NRSPP
NATIONAL ROAD SAFETY
PARTNERSHIP
PROGRAM

Utilities Forum
22 July 2015
Glenelg Pier Hotel
Adelaide

Final Report

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Prepared with support from the Utilities Forum partners:

- SA Power Networks
- AGL
- APA Group
- Origin Energy
- SA Motor Accident Commission
- Tasmanian Hydro
- Water Corporation

Other participating organisations include Electra-Net, Ergon, Energex, Horizon Power, Optus, SA Water, Sydney Water, Telstra and Western Power.

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Summary

The National Road Safety Partnership Program recognises the value of a national forum specifically for utilities from around the country. This sector is characterised by complex and diverse fleets and the forum provides an opportunity to identify common transport risks and how they may be mitigated. To provide a forum where organisations from the utilities sector can discuss their major transport risks, how they are mitigated, benchmark road safety performance and how the KPIs are influenced.

The forum provided a unique opportunity for utilities operating in all states to meet in a single location with an aligned and focused purpose, that being road transport safety. The forum achieved the following key outcomes:

- Through the Utilities Forum Template[1], which partners completed ahead of the day, an understanding of participants' capabilities and limitations with respect to fleet management data and key lag-and-lead safety performance indicators.
- A strong industry-specific repository of fleet profile and risk data.
- Understanding of key safety issues common throughout the participant group including the identification of three common priority areas
    - fatigue
    - remote travel
    - distraction.
- The development of a strong peer network that was evident through the formal sessions and continued informally throughout breaks during the day.
- The formative development of a working group with specific operational focus and national influence
- Recognition by participants that the forum fulfilled expectations, and that they will continue to engage with the working group and attend future events.

At the conclusion of the forum, participants were asked to provide feedback on the event. A short questionnaire covering aspects of the profile template, workshop format, content and delivery was provided. Overall feedback was overwhelmingly positive on the two critical questions:

- **Did the forum fulfil your reason for attending?**
- **Would you attend another forum next year?**

Participants rated the forum and its continuation a maximum five out of five.

The outcomes, comments and feedback documented during the event provide strong support for the continuation of the program in a manner and frequency to be determined by the working group.

[1] NRSPP Utilities Forum Template

Purpose

The National Road Safety Partnership Program recognises the value of a national forum specifically for utilities from around the country. This sector is characterised by complex and diverse fleets and the forum provides an opportunity to identify common transport risks and how they may be mitigated.

Background

The Australian utilities sector is often state focused in its operations. The type of transport-related operations involved requires a complex mix of vehicles to maintain the assets they are responsible for. Vehicles range from light to heavy and often include customised vehicles for specific tasks relating to the asset. Depending upon the utility provider, maintaining the company's assets may also include establishing and servicing roads to access them. These road assets may be publicly accessible or solely for the use of the utility provider.

The utility sector is relatively siloed when it comes to sharing knowledge between states, services and organisations. During the recent National Benchmarking Project consultation undertaken by NRSPP, a consistent theme which emerged from the workshops was the value of bringing together service providers to exchange knowledge on how each organisation approaches and deals with their road safety risk. The departing question posed was - could a collaborative forum be held nationally and regularly?[2]

Purpose

To provide a forum where organisations from the utilities sector can discuss their major transport risks, how they are mitigated, benchmark road safety performance and how the KPI's are influenced.[1]

Scope

A fact sheet[1] was distributed to all potential participants outlining the scope of the Utilities Forum. The core components were:

- understand the scale and scope of the risk problem – on a national and local level
- develop awareness of the key issues and risk
- share the experience of how different organisations manage risk
- safe systems approach to road safety
- provide opportunities for utilities providers to promote road safety strategies to their peers and into the community where they operate.

