



# *Managing Driver Risk*

## *Lessons from the Private Sector*

*A Presentation to the 'Blue Light Users Conference'  
by  
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- **Wincanton**
- **Starting Post**
- **Meeting the Challenge**
- **Corporate Goals**
- **Corporate Commitment**
- **Achievements So Far**
- **Controls**
- **Positive Lessons**
- **Difficulties**

## Wincanton Who?

- **Largest Private UK Logistics Company**
- **30,000 Employees**
- **6,500 Drivers in UK**
- **400 Locations**
- **£1.95 bn Revenue**

## End of Financial Year 2004

- 6000 vehicle accidents
- 500 injuries from driver accidents
- Accident Rate of 1.22 (industry rate 1.1)
- Vehicle Miscellaneous Costs of £12m

## On the Horizon:

- Working Time Directive for Drivers
- Digital Tachographs
- Driver CPC
- Driver 'Black Hole' Shortfall

## **‘Driving Development’ Initiative Launched June 2005**

### **Our mission**

***“To introduce a single standard for driver training that will be widely recognised as best practice by our business, our customers and the industry, creating a platform for future development.”***

- **Reduce Driver Accidents and Associated Costs Across the Business by 10% in 2 Years**
- **Raise Driver Standards**
  - training, benchmark, Qualification
- **Improve Driver Retention**
  - skills, image, risk, stress, safety culture
- **Become an Employer of Choice**
  - communication, package
- **Exceed Operational and Legal Compliance**
  - management training, customer service, future proofing

## Commitment:

- Corporate Recruitment and Induction Process
- Distribute Training Manuals, DHB and Bump Packs
- One Day Core Training Each Year
- One Day Customer/Specialist Training Each Year
- Annual Driving Assessment
- Pre-Employment and Agency Driving Assessments
- Company Car Driver Training Programme
- Monitor and Evaluate

## Driving Development Initiative Launched in June 2005

- 19% Reduction in Accidents
- Accident Rate per Vehicle from 1.22 to 1.02 (*industry 1.1*)
- Average Cost per Accident from £2,000 to £1,200
- Insurance Premium Reduced by £1m
- Driver Training and NVQ Programme Implemented
- Driver Management Training for Managers Implemented
- Driver of the Year Competition Implemented
- Bi-monthly Driver Magazine 'RoadTrain'
- Driver Retention and Customer Service Improvements

- Team Champion Meetings Every Two Months
- DCM Steering Group Meetings Every 6 Weeks
- Cross Team Involvement
- Cross Team Exposure to Findings and Amendments
- Sign Off by All Champions
- Involve Driver Trainers, Drivers and Operational Staff
- Implementation of Facilitator Register
- Identify Project Champion At and Beyond Implementation

- Select Team Champions that Embrace the Challenge
- Multi-Skilled Group with Defined Objectives and Timelines
- Defined Driver Standards (not just procedures)
- Identify, Train and Locate Facilitators
- Senior Management Team, Driver and Unions Buy In
- Implement Achievable and Measurable KPI's
- Train Facilitators to Measure Bottom Line Contribution
- Momentum is Important (driver steering group)

- Keep to Time Scales
- Team Composition
- Scope Creep
- Wider Management Buy-in
- Not Worth-While Mentality
- Communication to All
- Corporate Monitoring



# *Leading supply chain solutions*

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