different categories:

- **The Commercial Fleet**
  The ESB commercial fleet consists of almost 2,000 vehicles. The majority of these (almost 90%) are in ESB Networks. The bulk of this fleet is used to transport small numbers of people to work sites. The equipment carried on vehicles is used as work tools and vehicles carry all the materials needed to do the job. The fleet contains a wide range of vehicle categories, from small vans to large generator trucks. 50% of the fleet is four-wheel-drive, certain vehicles are used for off road purposes, and there are many specialised vehicles – from ATVs (quad bikes) to Hoists.

  Each year this fleet travels about 50 million kilometres and approximately 8% of these vehicles are involved in a collision each year. Thankfully, the majority of collisions are material damage only and a dramatic reduction in both collisions and injuries was achieved during the period 2003 to 2012, though, in 2008 two fatalities to members of the public involved ESB fleet vehicles.

  From time to time, our staff may be working on the roadside, which brings its own hazards. This work is governed by legislation and necessitates the correct use of signage and lighting for the protection of workers and the public. Smaller liveried fleets exist in Innovation and in Generation and Wholesale Markets.

- **The Grey Fleet**
  Over 2,000 (2,183) people drive their own cars on ESB business, for example, to meet specific customers, to carry out site supervision, for safety audits, or to travel between ESB locations for meetings.

  Grey fleet mileage is approximately 17 million kilometres per annum – information on kilometres driven by this fleet is collected through the expenses system. Up until the 2009 – 2012 programme, no statistics were kept on collisions to this fleet. Under ESB Driving Policy, it is a requirement that all driving for work collisions are reported to management.

- **Overseas Driving**
  Staff from ESB International work in many different countries across the world, and these staff may be ESB International staff from Ireland or could be recruited locally.

  In certain locations, the amount of driving undertaken by our staff overseas has been minimised by hiring local drivers.

  The road accident fatality rate (deaths/10k vehicles) is significantly higher in most countries where we have a presence than it is in Ireland – by a factor of three to 20. In 2001, three local employees of ESB International were killed in a road traffic collision in Pakistan. An ESB staff member was killed while driving for work in Bahrain in November 2011. An International Drivers’ Handbook is being developed by the Safe Driving Bureau in conjunction with safety staff in ESB International and Innovation.

- **Use of Road Network in a Private Capacity**
  ESB staff commute to work by car, bicycle, on foot and by public transport. Everybody is a road user while about their own business outside of work. Tragically we are all aware of some specific cases...
where ESB staff commuting to work or on their own time have been killed or suffered serious injury as a result of Road Traffic Collisions.

The Programmes
ESB’s first Safe Driving Programme ‘Safe Driving – It’s my responsibility’ spanned 2004 – 2008. Its primary objective was to create an awareness of safe driving behaviours and practices. Its aims were to capture and analyse collision information, to develop policies, plans, vehicle specifications and training programmes. This programme implemented safe driving policies, advanced driver and specialist vehicle and equipment training, vehicle specification and safety checks, and incident reporting. This resulted in reduced injuries to our staff and the general public, and a reduction in vehicle collisions. The programme proved a great success for the organisation not alone in terms of the safety of our staff but it also built on the reputation ESB has as a best practice safety employer. The existence of a Safe Driving Programme is also a key consideration in determining the company’s motor insurance premium.

In 2008 the Safe Driving Programme was reviewed and a re-invigorated programme ‘Achieving Road Safety Excellence’, was developed for implementation during 2009 to 2011.

This built on the achievements of the previous programme with the following aims:

- Promote continued road safety improvement among staff and contractors
- Extend road safety to our families and the wider community
- As a leading best practice employer in Safe Driving, contribute to and support the National Road Safety agenda.

Various initiatives have supported the achievement of goals throughout both programmes:

Safe Driving Policies
A number of policies were identified and implemented in the 2004 – 2006 Safe Driving Programme, including:

- Driving Licence requirements
- Use of seat belts
- Daytime running lights
- Reverse-in policy
- Speed control
- 60 second vehicle safety check
- Collision reporting
- Use of mobile phones/radios

To ensure the policies were communicated and implemented consistently throughout all ESB businesses, two major initiatives were implemented in the most recent programme. Existing driving policies were consolidated into a Fleet Drivers’ Handbook and a Private Drivers’ Handbook. An International Drivers’ Handbook is being developed for our overseas drivers.

A Road Safety Awareness DVD was produced with assistance from the Road Safety Authority (R.S.A.), and was distributed and briefed to all staff in 2012. The DVD format enabled viewing by their families and the broader community.

Collision Reporting and Investigation
Collision reporting and investigation procedures have been a prime focus throughout the programmes.

All collisions involving commercial vehicles are investigated. ESB Safe Driving Bureau use Tranman, the Fleet and Equipment IT database, to register all reported vehicle collisions. A Motor Accident Report Form (MARF) is completed by a driver in the event of an incident.

All fatalities and P1/S1 collisions (Class A) are investigated with the involvement of Fleet and Technical Training. Specialised training has been provided for collision investigators and data collectors which yields quality investigations in the event of an incident.

To ensure the safety of our staff, when a driver is involved in a P1 collision which has the potential for serious injury or fatality, they must complete Post Incident Support Training prior to returning to driving duties.

Data analysis and outcomes of investigations aid the Safe Driving Bureau to develop policies and programmes, with supporting initiatives and communications, to help prevent future collisions.

Corporate Social Responsibility - ESB developed a Strategic Alliance with the Road Safety Authority (R.S.A.) for the period of 2009 – 2011, which has been extended, whereby both ESB and the R.S.A. have agreed to assist each other in their respective road safety programmes.
TO ENSURE THE POLICIES WERE COMMUNICATED AND IMPLEMENTED CONSISTENTLY THROUGHOUT ALL ESB BUSINESSES, DRIVERS’ HANDBOOKS WERE DEVELOPED AND ISSUED

This alliance provides a forum for ESB to assist the national road safety effort by showcasing its achievements and is a mutually beneficial opportunity to focus on transport-associated risk-controls and new technologies, such as electric vehicles.

