

**Work-related Driving Incident Review Toolkit**

**CASE SUMMARY 1**

<p><b><u>The Incident</u></b> Describe the flow of events on the day of the incident and any relevant events leading up to the incident (i.e., location/time/date of incident)</p>	<p>The near miss incident occurred at 10:30am. The Associate was driving from one store to another and was being very vigilant in her safety checks. The surrounding traffic was breaking and the Associate looked in the rear view mirror and noticed that the driver in the vehicle behind her was being inattentive and did not appear to notice the Associate’s vehicle was stopping. To avoid a rear-end crash, the Associate pulled into the left hand lane as no vehicles were identified in that lane.</p>
<p><b><u>Outcomes for staff</u></b> Injuries or harm to staff as a result of the incident</p>	<p>The Associate was shaken by the event as she anticipated being hit as she not been able to pull into the left hand lane.</p>
<p><b><u>Outcomes for others</u></b> Injuries or harm to other (other road users) as a result of the incident</p>	<p>The other vehicle had to break harshly (described as a screeching halt) in the lane position that the Associate had previously occupied.</p>
<p><b><u>Outcomes for assets</u></b> Damage to vehicle and surrounding environment</p>	<p>N/A</p>
<p><b><u>Risk controls</u></b> List all the risk control measures in place for driving at the time of the incident</p>	<p>The risk controls in place to avoid this incident included (i) mandatory driver training (skid pan and education), (ii) online driver training (education and hazard identification), (iii) 5-Star ANCAP vehicles (including blind spot warning system, brake assist, ESC), (iv) regular maintenance of vehicle, (v) workplace road safety is integrated within OHS and management practices, (vi) valid driver’s licence</p>
<p><b><u>Response</u></b> Describe the response to the incident prior to the review</p>	<p>Reported to line manager and the Associate completed an incident report.</p>

**CONSULTATION**

Identify the staff that need to be consulted during this review

<p><b>Frontline staff:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Driver</li> <li><input type="checkbox"/> Co-worker / colleague</li> <li><input type="checkbox"/> Administration staff</li> <li><input type="checkbox"/> Security staff</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Operations management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supervising staff member / Team leader</li> <li><input type="checkbox"/> Director / Manager/ head of unit</li> <li><input type="checkbox"/> Education &amp; Training</li> <li><input type="checkbox"/> HSR / OH&amp;S Team</li> <li><input type="checkbox"/> Rostering / staff deployment officer?</li> <li><input type="checkbox"/> Fleet manager</li> <li><input type="checkbox"/> Equipment Manager</li> <li><input type="checkbox"/> Facilities Manager</li> <li><input type="checkbox"/> IT support services</li> <li><input type="checkbox"/> Committees (specify) _____</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Governance and administration</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> CEO</li> <li><input type="checkbox"/> Executive Team</li> <li><input type="checkbox"/> Chief Operating Officer</li> <li><input type="checkbox"/> Human Resources</li> <li><input type="checkbox"/> Health &amp; Wellbeing Officer</li> <li><input type="checkbox"/> Governance Committees</li> <li><input type="checkbox"/> Legal Officer</li> <li><input type="checkbox"/> Capital and infrastructure</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>External influences</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Government</li> <li><input type="checkbox"/> Regulators (e.g. WSV, TAC)</li> <li><input type="checkbox"/> Unions/Employer Associations</li> <li><input type="checkbox"/> Fleet maintenance suppliers</li> <li><input type="checkbox"/> Training specialisation suppliers</li> <li><input type="checkbox"/> Emergency Management Response (e.g. Ambulance)</li> <li><input type="checkbox"/> Consultants/Contractors (specify) _____</li> <li><input type="checkbox"/> Workplace road safety experts (Researchers from MUARC &amp; NRSP)</li> </ul>
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**GREEN HIGHLIGHTING: PROTECTIVE FACTOR THAT ASSISTED IN AVOIDING A CRASH**