Chatham House Rules

The participants agreed to meet and operate under Chatham House Rules. Whilst the identity of the participants has been disclosed, the use of information should conform to the following:

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

[2] NRSPP Working Group: Utilities Forum Fact Sheet

Outcomes

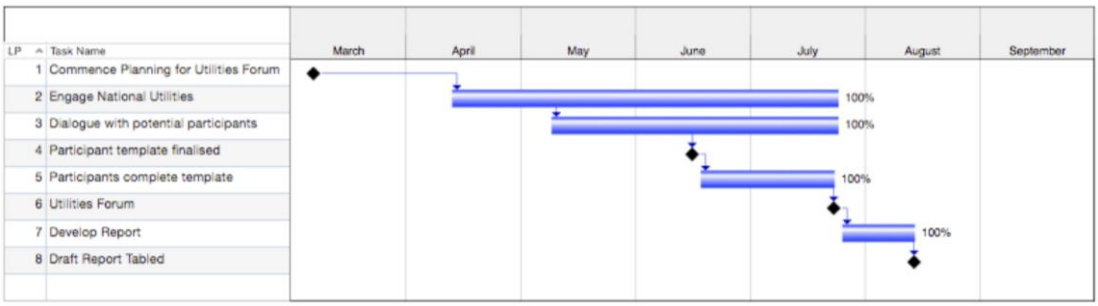
The forum provided a unique opportunity for utilities operating in all states to meet in a single location with an aligned and focused purpose, that being road transport safety. The forum achieved the following key outcomes.

- **Through the Utilities Forum Template[3], which partners completed ahead of the day, an understanding of participants' capabilities and limitations with respect to fleet management data and key lag-and-lead safety performance indicators.**
- **A strong industry specific repository of fleet profile and risk data.**
- **Understanding of key safety issues common throughout the participant group including the identification of three common priority areas:**
    - **Fatigue**
    - **Remote Travel**
    - **Distraction**
- **The development of a strong peer network that was evident through the formal sessions and continued informally throughout breaks during the day and into dinner.**
- **The formative development of a working group with specific operational focus and national influence.**
- **Recognition by participants that the forum fulfilled expectations and that they will continue to engage with the working group and attend future events.**

Overview and Methodology

The NRSPP secretariat with the support of the Utilities Forum Partners managed the development of the forum based on the timelines and key milestones outlined in Figure 1.

Figure 1. Gantt: overview and methodology



Stage 1. Establishment of guiding partners for the Utility Forum

During the consultation for the NRSPP National Fleet Benchmarking Project, several utility companies attended the workshops in Perth and Sydney. Those companies found the workshops extremely valuable with regard to identifying key performance indicators and comparing risk management and asked if NRSPP could conduct a national workshop. A core guiding group was formed consisting of SA Power Networks, AGL, APA Group, Origin Energy, Tasmanian Hydro and Water Corporation who collaboratively guided and developed the NRSPP Utilities Forum.

[3] NRSPP Utilities Forum Template

Stage 2. Engage national utilities

A comprehensive list of potential participants was created and each organisation/individual was contacted to ascertain interest and willingness to participate in the Utilities Forum (and data template). The final list comprised 38 senior contacts representing 27 organisations.

Stage 3. Develop a profile and risk template

A data template was developed with the assistance of the working group that allowed for the capture of information in the following key areas:

1. Business profile
2. Fleet size
3. Ownership and management model
4. Operating environment and utilisation
5. Technology profile
6. IVMS purpose/priorities (if installed)
7. Systems and process development
8. Top three transport related risks
9. Lead indicators captured
10. Lag indicators captured
11. Insurance and crash information
12. Traffic infringements
13. Expectations and outcomes.

The data was then collated and prepared for presentation at the forum. The template was also instrumental in developing resources and the agenda for the forum.

Stage 4. Conduct Utilities Forum

The inaugural forum was held on 22 July 2015 at the Glenelg Pier Hotel in Adelaide. A total of 16 organisations were represented including ARRB Group (organiser) and SA Power Networks (hosts). Due to an inability to attend the event, West Australian Utilities; Water Corporation, Western Power and Horizon Power met prior to the day and were represented by the forum facilitator. In addition to the guiding Utilities Forum partners the day was attended by Electra-Net, Ergon, Energex, Optus, SA Water, Sydney Water, Telstra and Western Power.