With the R.S.A., ESB has co-sponsored the ‘Back to School’ distribution of high-visibility jackets to junior infants over the last three years.

ESB has also developed programmes in collaboration with the Health and Safety Authority (H.S.A.), and has co-presented at ‘Driving for Work’ seminars along with the H.S.A., An Garda Síochána, and the R.S.A.

- **European Road Safety Charter (ERSC)** - Since 2008 ESB has been a signatory of the European Road Safety Charter (ERSC). The ERSC is the largest existing road safety platform encompassing all EU member states. It integrates enterprises, public authorities and civil society, and provides members with a unique opportunity to take direct action to reduce road fatalities, assess results and share ideas and successful measures. It forms part of the Road Safety Action Plan launched by the European Commission in 2003.

**Other Initiatives**

- **Risk Assessment** - Risk assessment of journey, vehicle, workplace and driver.

- **RoadRisk Assessments** - RoadRisk driver risk profiling was developed to determine the level of risk associated with staff driving for work. This was an assessment of driver attitude and behaviour.

- **Advanced Driver Training** - Aimed at staff that either drive ESB vehicles or their own cars on ESB business. Ongoing since 2006, approximately 2,500 staff have successfully completed training and assessment.
CHAPTER 03 UNDERSTANDING THE ORGANISATION – RISK EXPOSURE

DATA ANALYSIS AND OUTCOMES OF INVESTIGATIONS AID THE SAFE DRIVING BUREAU TO DEVELOP INITIATIVES AND GUIDE COMMUNICATIONS

- **Ignition** - Programme for less experienced drivers (generally under 25) with a combination of classroom and on-road training. A programme targeting 100 young drivers was implemented during 2006.

- **Motorcyclists** - Recognising that many ESB staff ride motorcycles, a special Advanced Driver training programme was made available to a group of them. This pilot programme was run by An Garda Síochána.

- **Specialist Training** - Due to the varied nature of our fleet, ESB Training has developed and provided training to over 1,400 staff in the use of specialist vehicles such as ATVs, generator trucks, hoist vehicles and 4x4 off-road vehicles.

- **Communications** - A dedicated Safe Driving Bureau provides information on policies and procedures and acts as advisor across the range of safe driving issues e.g. licence requirements, fatigue driving, speed limits, tyre tread depth, through media such as Intranet websites, daily electronic Staff Noticeboard and staff briefings.

- **Safety Features in Vehicle Specification** - Expertise in vehicle and safety specifications for the commercial fleet in Networks. This expertise is made available to all ESB businesses involved in procurement of vehicles to ensure the highest standards of safety apply consistently throughout ESB.
THE NUMBER OF COLLISIONS RECORDED ANNUALLY FOR THE COMMERCIAL FLEETS IN ESB FELL FROM 291 IN 2003 TO 139 IN 2012
The primary objective of any Safe Driving Programme is the reduction of incidents and collisions and the consequential injuries and fatalities. To this extent the Safe Driving Programme was a major success as can be seen below.

Reduction in Collisions
The number of collisions recorded annually for the commercial fleets in ESB fell from 291 in 2003 to 139 in 2012. The number of Class A (P1) collisions also fell from 63 in 2004 to 13 in 2012. Class A (P1) collisions are those where there was either serious personal injury or potential for serious personal injury.

The most recent initiatives which helped reduce collisions are as follows:
- Since 2010, Safe Driving has been included in all business plans. A driver awareness DVD was briefed to Fleet Drivers and P1 (Class A) collisions are briefed at all monthly briefings.
- In 2011, Advanced Driver Training was relaunched at the same time as the Fleet Drivers’ Handbook was distributed, in which all driving policies were consolidated. Also, Post Incident Support Training was introduced following a P1(Class A) collision.
- 2012 saw the distribution of the Private Drivers’ Handbook to all staff, and the Fleet Management System was installed in all fleet vehicles. A review of 2009 – 2011 programme was conducted as a stepping stone to developing a new safe driving strategy and plans.

Reduction in Fatalities
Prior to the Safe Driving Programmes, between 1998 and 2002 there were six road deaths involving ESB driving activity, which puts driving in a similar risk category to public electrical safety where sadly eight members of the public lost their lives by coming in contact with ESB’s overhead or underground electrical networks. During the period 2003 to 2007 there were no fatalities to staff or to the public associated with ESB driving. This is despite the increased activity and increased traffic densities on Irish roads.

However, in 2008 there were two road traffic fatalities to members of the public that involved ESB commercial vehicles, another involving a member of the public and an ESB contracting partner vehicle, and also a road traffic fatality involving a member of the public and an ESB staff member driving their private vehicle on ESB business. While these incidents may not have been the fault of ESB or Contractor drivers, it demonstrates that the driving risk in ESB is very significant. An ESB staff member was also killed while driving for work in Bahrain in November 2011.

Even with all of our best efforts, ESB staff members are still at significant risk while using the roads. In the 12 months from June 2012 to June 2013, we have seen three staff members fatally
injured in non-Work Related Road Traffic Collisions – two drivers and one cyclist. This brings a particular focus on extending road safety awareness to all staff and all types of road use, regardless of whether it is in a work or a private capacity.

Outcomes of Programme 2 – Achieving Road Safety Excellence 2009 – 2011

There has been strong cross company commitment to the second safe driving programme. This has resulted from active representation through the Steering Group.

The driving activity has been integrated into the Annual Health and Safety plans and a Comprehensive Driver policy has been developed and made accessible through the Fleet and Private Drivers’ Handbooks. The Road Safety Awareness DVD has been widely briefed and staff are encouraged to bring it into their homes.

Almost 50% of staff have completed Advanced Driving, that’s 2,500 staff. A Strategic Alliance with the Road Safety Authority has been extended, based on successful outcomes for both parties (see Appendix 1).

