

## Case Study Thirteen

### Transco

#### **BACKGROUND**

Transco is a public gas transporter operation, the biggest residue of the nationalised gas industry (British Gas). Operations include extensions to network, maintenance of the network and transporting gas to customers. There are 18, 000 employees in total, with 1000 employed in Scotland. 650 field operatives and 350 support staff including supervisors, managers and administrators. The Scottish Operation forms the focus of this case study.

The above figures include Transco's Connections operation which has now been re-branded and is operating as a stand-alone business called First Connect.

#### **NATURE OF OPERATION AND DRIVING ACTIVITIES**

There are a wide range of vehicles operated including about 620 medium sized vans, 10 tipper boxes and a small number of specialist vehicles such as syphon tankers. In addition there are approximately 150 company cars.

#### **THE POLICY**

##### **Why the policy was developed**

The initiative came from senior management and from various working groups

##### **Who developed the policy**

The Road Safety procedures were developed by the National Transport Working Group, which is represented by all levels of employees and management. Involvement of employees at all levels has resulted in a relevant and user-friendly procedures. Implementation of the procedures is overseen by the Network Manager who is responsible for co-ordinating health, safety and environment, as well as risk and compliance in the Scottish Operation. He reports directly to the Operations Manager for Scotland and also has links in to the National Operations Health, Safety and Environment Group, which is made up of a committee of 12 Network Managers. Day to day health and safety responsibility lies with the line managers and their employees.

##### **What the policy covers**

The procedures are held under a number of policies. Every driver receives the Driver handbook, detailing general procedures. In addition some vehicles are subject to additional procedures (see detailed examples below). The Driver handbook covers:

- Vehicle classification
- Diving licence requirements
- Driver's hours
- Driver's records
- Accidents
- Driver responsibilities
- Fuel
- Freight Transport Association
- Vehicle defect reporting
- Operator's licence
- Manager Responsibilities
- Road traffic regulations

### How the policy is communicated and implemented

Transco's technical and health, safety & environment information is available to all managers on the company TransNet system and are shared with the workforce through a series of briefings called SHEEBA. Each month a SHEEBA document containing key technical and health, safety & environment messages is cascaded to the workforce. (This information is also shared with Contractors.)

Transport management information is centrally produced and covers several key areas including lost time accidents, fuel consumption and vehicle deployment and is received by the Operations Manager.

### ROAD SAFETY PROCEDURES

The following procedures are adopted:

Risk assessment	The Transco Risk Assessment Group conducted risk assessments of common activities (see detailed examples below) and was modified by the Scottish Group taking into account local factors.
H,S&E Instruction	A H,S&E instruction note was produced to advise drivers of distractions whilst driving.
Driver training	There is a defensive driver training programme available to all staff.
Driver assessments / permit to drive	There are check tests completed as part of the recruitment programme. In addition there is a defect reporting system requiring any defects to be entered in to a log book.
Vehicle maintenance procedures	There is a regular maintenance contract with the leasing company.
Journey scheduling	An element of route planning to avoid peak hours although this is not always possible due to customer requirements and is not currently universally applied.
Incentive schemes	There is a general health and safety incentive scheme. Employees are requested to report hazards that they spot during their daily duties, including any corrective action taken. A donation is made to charity for good examples of hazard spotting and control. In addition if there are no reported accidents or incidents in a given period, a donation is made on behalf of the organisation.
Incident report	Incident reporting and accident investigations are conducted and are reviewed nationally and key points form part of the SHEEBA process. There are trends produced by the insurance company regarding the nature of claims etc. The local safety forum looks at accident trends on a regular basis
Others	Driving licence checks and reviews. There are pre-employment medicals, specifically looking at fitness to drive.

### SPECIFIC EXAMPLES OF PROCEDURES

#### Risk assessment

The risk assessment procedure was developed by the National Transco Risk Assessment Group. It identified activities where employees and the public are exposed to risk as a result of occupational driving activities. The draft assessment procedure was cascaded locally and feedback obtained from managers and employees (see attachment 1). Various changes were

made as a result of this consultation including the addition of risks associated with road rage, young people and new employees.

Booklets and hazards and precautions handbooks were distributed to all staff. Briefings are conducted every year to update and remind employees of the procedures and the latest issue now includes the "Driving (Occupational)" risk assessment.

### **Vehicle and plant procedures**

There is one procedure that covers the following:

- Purchasing
- Operation, inspection and maintenance
- Information, instruction and training
- Documentation

This procedure does not apply to company cars but does cover all other vehicles. The main features of the procedure are:

- All vehicles must be bought through the Fleet support group who are responsible for ensuring that the vehicles are:
  - the correct specification for the job
  - meet the environmental criteria
  - risk assessed
- Drivers handbook
- Medical surveillance
- Carriage of hazardous substances
- Maintenance procedures
- Training and instruction
- Contractors and their use of Transco vehicles
- Sources of advice and guidance
- Documentation and record keeping
- Roles and responsibilities
- Regulatory requirements

Employees were supportive of the procedures and that regular maintenance periods and overall standard of the vehicles was maintained at all times to ensure consistency across the country.

### **COSTS AND BENEFITS**

The main benefits of the procedures have been:

- Increased awareness
  - More consistency of information to allow comparisons across the business.
- It is hoped that there will be a measurable reduction in costs associated with road traffic accidents and incidents. The improvements being made in improving information means that this will enable comparisons to be made and therefore allow the impact of the procedures more accurately assessed.

### **LESSONS LEARNED**

There is a culture of incident investigation and awareness of risk in relation to gas leaks. Road safety was seen as a lower priority due the relatively lower perceived risk, however accidents resulting from RTA's are to be included as a 2002 'Safety' measure as a means of encouraging better behaviours. Therefore in order to establish ownership of the procedures it is important that those implementing them are involved in their development.

It is also important to pitch the communication appropriately. A lot of the management information reports are long and not very user friendly. If you want to get the message across it is important to communicate the key messages rather than providing everyone with everything.

#### **CURRENT AND FUTURE DEVELOPMENTS**

- The risk assessment has just been developed and improved due to consultation with employees. This procedure has now been implemented and briefed to all employees.
- There will be an emphasis on unnecessary journeys and better planning, particularly for company car drivers.
- The aim is to have no lost time accidents as a result of occupational road risk.