The event commenced at 8:30 am and concluded at 5.00 pm with a program that based on evaluation provided by attendees at the end of the day was:

- engaging
- relevant
- focused

As this was the first opportunity to meet, the event followed a structured format that comprised the following:

- welcome and overview of the NRSPP.
- setting the scene (who was attending and why).
- ascertaining the size and scope of the transport safety risk.
- presenting the profile and benchmarking data captured in the templates.
- workshop discussion of the top three identified transport risks:

    - fatigue
    - remote travel
    - distraction
- a presentation on accident investigation methodologies by the Centre for Automotive Safety Research (CASR)
- dinner hosted by SA Power Networks.

The forum – summary notes

At the outset of any new project, a commonly used phrase is 'We don't know what we don't know'.

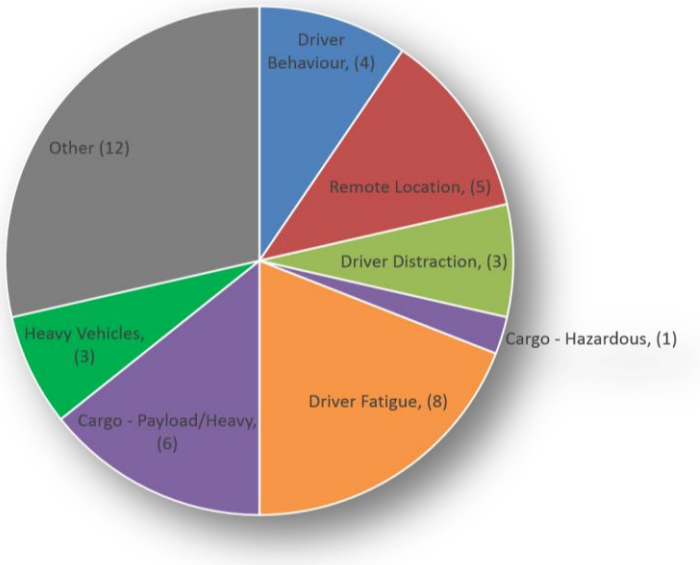
In the context of the Utilities Forum, 16 knowledgeable participant organisations met for the first time to identify and discuss transport risk issues. Whilst each organisation was aware of their own capabilities, weaknesses and risks, the forum presented a unique opportunity to collectively identify and discuss common risks. From the outset participants engaged in discussion freely, exchanging perspectives and experiences.

One of the most valuable outcomes obtained on the day was the wealth of knowledge shared. This will enable the working group (and participants) to distil key focus points and develop the tools and peer network to deliver solutions within their own organisations.

The presentation of data obtained from the templates was generally relevant, understood and appreciated, although some participants noted the need for further clarification of benchmarking results.

The format allowed for a morning focused on setting the scene and afternoon sessions that were allocated to discussion on specific topics, the three identified transport risks selected for further detailed discussion were fatigue, remote operations and driver distraction. Many of the risks faced by participants were very similar with eight broad categories identified as illustrated in Figure 2. Forum partners made a decision for the day to focus on risks which were not heavy vehicle specific to ensure all attendees could participate.

Figure 2. Identification of key transport safety risks



Transport Risk 1 – fatigue

Fatigue rated as the number one transport safety risk amongst participants and the afternoon discussion on this topic resulted in both its recognition as a significant issue and the sharing of numerous strategies and thoughts on the matter. Discussion points included conventional and innovative thinking:

- electronic work diaries
- education, rosters and trigger points
- risk tools can be too complex
- driver self-assessment
- fatigue starts at the beginning of a shift and managing at start of shift recognises issues
- how to get shift staff to exercise
- microsleep
- tools for fatigue management
- including the commute in fatigue plan
- identifying at risk employees
- analysing incidents again beginning of shift spikes
- out of work influence
- quality of environment
- minimum standards for a remote camp
- interactive communications with drivers on the road
- set rosters that account for sleep and fatigue zones
- fitness, diet, sleep
- brain training.