Safe Driving Steering Group Review – Towards 2020

During 2012 the cross company ESB Safe Driving Steering Group conducted a review of the Safe Driving Programme. It recognised the achievements of the 2004 and 2009 programmes which saw a structure and the Safe Driving Bureau established, and targets set around collision and cost reduction, improved road safety and assisting the national road safety effort.

The review identified a number of key challenges still to be addressed:

- To further embed the Work Related Road Safety policy for commercial and grey fleet, as a cross company initiative.
- Development of a more practical risk assessment for driving on ESB business.
- Development of a new centralised recording system for auditing, risk assessments, licences, collisions and near misses.
- Set new commitments for the European Road Safety Charter.

This resulted in the drafting of a Road Safety Vision and Strategy 2013 – 2020. The programmes of the Road Safety Authority, the Health and Safety Authority, the European Transport Safety Council strategy and the ISO guidelines were borne in mind while reviewing the ESB programme, along with current legislative requirements.

The Executive Director Team endorsed the work of the Steering Group by signing off on the Strategy and asking the Steering Group to develop a plan to deliver the strategy.
Towards 2020 – Our Journey to Excellence

WE RECOGNISE THE SIGNIFICANT ROLE ESB PLAYS AS A LEADING BEST PRACTICE EMPLOYER IN ROAD SAFETY
ESB will be a national exemplar in Road Safety Excellence and will achieve zero at-fault incidents and collisions. The ESB Road Safety Strategy is designed to support ESB Work Related Road Safety policies and the broader National Road Safety Agenda. It is developed in consultation with the Safe Driving Steering Group, other business lines, safety personnel, and the Safe Driving Bureau, with the following terms of reference:

- To continue to strive to embed excellent Work Related Road Safety behaviours in staff and contractors.
- While recognising the significant role ESB plays as a leading best practice employer in road safety; to continue to support the national road safety agenda by extending road safety to the families of staff and the wider community.

This strategy takes account of the extent to which the objectives of the previous Safe Driving Strategy were achieved. This programme is about achieving a cultural shift in the organisation where you will see a move from an initiative-based programme to a culture-based programme with a longer-term vision. There are now systems and policies in place which can support this transition.

Work Related Road Safety in ESB is integral to our core safety value. The vision can only be achieved with the full engagement of leadership, management and staff working on the implementation of the Road Safety Strategy.

The recently published ISO 39001:2012 Road Traffic Safety Management System will be used as a framework to sustain road safety improvements and manage road risk.

### Achieving the Vision Will Be Accomplished Through Implementation of the Road Safety Strategy

#### Road Map To Achieve Vision
OUR AIM IS THAT EVERYONE WHO DRIVES ON BEHALF OF ESB WILL HAVE COMPLETED ADVANCED DRIVER TRAINING
6.1 Leadership and Commitment

The programme has the leadership and support of the Executive Director Team and is sponsored by the Group Finance Director. Leadership will provide direction, resources and oversight for delivery of the strategy.

Each business line in ESB is represented by a Senior Manager on the Road Safety Steering Group*, which has developed the programme to implement the strategy and its members are responsible for their individual Business Line implementation of the programme. The Road Safety Steering Group will shape and drive delivery of the programme in ESB.

* This group heretofore has been known as the Safe Driving Steering Group – given that ESB’s programmes have evolved to encompass wider road safety issues, going forward the group shall now be referred to as the Road Safety Steering Group.

ESB is committed to:
- Preventing injury by securing and maintaining the safety of all employees, contractors and visitors.
- Implementing the highest standards of Work Related Road Safety management and making continual improvement in the road traffic safety impact of all its activities.
- Complying with or exceeding all legal and regulatory safety obligations and standards.
- Setting, implementing and reviewing all Work Related Road Safety objectives using this policy as a basis.
- Promoting an open and proactive road safety culture with the full involvement of all our people.

all associated operational processes can be designed and operated in an inherently safe manner. This belief guides our approach to road safety across all of our business activities. We take pride in our road safety achievements.

This is reinforced through strong and visible leadership and by striving to maintain our goal of zero fatalities and achieve our goal of zero ‘at-fault’ collisions.

We are aware that road safety is every individual’s responsibility. Each of us has the responsibility to act immediately to prevent unsafe acts. If any task associated with travel is not safe, we do not do it. We recognise that a safe workforce contributes to business success.

It is ESB’s policy to assess all Work Related Road Safety risks. We communicate the required safety standards and behaviours in a clear and unambiguous manner. We provide all necessary training, systems and procedures to support and continuously audit our road safety performance and to take corrective action as appropriate.

Our aim is that everyone who drives on behalf of ESB will have completed Advanced Driver Training. This will be achieved by 2016.

Work Related Road Safety is also a line management responsibility, but every individual is responsible for their own actions. Employees have a duty to co-operate in implementing this Work Related Road Safety policy.”

6.2 Policy

We have developed a Fleet Drivers’ Handbook and a Private Drivers Handbook which detail ESB’s overall driving policy. A third, the International Drivers’ Handbook is in production. The handbooks ensure that staff driving commercial vehicles or privately-owned vehicles for work purposes are aware of and have access to ESB Work Related Road Safety policies.

The following Road Safety policy declaration will be communicated to staff, displayed on our internal and external websites and communicated to Contractors:

“We in ESB are fully committed to protecting the safety of our colleagues, contractors, and anyone affected by our activities involving transport and roads. Work Related Road Safety is a core value in our organisation.

Our belief is that all road traffic incidents are preventable and...
This meeting is used to monitor progress on ESB Group Safety and Health objectives and targets, to review significant safety incidents and to make recommendations for continued improvements in safety and health performance. Minutes of these meetings are held by the Company Secretary.

There will be quarterly Road Safety Steering Group meetings to monitor performance for the duration of the programme, with an annual review and update to the Executive Director Team (EDT). The Corporate Safety, Health and Wellbeing Coordinator shall schedule and attend these meetings and will provide updates to the EDT. The EDT update will include progress against targets and any recommendation to revise the management system to reflect changes in circumstances.

