

Case Study Seven

Coca-Cola Enterprises Limited (CCE)

COMPANY OVERVIEW

Coca-Cola Enterprises Inc is a multinational organisation employing over 66,000 personnel world wide, 5500 of which are based in the UK in various regional locations, with a head office in Uxbridge, Middlesex. The overall nature of business is soft drink manufacture, distribution, and sales.

NATURE OF OPERATION AND DRIVING ACTIVITIES

In the UK, driving operations consist of:

- 1800 small vehicle fleet including cars and small vans for sales staff and small sales deliveries
- 250 technical representatives (field engineers) with VW transporters hauling heavy equipment and spare parts
- 250 full service vending 7.5T Iveco lorries and some large vans
- Some staff use private cars for work purposes but only low mileages
- The company has national hire car agreements that are used on an as needs basis

ORGANISATIONAL STRUCTURE

CCE has approximately 7 distribution and 6 manufacturing sites, split North and South under Operations Directors. The sales, service and field engineering functions are split into 8 regions each headed by a Regional Director. The regions are further split into channels by sales type:

- Education/workplace – division managing full service vending and field engineering operations
- Grocery
- Licenced
- Home (small customers)

Andrew Watson, Risk Manager (Health & Safety) is the only Registered Safety Practitioner in CCE UK, and reports to the HR Director. A CCE occupational health manager reports to Andrew. Each operational site has health and safety advisors/managers, 7-8 in the UK with NEBOSH certification, however most are relatively new to CCE, and still undergoing training. Health and safety advisors report to line management but provide advice on the national health and safety programme.

In addition to health and safety representation, there are also fleet managers for the various vehicle fleets. The small vehicles fleet manager is responsible for co-ordinating the mandatory RAC/BSM professional driver training and oversees the management of the 1800 cars/small vans fleet. In addition, there are engineering fleet managers who oversee management of the full service vending lorries and the local delivery fleet. Safety features for vehicles are approved by the risk manager and agreed engineering changes are implemented by the fleet managers.

CCE has localised transport managers who are in charge of managing licensed drivers, holding Certificates of Professional Competence (CPCs) and maintaining the 'O' licence at the various regional sites. Local distribution fleet use their own internal RTITB (Road Transport Industrial Training Board) driver trainers.

Operations are unionised with trained and utilised trade union representatives.

THE POLICY

Why the policy was developed

About 2-3 years ago, work-related road accidents were costing CCE about £1.1 million a year in vehicle repair and maintenance. Initially the policy was developed in order to decrease these driving-related costs. There was also a road fatality in 1999 caused by lorry driver who had no internal specific driving training. In addition, CCE was finding that the most significant costs were incurred from damage to vehicles while parked.

The first steps taken in developing the policy were to identify good and bad practice. Initial problems with the policy were that it was too wordy and not relevant to all types of drivers. It was recognised that the policy should cover behavioural aspects as well as traditional vehicle maintenance issues if it was to have an impact on reducing incidents. Thus, striving to make people more aware and proactive in response to other drivers on the road and prevent minor incidents caused by careless driving.

Who developed the policy

The head Health and Safety Manager is predominantly in charge of managing the driving and road safety policy, distributing paper copies of the policy company-wide, driving induction training, and developing literature on various aspects of the policy including tiredness/fatigue, licensing, personal safety and security. This literature is distributed to regional sites via email or paper copies. The policy is overseen by a safety steering group meeting every 3-4 months. The head of health and safety, regional operations managers and fleet managers' liase closely on all issues relating to the policy. Auditing and review of how effectively the systems are being implemented is a line management responsibility and there is consultation with employees regarding the procedures through local safety representatives.

What the policy covers

The organisation's comprehensive road safety policy covers:

- Driver responsibilities
- Non-compliance leading to disciplinary action
- Accident investigation
- Best practice for the vehicle and on the road
- Driving capability
- Seeking advice
- Managers responsibilities
- Driving course upon induction including video, 'Eat, Sleep, and Drive'.