Transport Risk 2 – Remote Operations

Many of the attendees organisations operate vehicles in remote and regional locations. Discussion points raised included:

- breakdowns
- poor roads
- lone workers
- animal Strikes
- man down type systems
    - time setting – dead man timing
    - journey management plan
    - communications - Telematics
    - SOS and event alerts.

Further work: exploring what does journey management specifically entail and how do various organisations conduct this.

Transport Risk 3 – Driver Distraction

The topic stimulated an excellent discussion on both the nature of distraction and effective mitigation strategies with comments and input ranging from:

- learning from aviation-based models: the sterile cockpit
- looking at research and through a partnership with MAC and CASR.

- cognitive distraction
- phone and screen use: a staged approach of stopping people from using the phone when going on the road or using it in a limited fashion
- can't make or receive call, pull over and make the call
- try and keep the driver away from the conversation
- don't introduce a new distraction
- road testing devices that will shut the phone down when the car is in motion
- being aware of the 'sneaky eyes' issue whereby employees will still actively try and use the phone illegally but think they are doing without the risk of being caught
- the passenger has the responsibility to be part of the driving task and to share the load for driving safely whilst commuting - the passenger supports the driver
- If you need to make a phone call to stay awake than you have issues.

Further work: outline the range of approaches and distraction policies which have been developed and how successfully they have been implemented.

Additional methodologies for accident investigation

The work vehicle is often the most hazardous working environment employees are placed in. Diligent fleet management, HSE, Chain of Responsibility (CoR) and duty of care dictate that when any incident occurs in this environment, a thorough and professional review is undertaken.

The last formal session of the day was allocated to methodologies for Accident Investigation. Sam Doecke from the Centre for Automotive Safety Research (CASR) University of Adelaide was invited to provide an overview of its approach to incidents.

Further work: explore what are the range of approaches different organisations utilise and in what situations.

Technology and vehicle safety

Participants spent considerable time considering transport safety within the context of the Safe System model and its core elements of:

- safe vehicles
- safe drivers
- safe speeds
- safe roads and roadsides

The Utility Forum template requested data from participants that reviewed their use of technology to support a Safe System approach to transport risk.

1. IVMS (telematics)

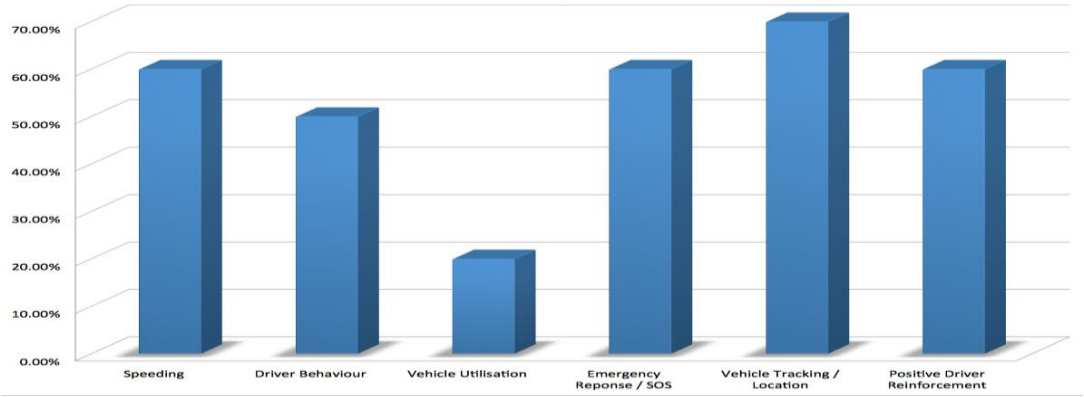
The use of telematics as a road safety tool was widely recognised by participants. However, not all participants had installed telematics in their fleets and where systems had been implemented, penetration was not 100% and the purposes and priorities varied. Figure 3 illustrates the main purposes for which the systems were utilised for those participants that fitted telematics.

Telematics is always a crucial point of discussion and can be very effective if implemented successfully. NRSPP outlined how, based on consultation with key industry figures, there were

some common factors required for the successful implementation of a telematics system. These factors are explored in Discussion Paper: In-Vehicle Monitoring Systems (IVMS): Safety through good practice telematics and can be arranged into five clearly defined components:

1. Clearly defined goals
2. Selecting technologies for now and future use
3. Building employee acceptance
4. Real-time monitoring
5. Feedback.