- **Road Safety Steering Group**
  Further to the support of the EDT, there is a Management Representative on the Steering Group with overall responsibility for ensuring road safety in each of the businesses (see organisational chart on previous page).

The oversight of the implementation of the programme in each business is the responsibility of each business line senior representative of the Road Safety Steering Group.

The duties of the working group members are to recommend strategy and policy, development of the programmes, and oversight of implementation of the programme in their relevant businesses.

- **Business Line Managers**
  The responsibilities of implementing policy and programmes are delegated across ESB Management in the business functions who are responsible for staff in their own areas.

Management of the Work Related Road Safety risk and other transport issues are the responsibility of the line manager in each of the businesses.

Each business line, and its line managers in turn, is/are responsible for transport issues, compliance with legislation, e.g. for carriage of dangerous goods, forklift use and the implementation of policy, as well as monitoring, report analysis, reviews and updates on driving activity in the business line.

The Fleet and Equipment Procurement and Technical Support Manager will continue to oversee vehicle specification and procurement for all ESB fleet, in order to ensure highest safety standards and quality at the optimum value.

- **Road Safety Bureau**
  The Road Safety Bureau has responsibility for following up on reporting, investigation and classification of all incidents. It maintains and develops communications resources (including the Road Safety Bureau website) and guides the implementation of initiatives. It conducts research and provides advice on Policy.

In addition, the Road Safety Bureau researches and considers new safety practices, techniques and approaches which can improve Road Safety performance. It oversees the ongoing management of the Road Safety Strategy and associated programmes.

*This unit heretofore has been known as the Safe Driving Bureau – given that ESB’s programmes have evolved to encompass wider road safety issues, going forward the unit shall now be referred to as the Road Safety Bureau.*

- **Staff**
  ESB staff members have a duty while at work to comply with relevant safety legislation, ESB safety rules, policies and procedures. Individual staff members are responsible for their own safety in managing driving risk and ensuring they are aware of and comply with company safe driving policy. The responsibilities of staff are detailed in both the Fleet Drivers’ and Private Drivers’ handbooks.

6.4 Key Performance Indicators

To achieve the vision of the programme, all management and staff must be advocates of safe driving practices for their work colleagues, their families and the wider community.

The achievement of this vision will also see the following key performance indicators delivered:

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero ‘at-fault’ collisions – by 2020 we aim that there will be no incidents involving ESB fleet which are attributable to ESB drivers (see Appendix 2).</td>
</tr>
<tr>
<td>70% reduction in total collisions (on 2012 figures – see appendix 2) In 2005 the total number of fleet collisions was 288 compared to 139 in 2012. We aim to reduce this figure to 40 by 2020.</td>
</tr>
<tr>
<td>60% reduction in P1 collisions – we aim to reduce P1 collisions to 4 per annum.</td>
</tr>
<tr>
<td>Driving risk assessment for staff involved in P1 collisions – this post-incident support training will continue in this programme.</td>
</tr>
<tr>
<td>100% compliance with Road Safety policies from all staff.</td>
</tr>
</tbody>
</table>
PREVENTIVE ACTIONS ASSOCIATED WITH ROAD SAFETY FROM ALL SOURCES WILL BE DETAILED AND TRACKED BY THE ROAD SAFETY BUREAU
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SPECIFIC ACTIONS AND TARGETS WILL BE SET TO SUPPORT THE ACHIEVEMENT OF THE ROAD SAFETY VISION

7.1 Actions to Address Risks and Opportunities
ESB keeps informed of all legislation in relation to driving risk. It is the responsibility of each business to monitor and update compliance in relation to:
- Roadside working risk assessment
- Workplace transport
- Road Safety

Corrective and preventive actions associated with road safety from all sources will be detailed and tracked by the Road Safety Bureau, which oversees the ongoing management of the programme. Through collision statistics, penalty points statistics, audits and reviews, the Road Safety Bureau manages and reports back to the Steering Group, which may amend the programme and feed this back to the Executive Director Team.

Progress on closing out non-conformities is managed and communicated at the quarterly Steering Group Meetings and the Annual Management Review Meeting.

7.2 Road Safety Performance Factors
In this programme we must focus on improved compliance with Leading and Lagging indicators.

**Leading Indicators**
- Training – Advanced Driver, 4x4 and ATV training, hoist vehicle, generator and forklift truck training
- Audits – driving audits, vehicle audits, workplace audits
- Risk assessments - for all significant risks
- Good driving behaviour – peer audits, vehicle management systems
- Licence compliance – support system
- Policy compliance – in accordance with Fleet and Private Drivers’ Handbooks

**Lagging Indicators**
- Collisions – continue to target reduction in number of collisions
- Collision classification – standardise
- Collision reporting – focus on improved grey fleet reporting
- ESB person at fault collisions – goal is zero by 2020
- Poor driving behaviour – supported by technology
- Penalty points – report analysis by supervisor

7.3 Road Safety Objectives and Planning to Achieve Them
As part of Our Journey to Excellence, a number of actions have been identified which will be undertaken in the early part of the programme. These action areas are seeking to address compliance, competence and engagement with staff and fall under the following areas:

7.3.1 Fleet Management
A Fleet Management System has been installed on all Fleet vehicles. It will be used to review and report on fleet activity and incidents:
- Management of high-risk road users – speed, harsh braking and cornering
- Cost recording - fuel, damage, maintenance, insurance
- Vehicle utilisation
- Ensure a best practice preventative maintenance regime

While the safe driving behaviours of our fleet have greatly improved, the Fleet Management System will be core to gathering detailed information and data, which will improve the management of high-risk road users, through coaching, training and development, improvement plans and risk reduction control measures.

