

Supporting organisations to encourage safer work-based driving

A guide for introducing initiatives
for safer driving at work

2022



A guide to helping your organisation's people stay safe when driving

Supporting your people to drive safely is an important part of workplace health, safety and wellbeing.

It is essential that people driving for work have the right information, resources and skills to be able to drive safely on the job and during their commute. Accidents and breakdowns can negatively impact wellbeing and morale, increase costs, cause reputational damage and mean organisations operate less efficiently if vehicles are taken out of the fleet to be repaired.

This guide gives practical steps to help you introduce new ways of improving road safety in your organisation.

It is for anyone who works with people who drive to and from work, or 'on the job', in any type of organisation.

How can we use behaviour change initiatives to help people drive more safely?

Anything we do that is designed to help people do more of something when driving, or less of something, is a behaviour change initiative.

For example, perhaps you've considered training people on how to check their vehicle more thoroughly before setting off. Or, you might want to explore ways of persuading people not to break speed limits or skip breaks on longer journeys, especially when in a rush.

To help set safer driving habits like these, you may need to introduce new routines or ways of doing things in your organisation.

People have different reasons for driving the way they do, and understanding why is key to introducing a successful behavioural initiative.

The five steps in this guide were developed based on behavioural research with businesses in the construction and civil engineering sector, and through consultation with professional drivers like you.

Five key stages for designing a behaviour change initiative



Agree on a behaviour to change, why, and what you hope to achieve by doing so.



Find out more about the behaviour you're aiming to change.



Identify what's needed for behaviour change to happen, including what needs to be put in place.



Design your initiative, including what it will involve, how it will be introduced in the organisation and how it will be maintained in the longer term.



Test out your initiative at a small scale and gather feedback, make modifications ahead of a full launch and monitor progress.

01.

Where to start? Agreeing a behaviour to change



Think about which driver behaviour you'd like to change, why, and what this will achieve (the outcome).

Talk with colleagues, for example in an 'ideas workshop'. It's helpful to invite those who might manage a new initiative, as well as people it will be aimed at. Discussing ideas together is a great way to get people on board, share ideas and challenge assumptions.

Remember to think about which behaviour you'd like to change, and the positive result this will lead to overall. For example:

- Better vehicle checking (a behaviour) might reduce the risk of accidents and breakdowns caused by vehicle defects (a positive outcome).
- Avoiding telephone meetings whilst driving, even on 'hands free' (a behaviour), could stop drivers getting distracted and reduce the risk of accidents and breakdowns (a positive outcome).

Use the checklist below to help choose what to focus on.



How likely is this behaviour change to happen? Is it within people's control?



If everyone changes their behaviour in this way, how big an impact will this have on safer driving?



If this behaviour change happens, could it cause any negative impacts? Or other positive impacts?

TOP TIP

Don't be afraid to focus on something which will lead to small, gradual progress. Over time, small changes can add up to big improvements in wellbeing, cost savings or operational efficiencies.

02.

Unpacking the driver behaviour to change



Once you have chosen the behaviour you'd like to change, ask yourself the following:



WHAT

do people need to do differently?



WHO

needs to do it? Does it involve more than one person?



WHERE

will they do it?



WHEN



HOW OFTEN

It may seem obvious, but it's really important to consider all people who will be involved, when, and how.

For example, some behaviour change initiatives might need to involve people's managers or supervisors too. Drivers and managers might be more or less aware of the issues involved, so they might need different types of information about it.

You might also find that the behaviour needs to happen more often than you'd first thought, meaning your people need to be given more time to do something differently.

TOP TIP

It can be tempting to focus on an initiative you'd like to roll out, for example if it uses a new type of technology. But don't forget to think about the behaviour you'd like to change, the people or roles you'd like to target, how your initiative will help do this, and whether any other support is needed.

Look out for information on how to change the driver behaviour you're focusing on.

- Has anything else been tried in the organisation? How well did this work? Speak to those involved.
- Has anything been published online about the same or similar initiatives tried out in other organisations?

03.