Figure 3. Use of telematics by participants as a percentage



A number of barriers were identified, including commercial pricing and workforce resistance to in-vehicle monitoring. The need to develop a clear needs-based strategy including the introduction of pilot programs and the creation of champions to the cause within an organisation was widely discussed and agreed.

An extensive list of potential benefits was highlighted and discussed including:

- remote user protection and monitoring
- fatigue management
- driver mentoring and management
- speeding
- journey planning & management
- utilisation
- near real time vehicle data
- FBT Management
- enabling cultural change amongst drivers
- accident investigation.

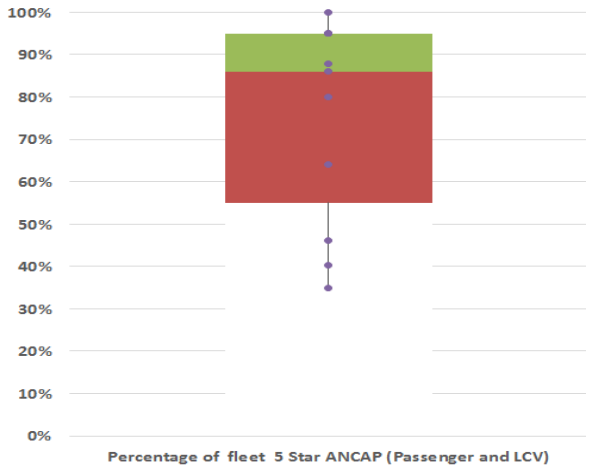
A point raised was the realisation that where an organisation has the tools to monitor and manage vehicles and drivers, and they are not implemented (or the data is not used), then it potentially raises CoR and duty of care risk by not taking reasonable steps.

The average percentage of Utilities Forum partner fleets fitted with IVMS **19%**

2. Safer vehicles and 5 Star ANCAP (light fleet)

The technology profile section of the forum template included a question specifically relating to the percentage of 5 Star ANCAP vehicles (passenger and LCV) in participant fleets. The trend was towards, where applicable, having 5 Star ANCAP vehicles. A lag exists due to the safer vehicle policy being implemented as vehicles are replaced which is the reason for the spread illustrated in Figure 4 with forum participants averaging 85 per cent.

Figure 4 – Light vehicle fleet ANCAP rating as a percentage



During discussion, it was widely recognised that although the standard was widely adopted, there remained further considerations when providing fit-for-purpose fleet vehicles. These considerations included:

- the operational requirements of the vehicle
- payload and axle loadings
- modifications including:
    - bullbars and winches
    - vehicle bodies
    - GVM upgrades and suspension modifications
    - equipment carried
    - modified tyres.

Any of these features may alter the performance of the vehicle and potentially its ANCAP rating. Participants were made aware of the *NRSPP Policy paper: Guide to the Development of a Safe Vehicle Purchasing Policy*. The paper provides a comprehensive policy framework for the purchase of passenger and light commercial vehicles incorporating the adoption of safer vehicle technologies including ANCAP vehicles.

Further work: development of a series of light vehicle selection and technical specification based on having the safest vehicle on the road which is fit-for-purpose/risk based.

The average percentage of vehicles with a 5 Star ANCAP Fleet Utilities Forum partner's was **85%**

Participant representation

Organisations which participated in the forum ranged from across Australia, the largest number being from the electrical sector. Telstra had the largest fleet but faced the same issues as other partners. Participants are summarised in detail in Figure 4 with the fleet management and ownership described in Figure 5.