Private Fleet Management is an area which needs development. It is planned to pilot a mobile phone application which will allow for reporting on safe driving issues in the Grey Fleet.
7.3.2 Compliance
In 2011, the Fleet Drivers’ Policy Handbook was issued to all drivers of the commercial fleet and in 2012 a Private Drivers’ Policy Handbook was distributed to all staff members. The focus now is to engage with staff to ensure that their driving safety is managed through consistent implementation of the policies. A system to facilitate the implementation and compliance with our policies will be introduced. The following initiatives will continue as part of this programme:

Compliance checks for staff
These will be carried out regularly on the following:
- Licence/ Insurance/ medical fitness/ National Car Test/ Commercial Vehicle Roadworthiness Test (CVRT)
- Auditing of systems (including Fleet Management System)
- Transport audits: weight compliance, vehicle housekeeping, load security and dangerous goods
- Compliance with policies as specified in each of the handbooks

Compliance checks for contractors
Tender documents will include road safety requirements for contractors involved in activities such as Timber Cutting, Poling and Energy Services. A monthly report of near misses will be received by the Road Safety Bureau from Major Contracting Partners as a measure of Road Safety performance.

7.3.3 Competence
It is ESB’s ambition that all drivers in both the commercial and grey fleet will achieve and maintain high capability and competence in their driving behaviours.

Driver Distraction
An ESB policy on Driver Distraction will be developed and an awareness programme will be rolled out to all staff.

Advanced Driver Training
Advanced Driver training has been completed by over 2,500 staff since it was introduced in 2006, and it continues to be a leading element of our Road Safety programmes. The Safe Driving Programme launched in 2009 set its ambition that all staff who drive on ESB business will complete Advanced Driver training and this Programme sets the 1st January 2016 for the achievement of that target.

High at-risk training intervention
Staff identified as high risk through the Fleet Management System or drivers involved in P1 collisions will have specific training tailored to meet their driving need.

Young Driver Training
Young drivers remain a high at-risk category in the national statistics. The programme will address this through a number of initiatives:
- The Apprentice induction Road Safety Module has been extended to a half day’s training.
- Online driving risk assessment will be included as part of the induction programme.
- All apprentices will receive additional regular Road Safety briefings while attending classroom modules.
- Driver auditing of this category of staff.
- Involvement of young drivers in Road Safety initiatives, e.g. Safety Week.
- Regular reporting of road traffic collision statistics associated with this age group.
- Specific young driver training programme including on-road driver training for all young ESB staff aged from 18 to 25 prior to Advanced Driver Training. Advanced Driver Training is more appropriate for a driver with at least five years’ driving experience.
- Modification of existing Driver Awareness DVD to target young drivers.
- Appoint Road Safety champions within the apprentice programme.

Product training – specialised vehicles
ESB’s commercial fleet comprises a wide variety of vehicles, some of which require specialised driving skills, and internal training courses have been designed to cater for these needs. A review of specialised training such as All Terrain Vehicle, 4X4, Driver Certificate of Professional Competence, generator and forklift truck training, and other training (including e-learning) will be carried out as part of this programme.

7.3.4 Vulnerable Road Users
In the context of all roadusers, those particularly prone to serious injury are pedestrians, especially children, cyclists and motorcyclists. During the course of this programme, educational campaigns will focus on shared responsibility, safety measures and safe behaviour for and towards cyclists, motorcyclists, pedestrians and roadside working. Topics will include:
- Safe crossing by pedestrians,
- Pedestrian visibility (use of hi-vis),
- Use of personal protection equipment for cyclists and motorcyclists,
- Awareness of intoxicated pedestrians
- Road users and workers at roadworks
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7.3.5 Engaging with Staff

Achieving the vision will involve staff engaging in the process and participating in the programme initiatives with the support of management.

The role of the Road Safety Steering Group is also to liaise with Health and Safety Committees, whose role it is in turn to consult with staff on matters of health and safety at work. Champions of road safety will be nominated and included in the communications process. ESB will support staff by facilitating training and time requirements of this role.

All staff will be encouraged to report/record all road traffic incidents and collisions for the purpose of increasing road safety awareness and shared learning amongst colleagues. Tax/Insurance/NCT wallets containing a private bump card have been distributed to private drivers. The bump card allows drivers involved in an incident involving a third party to record the appropriate details. Such details can be used to support the road safety awareness communications process, as well as to assist in any follow-up investigation, and processing of insurance claims.

An Internal Recognition award will be established to include certain categories, e.g. Safe Driver of the Year, Safe Roaduser of the Year, Best Maintained Vehicle.

Peer Auditing/Driver Interdependence will be developed and the driver risk assessment tool will be made more accessible and user-friendly. Our aim is that ESB drivers should be safe driving exemplars in the wider community.

7.3.6 Supporting the National and European Road Safety Effort

During the 2013 – 2020 programme, ESB will continue to collaborate on a regular basis with leading road safety organisations to support internal and national efforts, i.e. the Road Safety Authority, the Health and Safety Authority, An Garda Síochána and The European Transport Safety Council.

It is proposed that ESB, in conjunction with the Road Safety Authority and the Health and Safety Authority, will initiate a cross-industry Road Safety Forum, which will be held on an annual basis.

ESB Road Safety Programmes have received external recognition both nationally and at European level with the Road Safety Authority Leading Lights Award in 2010 and the European Transport Safety Council PRAISE Award in 2011. We will continue to aspire to the highest international standards in our Road Safety efforts throughout this programme.

7.3.7 Commitment to European Road Safety Charter

Since 2008 ESB has been a signatory of the European Road Safety Charter (ERSC). ESB met its five commitments made to the Charter in 2008, and under this programme five new commitments will be set:

- Action 1: Reporting on driver behaviour – Fleet Management System
- Action 2: Reduce mileage – Fleet Management System
- Action 3: Young Driver initiatives
- Action 4: Completion of Advanced Driver training by all staff who drive on business
- Action 5: Cross Industry Road Safety forums

ESB recipients of the Praise Award 2011.
ESB WILL ESTABLISH AN ANNUAL CROSS INDUSTRY ROAD SAFETY FORUM IN ORDER TO SHARE LEARNING AND COMMON EXPERIENCE
ESB STAFF DRIVING ON BUSINESS MUST SUBMIT AN ANNUAL DOCUMENTATION CHECK TO THEIR LOCAL SUPERVISOR EACH JANUARY

8.1 Co-ordination
The Road Safety Bureau, the Road Safety Steering Group and the Road Safety Working Group will work together to co-ordinate the implementation of the objectives of the Road Safety Programme.