Identifying what's needed for behaviour change to happen



Investigate what is helping, and what is stopping, the behaviour from happening. What are the biggest barriers, and what needs to change for people to overcome them?

Find out by speaking to everyone involved, especially the people you list under 'who?' in the exercise on the previous page.

Behavioural science offers some useful pointers to help make sure we don't miss important factors here.

TOP TIP

People might not feel comfortable telling you why they are not doing a behaviour as they should, for example why they drive while tired, sometimes speed, or don't always check their vehicle properly. You could set up a way for people to tell you this without revealing who they are, such as an anonymous drop box online or in the workplace.

One framework is called 'COM-B', and helps us to ask the following*:



*COM-B was created by Susan Michie et al. It stands for 'capability', 'opportunity', 'motivation', and 'behaviour'.

04.

Designing your initiative and how to introduce it



For your initiative to work, it needs to tackle the biggest barriers you identified in stage three. For example:

- If people are **not aware** of or **do not understand** the dangers of driving without checking their vehicle, you could introduce training or communications to explain this.
- If people **do not feel motivated** to check their vehicle, your training and communications could explain what could happen as a result of poor vehicle condition, if vehicle defects are not spotted.
- If people **don't think it's 'normal'** to check their vehicle, you could introduce role models to influence others to do it.
- If people **don't think it is important**, you could set rules or guidelines.
- If people **don't have enough time** to check their vehicle, their manager could support on saving time elsewhere, and empowering people to take the time to conduct checks.

Your initiative might involve several things or just one. The key thing is that it's manageable and the person or 'champion' responsible for looking after it has the tools they need, and the motivation too!

After you've decided what to introduce, think about how you will do this:



Who will need to be involved?



How and when will you introduce any new measures? How long for?



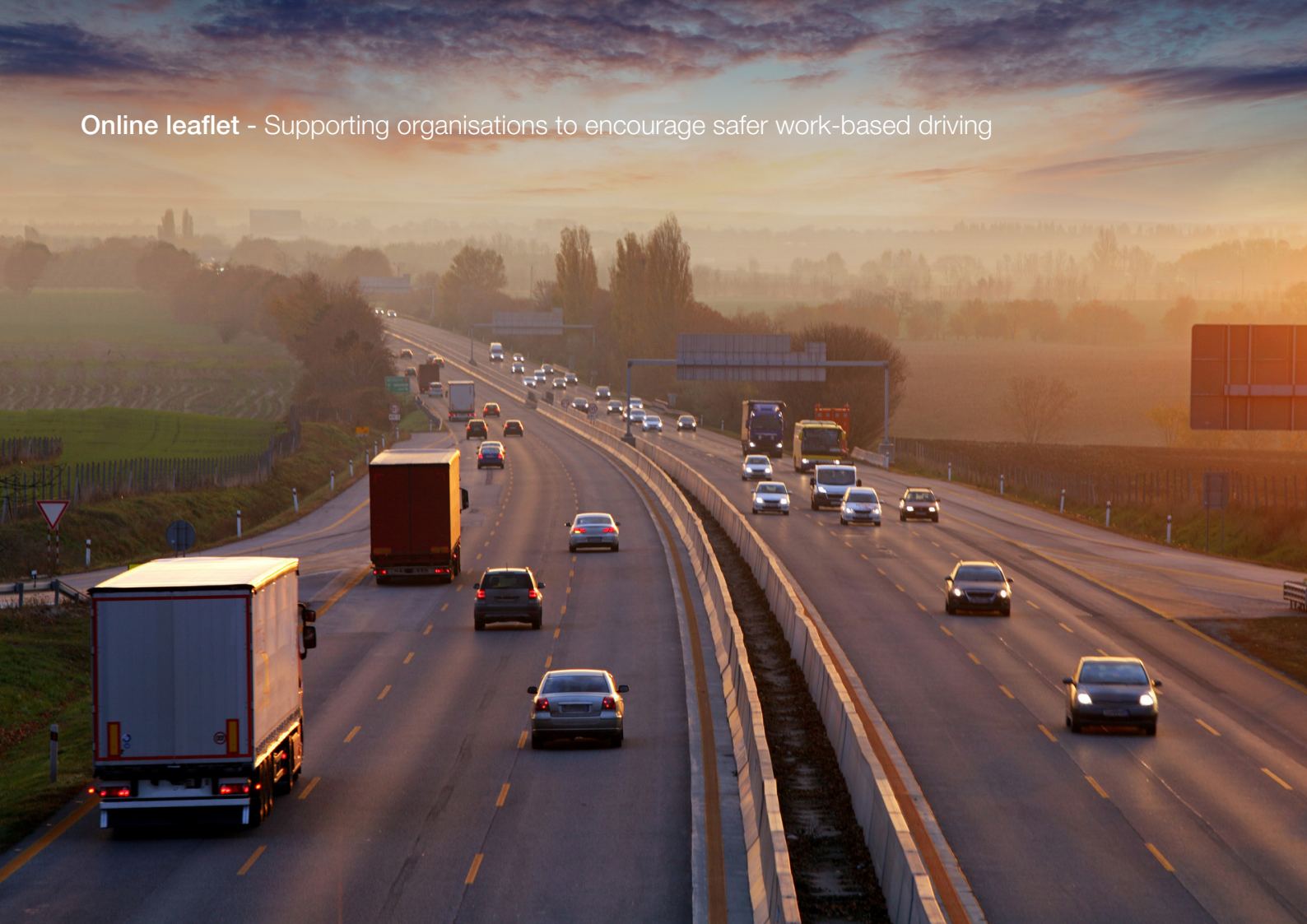
Who needs to know about it, and how will you tell them?