Figure 5. Participant Representation

Sample Profile of Participants

Number of Organisations:	14
Primary Business Activities	
• Electricity:	8
• Water:	3
• Gas:	1
• Telecommunications:	2

Sectors of Operation:	
• Supply:	8%
• Generation:	23%
• Infrastructure:	38%
• All:	31%

Number of Assets:	25288
Percentage Urban Kilometres:	42%
Percentage Rural Kilometres:	58%

Percentage Assets Electricity:	31%
Percentage Assets Telco:	46%
Percentage Assets Water:	19%
Percentage Assets Gas:	4%

Percentage Passenger:	29%
Percentage Light Commercial:	40%
Percentage Heavy Vehicles:	14%
Percentage Plant & Equipment:	15%
Percentage Hire Vehicles:	2%

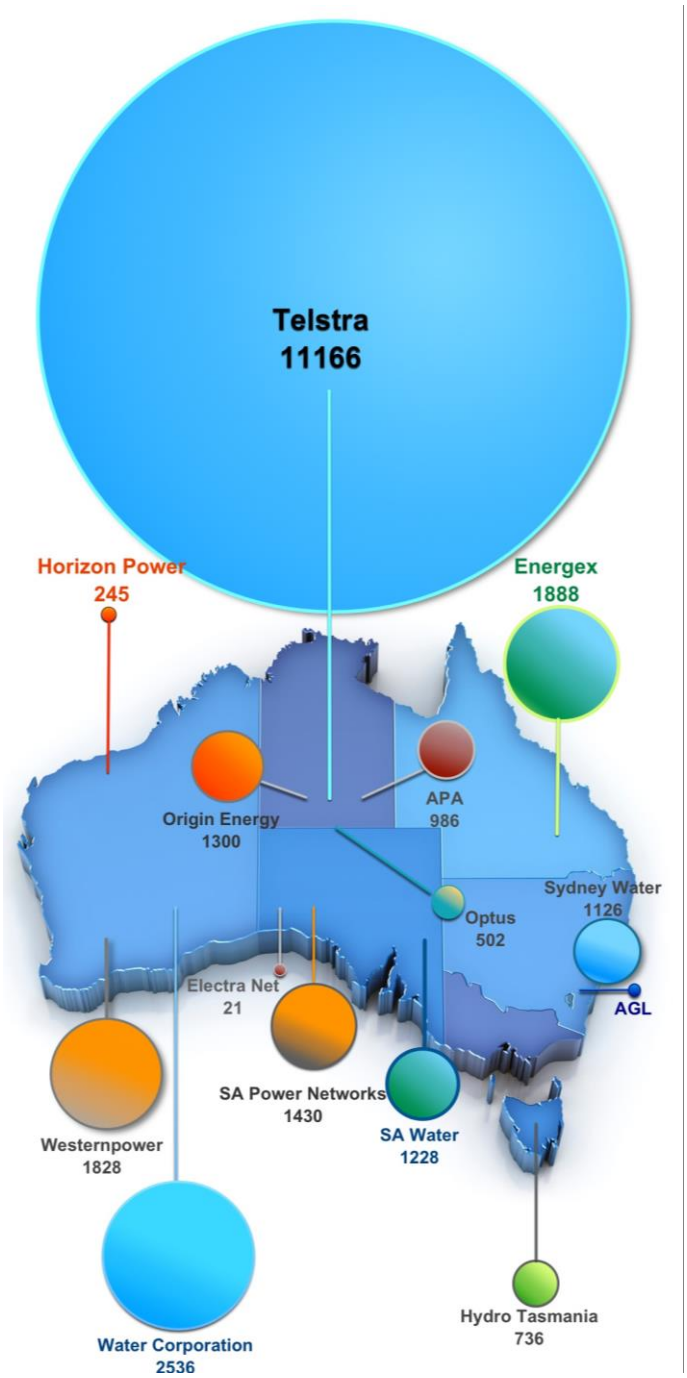
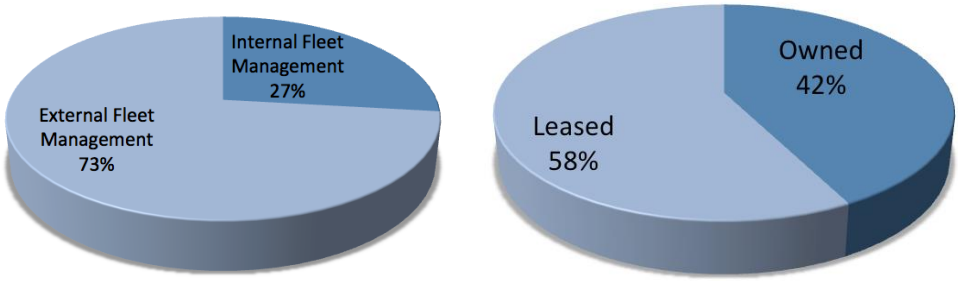