8.2 Resources
The roles and responsibilities required of management and staff for the successful delivery of the programme have been outlined under section 6.3. In addition, this programme will tender for and engage an external ‘expert’ organisation.

Financial resources have been approved to provide and support the overall delivery of the programme.

8.3 Competence
In line with ESB’s aim that all drivers in both the commercial and grey fleet will achieve and maintain high capability and competence in their driving behaviours, ESB will ensure that all Road Safety training completed by individuals is recorded accurately. Records of workplace transport and road safety related training for ESB staff are maintained on computerised personnel management information systems (PHR System).

The training catalogue details workplace transport and road safety training needs for ESB. This includes the target audience and refresher training interval. The training programme details what training is identified to be delivered in the next plan period. A process will be developed to ensure that contractors maintain appropriate records of the road safety competence of their staff.

8.4 Communication and Staff Awareness
The Road Safety Bureau Manager, along with the Road Safety Bureau, is responsible for developing policy and road safety programmes in conjunction with the Road Safety Steering Group to achieve the programme’s aims, with the objective of reducing road risk.

8.4.1 A communications process to deliver appropriate messages is in place and is continuously being developed. There is consultation, participation and communication of workplace transport and road safety issues through a range of measures including:

- ESB Road Safety Steering Group.
- Business line Health and Safety Committees.
- Monthly Executive Director Safety Committee Meeting.

- Monthly Health, Safety, Quality and Environment Staff Briefing – lessons learned from road traffic collisions in the business and implications of non-compliance with policy shared with staff.
- Quarterly Road Safety Steering Group Meeting.
- Communication with external regulatory bodies i.e. H.S.A., R.S.A., An Garda Síochána.
- Communication with peer businesses.
- Road Safety Awareness DVD continues to be rolled out across the organisation.
- Updates on driving performance via FMS.
- Driver Training Programmes.
- Monthly briefing.

The Road Safety Bureau provides information on policies and procedures and acts as advisor across the range of road safety issues, e.g. licence requirements, fatigue driving, speed limits, tyre tread depth, drink/drug driving, vehicle maintenance, collisions and weather alerts.

Garda Road Safety Unit Road Shows and the R.S.A. Road Safety Interactive Shuttle and Rollover simulator can be organised on request through the Road Safety Bureau.

The Road Safety Bureau ensures that the road safety message is constantly highlighted internally through media such as:

- Intranet website
- Daily electronic Staff Noticeboard
- Staff briefings
- Internal hard copy publications such as the in-house magazine, EM
- SMS messages
- Safe Driving presentations.

8.4.2 Communications with External Regulatory Safety Bodies
Formal and informal communications on road safety related issues to or from regulatory safety bodies such as the Road Safety Authority and Health and Safety Authority are through the Manager, ESB Road Safety Bureau. Formal communications in relation to road safety are through the Group Finance Director or a manager acting on his/her behalf.

8.4.3 Communications with Peer Businesses
Informal communications with peer organisations in matters of road safety are generally through the Manager ESB Road Safety Bureau, or the Corporate Safety, Health and Wellbeing Co-ordinator, but can be through any member of the ESB Road Safety Steering Group or Working Group.
8.5 Documented Information

8.5.1 General
Road Safety documents and records will be contained or referenced in the Road Safety document management site, a dedicated site which will be established under the Road Safety Bureau.

Monthly collision statistics are issued to all senior managers and are available to view on the Road Safety Bureau website.

The effectiveness of document and record control is reviewed ahead of the Annual Road Safety Management Review Meeting (see Section 10.3) during which any necessary action is identified and programmed.

8.5.2 Creating and Updating
All documented information is created using a Road Safety Bureau ‘house-style’ template. The header will reflect title and date and footer will reflect author and last update. Paper and electronic documents will bear the Road Safety Bureau house-style. House-style will be reviewed and approved annually for sustainability and appropriateness.

As a general guide, where appropriate, procedures should contain the following sections: Purpose, Scope, Responsibility and Procedure.

The convention used for Version Numbers is as follows:
Version 0.1, 0.2, etc. = Draft
Version 1.0 = Approved
Version 1.1, 1.2, etc. = Minor revision of previous version
Version 2.0, 3.0, etc. = Major revision of previous version
All revisions must be numbered and dated.

8.5.3 Control of Documented Information
The Road Safety Document Management site is designed for the retention, control and management of documented information and data relating to road safety.

These records shall be managed using a systematic and documented records management system according to this Procedure, in such a way that they are legible, identifiable and traceable to the activity, product or service involved. They shall be stored and maintained in such a way that they are readily retrievable and protected against damage, deterioration or loss.

Road Safety related documentation shall be retained for a time as defined by statutory requirements.

Management and disposal of records is reviewed at the Annual Road Safety Management Review (Section 10.3). The Road Safety Bureau shall determine the documents, if any, which are to be controlled as paper copies in a controlled folder.

The production, issue, revision and distribution of the controlled folders are managed by the Road Safety Bureau, who shall keep a register of the recipients of the controlled folders.

Each folder shall state the owner/location of the folder and show a list of the contents of the folder.

The Road Safety Bureau shall insert newly issued material in the controlled folder and shall extract and immediately archive superseded material.