ROAD SAFETY PROCEDURES

The following procedures are included in the programme:

Risk assessment	No specific risk assessment per se. However, sales staff, full service vending, and technical representatives undergo a driver training programme through RAC. These drivers are graded upon completion of the programme as follows: <ul style="list-style-type: none">• Satisfactory• At Risk• High Potential for Risk Should the driver be High Potential for risky driving, they would have to undergo further training. A number of smaller risk assessments are carried out for vans and lorries, but not formally for cars.
Driver training	In addition to the above RAC/BSM driver training programme, on induction the line managers are encouraged to do driving

	<p>accompaniments over the year where they go on a daily route with a specific driver, for example on deliveries or sales calls. The idea is for all Vending Team Leaders to be trained as task observers to enable them to assess driver risk profiles during accompaniments. Additional industrial training is provided for full service vendors driving 7.5T lorries. LGV drivers are mostly externally trained and vetted internally.</p>
Driver assessments / permit to drive	<p>On employment, those required to drive specialist vehicles are subject to a practical assessment of competence as described above. The Road Transport Industrial Training Board provides in-house trainers for Local Delivery Service Drivers.</p>
Alternative means of transport	<p>Alternative means of transport is encouraged, and there is no limitation on overnights or plane/train travel. Staff are not encouraged to travel >14 hours a day.</p>
Guidance on mobile phone use/hands free sets etc	<p>Mobile phone use is covered in the <i>Drive to Succeed</i> booklet as the prohibiting the use of hand-held mobile whilst driving. However, drivers are also encouraged to switch off their mobile phones while driving, including minimising use of 'hands-free' kits which are distracting.</p>
Vehicle maintenance procedures	<p>There are regular formal maintenance checks as well as responsibilities on employees to pre-use check their vehicles. The frequency of regular maintenance depends on the type of vehicle. Most of the small vehicles are leased through Vauxhall and serviced every 10,000 miles.</p>
Journey scheduling	<p><i>Drive to Succeed</i> discusses route planning and rest breaks. In addition, overnight stays and alternative transport options are not limited.</p>
Breakdown guidance / assistance	<p>Each vehicle details breakdown assistance.</p>
Incident report	<p>HSBC maintains incident reports for cost analysis and insurance purposes. Drivers have a responsibility to report incidents to their line manager, and ultimately health and safety representatives. Staff do not tend to report 'near misses' – feeling that this is an unrealistic demand of drivers, and not beneficial to the policy.</p>
Offences	<p>Traffic violations and road offences must be reported to line manager.</p>
Security	<p><i>Drive to Succeed</i> stresses personal security, including locking doors while driving and parking in well-lit, fairly busy areas. Also outlines points such as not picking up hitchhikers and avoiding leaving valuables in the vehicle.</p>
Tiredness/Fatigue	<p>Detailed outline of how to avoid falling asleep while driving including route planning, exercises, rest breaks, avoidance of driving long journeys if alternative transport is available. The 'after lunch' time between 2pm and 4pm, and between midnight and 6am are recognised as being the higher risk driving times. There is also additional advice available on this.</p>
Drink/Drugs	<p>Policy outlines Blood Alcohol limit, and strict prohibition of drink driving.</p>
Medical/Eyesight tests	<p>Medicals are supposed to be done pre-employment, but realistically happens post-employment. Eyesight tests for lorry drivers are updated annually, and bi-annually for car drivers. The policy handbook also outlines guidance on reducing road stress and road rage.</p>
Incentive schemes	<p>Some sites participate in the National Safe Driver Awards. Awards have been won by CCE staff, but it is felt that the amount of effort required to participate in the scheme probably outweigh the rewards, although further roll out is being considered. There is a customer service telephone number on all vans, vending and</p>

	engineering vehicles. This free phone enables the public to complain about CCE drivers if necessary.
CCE 'Eat, Sleep, Drive' Video	During induction, all new CCE staff undergo driving safety training which includes a 15 minute video identifying unsafe driving behaviours, techniques, and attitudes (see attachment 1).

SPECIFIC EXAMPLES OF PROCEDURES

***Drive to Succeed* policy handbook**

The policy is distributed as a glossy handout entitled *Drive to Succeed: Driving Policy and Best Practice* to all staff except those driving large vehicles under 'O' licence regulations. Those driving specialist vehicles have more comprehensive instruction. Other reference documents available to staff include *Driving and Tiredness*, *Driving Licencing*, *Road Risk – Management Best Practice and Guidance and Personal safety*.