Figure 6. Ownership and fleet management models



Participant feedback

At the conclusion of the forum, participants were asked to provide feedback on the event. A short questionnaire covering aspects of the profile template, workshop format, content and delivery was provided. Some questions invited a simple scored response (1-5), others a brief commentary.

The feedback received was positive and constructive. Participants strongly endorsed the concept and format and, indicated that they would attend another forum in 2016.

Did the forum fulfil your reason for attending? **YES**

Would you attend another forum next year? **YES**

Scored questions

No.	Question	Consolidated Score 1(No), 3(So So) – 5(Yes)
1.	Did the forum fulfil your reason for attending?	5
2.	Was the program well organised?	4.89
3.	Was completing the template useful?	4.67
6.	How useful was the scene setting (Item 5)	5
7.	How useful was the benchmarking?	4.16
8.	How useful was the discussion on risk management?	4.29
9.	Was the facilitator effective and knowledgeable on the subject matter?	4.83
10.	Would you attend another forum next year?	5

Feedback commentary

Question 5. What was the most valuable component in the agenda? (1-16[4])

- I believed the discussion generated around the three risks identified. I felt this really opened up the group…which led onto great discussion at dinner also.
- 14 (Remote Operations) But even so, the discussion, networking and training simulator.
- Networking, exchange ideas and benchmarking.
- Scene setting.
- The risk discussion in the afternoon.
- 6 (Size of the problem based on workplace data).
- 5 (Scene setting).
- 10 (Benchmarking data, lag, insurance, traffic infringements).
- Transport risks and how they are managed.

[4] Agenda items from the Utilities Forum 22 July

Question 6. How useful was the scene setting? (Item 5)

- Very useful

Question 7. How useful was the benchmarking? (Item 8)

- Quite useful, but need more alignment and context as to why we are measuring and what we want/can do with the data.

Question 8. How useful was the discussion on risk management?

- Very useful

Question 9. Was the facilitator effective and knowledgeable on the subject matter?

- 5 - Well done Tim. I think Tim should be used for future forums.
- Excellent facilitator.

Question 10. Would you attend another forum next year?

- Yes - Best probably every 6 months at this stage to keep momentum.
- Definitely, I think there is value in 6 monthly forums.
- Yes

Question 11. How could the forum be improved?

- Case studies from each organisation may assist.
- It was a good blend.
- More time for free flow of ideas.
- Work on how we can influence items we see as critical to our industry or as of benefit to the industry and community.
- A better room with no pillar.
- Case Studies and implemented strategies.
- Ensuring benchmark data is in a complete state (perhaps in a year's time this should be possible). To make the day more efficient send out applicable pre-read information. Possible use/establishment of sub-committees to address different areas (example the 3 risks identified – fatigue (APA) distractions (SA Power etc.). This could be presented back at each forum with tools business/industry can use.

Question 12. What other topics could the forum include?

- Invite companies that have done webinars to present to the group during the forum.
- Perhaps a presentation of a key strategy / initiative implemented by one of the group.
- How can we work safely on, near or around roads and traffic impacts? This should focus on solutions to known risk factors around driving and impacts on workers and community.

Question 13. Additional comments

- I really enjoyed the day. Great way to start. The group worked well. Well done Jerome and Tim.
- Thanks for coordinating this session; I look forward to the next.
- Well done Jerome.
- Great forum well done and thank you.
- Excellent initiative, thanks Jerome.
- Consider a blog for participants.
- There is a lot of work that goes on behind the scenes and I would like to commend the preparation and execution. Well done!!

For further information please refer to www.nrspp.org.au