An audit of each folder shall be carried out at least every three years to verify the currency of the contents of the folder.
ESB HAS IN PLACE A NUMBER OF PROCEDURES AND JOB AIDS AROUND DEALING WITH COLLISIONS
9.1 Operational Planning and Control

The table below aims to determine, plan and implement the actions to address risks and opportunities (7.1), address Road Safety performance factors (7.2) and the objectives and targets (7.3) by establishing criteria for the processes, implementing control and maintaining accurate record-keeping.

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>1.1</td>
<td>‘0’ at-fault collisions by 2020</td>
</tr>
<tr>
<td>1.2</td>
<td>70% reduction in total number of collisions</td>
</tr>
<tr>
<td>1.3</td>
<td>60% reduction in P1s</td>
</tr>
<tr>
<td>1.4</td>
<td>All drivers complete Advanced Driver training</td>
</tr>
<tr>
<td>1.5</td>
<td>Post Incident Support Training for staff involved in P1 collisions</td>
</tr>
<tr>
<td>1.6</td>
<td>100% compliance with policies</td>
</tr>
<tr>
<td>1.7</td>
<td>Management of high-risk road users FMS</td>
</tr>
</tbody>
</table>

9.2 Emergency Preparedness and Response

ESB has in place a number of procedures and job aids around dealing with collisions. See http://esbnet/safedriving. At a corporate level, ESB has a Safety Incident Reporting Policy: http://esbnet/publish/ppp/policies/safety_environment/safety_incident_reporting_policy.pdf.

ESB has a policy and procedure in place to respond to actual death and serious injuries, which also include those caused by road traffic collisions.
ESB Road Safety Bureau will use information from FMS to help improve driving behaviour in the commercial fleet.
10.1 Monitoring, Measurement, Analysis and Evaluation
ESB Road Safety Bureau will use information from the Fleet Management System to help improve driving behaviour in the commercial fleet, such as speeding, acceleration, braking and manoeuvring. Tranman, the Fleet database is currently used to record, report and analyse commercial vehicle collisions. A mobile phone application is to be piloted in this programme to monitor and measure driving behaviour in the other fleets.

Policy compliance is measured by a variety of audits, conducted locally at regular intervals and recorded on the central auditing system:

- Licence
- Vehicle
- Driving
- Reverse-in/drive out
- Seatbelt use
- Mobile phone use
- Use of Daytime Running Lights
- Load safety
- Workplace traffic management

10.2 Road Traffic Crash and Other Road Traffic Incident Investigation
Road traffic collision investigation and other road traffic incident investigation:

- helps to identify the root cause of an incident
- is a key factor in communicating learning to staff to assist in the reduction of road traffic collisions in ESB business
- aids in preventing the recurrence of incidents
- identifies opportunities for improvement.

Collision Investigation Training courses are organised for appropriate staff at regular three yearly intervals. Collisions are classified as to their actual outcome (S1, S2 or S3) and potential outcome (P1, P2 or P3) to ensure consistent investigation and the Notable Collision Investigation Policy ensures that serious incidents are escalated to senior management and the drivers involved undergo Post Incident Support Training before returning to driving duties.

Tax/Insurance/NCT wallets containing a private bump card have been distributed to private drivers. The bump card allows drivers involved in an incident involving a third party to record the appropriate details to assist in any follow-up investigation, insurance claims and liability. The use of this will be widely promoted within the Grey Fleet.

10.3 Internal Audit and Management Review
An internal audit of the programme will take place over a three-year cycle and will be reflected in the Annual Road Safety Management Review.

An Annual Road Safety Management Review will be carried out to assess whether the system and its implementation is being effective.

The effectiveness of document and record control is reviewed ahead of the Annual Road Safety Management Review Meeting during which any necessary action is identified and programmed.
10.4 Non-conformity and Corrective Action
When a non-conformity with the requirements of the Road Safety Programme occurs, the organisation shall react to the non-conformity and as applicable:

- Take action to control and correct it
- Deal with the consequences.
- Evaluate the need for action to eliminate the causes of the non-conformity in order that it does not recur or occur elsewhere by:
  - Reviewing the non-conformity
  - Determining the causes of the non-conformity
  - Determining if similar nonconformities exist or could potentially occur
  - Implement any action needed
  - Review the effectiveness of any corrective action taken
  - Make changes to the Road Safety Programme if necessary

10.5 Continual Improvement
ESB is committed to ongoing improvements in Road Safety, both at a corporate level and in terms of assisting the National and European road safety effort. Through the implementation of the Road Safety Programmes and policies, we are constantly setting challenging objectives and targets which include key performance indicators such as zero at-fault injuries and reductions in the number of serious (P1) collisions. At the end of each programme, its outcomes are reviewed and performance against targets is measured.

Through ongoing analysis of audit results, corrective and preventive actions in response to incidents, and regular ongoing management review, ESB aims to constantly improve the suitability and effectiveness of its Road Safety Programmes, and to continue to research, manage and reduce occupational road risk through programmes which include education, awareness, enforcement, assessment and training.

There will be a formal mid-programme review in 2016 and findings and recommendations will be presented to the Executive Director Team for inclusion in the programme for 2017 to 2020.
## APPENDIX 1: OUTCOMES OF PROGRAMME 2 – ACHIEVING ROAD SAFETY EXCELLENCE 2009 – 2011