Drive to Succeed includes the following information for drivers of cars or light vans:

- Responsibility of driver to report any prosecutions or accidents
- Ensure vehicle maintenance adheres to a regular regime
- Driver health, prohibition of drink/drugs/mobile phones
- Updating licence requirements
- Accident investigation
- Best practice
 - Roadworthiness
 - Cleanliness
 - Load storage
 - Security of vehicle
- Route planning
 - Personal security
 - Hitchhikers
 - Responsible driving/working time
 - Alternative forms of transport
- Capability to drive
 - Driving and tiredness
 - Physical capability
 - Eyesight

'Eat, Sleep, and Drive' Video

During induction, staff undergo driving safety training which includes a 15 minute video identifying unsafe driving behaviours, techniques, and attitudes. This video was originally developed by BT, adapted by Coca-Cola Enterprises Ltd and is now available through RoSPA. The copyright is held by Creation Communications, London.

The video is very attention-grabbing. The primary goals of the video are to identify unsafe behaviours, driving techniques, and attitudes. Once the video is shown, the CCE trainer asks the staff to get into groups to discuss the different scenarios, focussing on attitudes and behaviours. Then they are asked to write down their own three behaviours that they will commit to improving. The process is interactive and is envisioned to prevent unsafe driving behaviour, both work-related and personal.

AUDITING AND REVIEW

CCE gets an RAC report every 3 months on road incidents. Internal accident cost reports are issued by HSBC every 3 months. The policy is still in its initial stages and there is no formal auditing except for lorry drivers because of O license requirements. CCE has an excellent

Quality System, but applies mostly to products, general safety and environmental issues rather than road risk management systems.

Performance measures set include cost of accident, frequency of incident and region, and numbers trained. It is CCE's opinion that performance measures set in beginning of the policy are being achieved. Costs have been reduced from £1.1 million to £850,000 in three years.

COST AND BENEFITS

The overall cost of implementing the CCE road safety programme is estimated at £200,000, in addition to the ongoing cost of driver training programmes. Developing the *Driving to Succeed* handbook probably cost about £2000. The policy initially took about 6 months to implement, but as a continuous improvement programme, is consistently being modified and updated.

Vehicle damage and accident costs are all managed by HSBC. HSBC then update these costs and issue a quarterly report to CCE. However, these cost figures tend to show a trend of where costs lie rather than true figures as various costs will fall across different time frames and may not be entirely captured in either the quarterly or annual reports. In other words, short term costs are difficult to assess due to time lag.

The main benefits of implementing the programme are seen as employee and public protection as well as reducing brand name risk. The benefits are seen to outweigh the costs.

LESSONS LEARNED

There is an emphasis on gaining commitment to the procedures by raising awareness and understanding of the benefits rather than imposing rules. This approach has resulted in much quicker compliance with policies. One important aspect of implementing the safe driving scheme was to have CCE board participation and regional directors' participation. Management training is also an important aspect of the road safety policy as managers are responsible for encouraging staff compliance with the CCE safe driving practices. Advice for other organisations contemplating the introduction of a safe driving policy includes using existing guidance or other organisational policies and build on it to suit business culture.

CURRENT AND FUTURE DEVELOPMENTS

Currently, CCE is hoping to improve guidance on mobile phone use, behavioural aspects, and internal training processes. The road safety policy is designed to be one of continuous improvement, and is therefore constantly changing as it is adopted by CCE employees. One of the key features of the policy is that it does have this flexible approach.

Section B : Potential consequences of unsafe driving behaviour.

- List below all potential consequences of unsafe driving behaviour or attitude. Think about the impact on the driver and others that may be affected by that accident. What about the impact on those who aren't even at the scene of the accident, ie your family and the family of others involved in the accident.

Section C : Reflection

- Now take a few moments on your own to tick or count the unsafe driving behaviours, techniques or attitudes that you have done in the past, even if only once or for a few seconds. Remember, you don't have to drive like Della, Steve or Alex all of the time to be unsafe some of the time.
- Think about the potential impact that an accident could have on yourself, others and indeed those who weren't at the scene of the accident – your family and friends!

Section D : Discussion

- So, what do we need to do to prevent this from happening to you or your colleagues? Let's throw some points out for discussion within the group.

Notes from discussion:

Coca-Cola Enterprises Ltd

Drive to Succeed
I will improve my driving by

1.
2.
3.

Your health and safety is important! Remember the driver has the greatest impact on the driver's behaviour with regard to health and safety!

Andrew Watson
Eat, Sleep Drive Video /2