Do you need to get permission first?



Do you need any resources, like financial investment or equipment?



TOP TIP

- Ask yourself whether your initiative tackles the main barriers to behaviour change, or whether something else could be more effective.
- Build a timeline and avoid clashing with other scheduled initiatives or pilots.
- Plan a launch with training and communications to 'shout about' the initiative. Focus on the 'how to' in training and provide visual demonstrations.
- Make sure the initiative suits your people's roles, such as the types of vehicle they drive.
- Choose a champion to 'own' and manage the initiative, make sure they have what they need and reward them for running it. For example, you could give formal recognition of the role to support their career development.
- Aim for initiatives which lead to steady, sustainable change – don't expect earth shattering results overnight!

05.

Test your initiative, gather feedback, launch and monitor success



Now that you've developed a plan for what your initiative will involve, who will take part, how it will be delivered and when, you're almost there!

Our final piece of advice is to test it out at a small scale before introducing your plans more widely in the organisation. This can help iron out any niggles – especially if your initiative uses technology, such as a smartphone app.

It also gives you the chance to ask for feedback and make changes where needed, before fully launching across the organisation. Gathering feedback, actioning it and communicating the 'you said, we did' can help people to stay on board with your initiative.

Finally, whatever form your initiative takes, build in ways to keep track of its success. This could involve collecting regular feedback from those involved, and using other data (e.g. vehicle repair spend, information from tachographs) to complete the picture.



If you'd like to find out more about the study this guide was based on, contact:

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For further resources, visit:

Driving for Better Business resources and information:

www.drivingforbetterbusiness.com

National Highways road safety guidance and information for commercial vehicles:

<https://nationalhighways.co.uk/road-safety/commercial-vehicles/>

National Highways information on how to check your vehicle:

<https://nationalhighways.co.uk/road-safety/how-to-check-your-vehicle/>

The Highway Code, road safety and vehicle rules for checking your vehicle is safe to drive:

<https://www.gov.uk/check-vehicle-safe>

Health and Safety Executive information and resources on vehicle inspection, maintenance and repair:

<https://www.hse.gov.uk/workplacetransport/vehicles/inspection.htm>

Government guidance on carrying out HGV daily walkaround checks:

<https://www.gov.uk/guidance/carry-out-daily-heavy-goods-vehicle-hgv-walkaround-checks>