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>Key Performance Indicators</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Zero fatalities – to achieve and maintain zero fatalities as a result of driving. This applies to all driving incidents where ESB are involved even if the ESB driver is considered to be blame-free.</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>50% reduction in Lost Time Injuries – In 2008 there were nine Lost Time Injuries (LTIs) associated with vehicle use. The target was to reduce our vehicle-related LTIs by 50% over the three years of the programme. In 2011 there were four LTIs.</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>1.3</td>
<td>30% reduction in collisions (liveried fleet) – Reliable collision reporting now takes place for ESB’s commercial fleet. Collisions were reduced by 20% over the period 2003 – 2008. A further 30% reduction in collisions was achieved over the years 2009 – 2011.</td>
<td>162</td>
<td>139 (2012)</td>
</tr>
<tr>
<td>1.4</td>
<td>50% reduction in P1/S1 collisions in commercial fleets – Serious incidents have fallen from 58 in 2003 to 13 in 2012.</td>
<td>10</td>
<td>13 (2012)</td>
</tr>
<tr>
<td>1.5</td>
<td>Reporting and recording all collisions for other fleets – In order to help determine the extent of driving risk for staff driving their private cars on ESB business a method of collecting driving incident information is being developed and implemented in each business.</td>
<td>To be developed in new programme</td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>50% reduction in the number of ESB person at-fault collisions – In the event of an incident, ESB’s collision investigation procedures will establish the facts around the incident. The investigation outcomes aid the Safe Driving Bureau to analyse and target areas where our drivers are at fault, and to develop initiatives and guide communications.</td>
<td>85</td>
<td>87 (2012)</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td><strong>Leadership</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Quarterly reviews of programme by Steering Group</td>
<td>12 reviews</td>
<td>12</td>
</tr>
<tr>
<td>2.2</td>
<td>Year-end reviews of programme by Steering Group</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2.3</td>
<td>Review and revise existing Safe Driving Policies</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2.4</td>
<td>Develop Safe Driving Charter</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td><strong>Integrate Safe Driving into Business Line Health &amp; Safety Improvement Plans</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Include relevant elements of SD programme into BL Safety &amp; Health Improvement Plans.</td>
<td>12 Plans</td>
<td>12</td>
</tr>
<tr>
<td>3.2</td>
<td>Development of Comprehensive Vehicle Policy for commercial, private and overseas fleets.</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>3.3</td>
<td>Conduct local safety audits to test effectiveness of policies.</td>
<td>1 per quarter per location</td>
<td>Not fully achieved. Sporadic local auditing has taken place but a new centralised recording system is required</td>
</tr>
<tr>
<td>3.4</td>
<td>Consult ESB Fleet &amp; Equipment when specifying and procuring vehicles and associated equipment.</td>
<td>All businesses</td>
<td>All specified by F&amp;E</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td><strong>New targets – Risk Assessment and Advanced Driver Training</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Document risk assessments for driving risk</td>
<td>Template provided</td>
<td>Proved unwieldy in use</td>
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### APPENDICES

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td>RoadRisk (driving attitude and behaviour) assessment for all staff who drive on ESB business</td>
<td>4,000 +</td>
<td>1,600. Superseded by policy requiring all staff to complete Advanced Driver Training.</td>
</tr>
<tr>
<td>4.3</td>
<td>At least 50% staff who drive on business to complete Advanced Driver training</td>
<td>2,500</td>
<td>2,500</td>
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<tr>
<td>4.4</td>
<td>All existing Advanced Drivers to complete two driving audits annually</td>
<td>3,600 per year</td>
<td>180 – Centralised recording system required</td>
</tr>
<tr>
<td>5.0</td>
<td>Road Safety Awareness training for all ESB staff</td>
<td>DVD included in Drivers’ Handbook</td>
<td>Distributed to all staff</td>
</tr>
<tr>
<td>6.0</td>
<td>Strategic Alliance with Road Safety Authority</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1</td>
<td>Programmes and actions in ESB that could be leveraged to support R.S.A.’s Road Safety National Programme</td>
<td>Specific measures identified</td>
<td>Achieved</td>
</tr>
<tr>
<td>6.2</td>
<td>Expertise and actions within R.S.A. that could be leveraged to support ESB’s Safe Driving Programme</td>
<td>Specific measures identified</td>
<td>Achieved</td>
</tr>
<tr>
<td>6.3</td>
<td>Development of Fleet Management Safety showcase to support other companies</td>
<td>Presentations at H.S.A./R.S.A./Gardaí Driving for work seminars</td>
<td>Achieved</td>
</tr>
<tr>
<td>6.4</td>
<td>ESB piloting and/or trialling safety initiatives in co-operation with R.S.A.</td>
<td>Specific measures identified</td>
<td>Mostly achieved</td>
</tr>
<tr>
<td>6.5</td>
<td>Driver certification including advanced driver training and ongoing certification</td>
<td>Specific measures identified</td>
<td>Mostly achieved</td>
</tr>
<tr>
<td>6.6</td>
<td>Joint investigation of technology developments that support safer sustainable driving</td>
<td>Specific measures identified</td>
<td>Mostly achieved</td>
</tr>
<tr>
<td>7.0</td>
<td>Commitment to European Road Safety Charter</td>
<td></td>
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</tr>
<tr>
<td>7.1</td>
<td>Action 1: To reduce speed-related incidents by raising awareness of dangers of excessive speed</td>
<td>Communications campaigns supporting R.S.A. and Garda campaigns</td>
<td>Achieved</td>
</tr>
<tr>
<td>7.2</td>
<td>Action 2: To reduce number of drink-related incidents by raising awareness of hazards and consequences of drink/drug-driving</td>
<td>Drink Driving awareness campaign during Safety Week 2012</td>
<td>Achieved</td>
</tr>
<tr>
<td>7.3</td>
<td>Action 3: To reduce risks associated with the reversing of vehicles</td>
<td>Communications via Monthly Safety Brief and Audits</td>
<td>Achieved</td>
</tr>
<tr>
<td>7.4</td>
<td>Action 4: To improve the standard of driving of all staff who drive on ESB business</td>
<td>Advanced Driver Training ongoing</td>
<td>Achieved</td>
</tr>
<tr>
<td>7.5</td>
<td>Action 5: To manage use of specialised vehicles</td>
<td>Specialised training and vehicle specification</td>
<td>Achieved</td>
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## APPENDIX 2: COLLISIONS FORECAST 2012 – 2020

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<tr>
<th></th>
<th>Total Collisions</th>
<th>P1 Collisions</th>
<th>At-Fault Collisions</th>
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<td>13</td>
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<tr>
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<td>110</td>
<td>10</td>
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<tr>
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<td>2018</td>
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<tr>
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