**YELLOW HIGHLIGHTING: RISK FACTOR THAT CONTRIBUTED TO THE INCIDENT**

**REVIEW OF RISK CONTROLS THROUGH CONSULTATION: Look “up and out” not “down and in”**

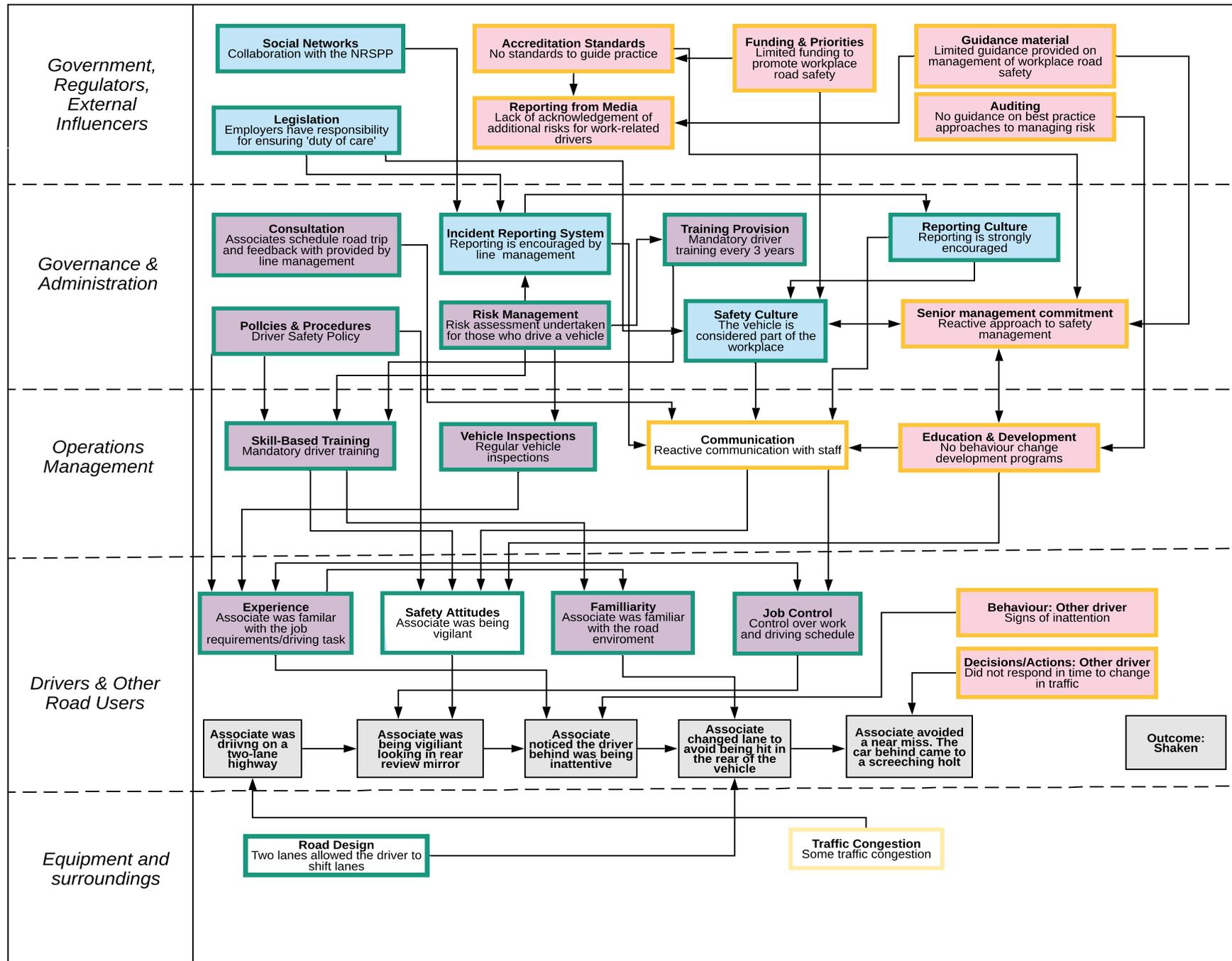
Contributory factors to WRD incident	Why were risk controls ineffective? (See Data Collection Guide for example questions)	Are better practice risk controls available? Document suggestions from staff to improve the effectiveness of risk controls
<b>Equipment and surroundings level</b>		
<p><b>Equipment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-vehicle technology</li> <li><input type="checkbox"/> GPS systems</li> <li><input type="checkbox"/> Mobile phone</li> <li><input type="checkbox"/> Design</li> <li><input type="checkbox"/> Vehicle modifications</li> <li><input type="checkbox"/> Fit for purpose</li> <li><input type="checkbox"/> Maintenance</li> <li><input type="checkbox"/> Load/Storage</li> <li><input type="checkbox"/> Vehicle specifications</li> <li><input type="checkbox"/> PPE</li> </ul>		
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Urban/Regional</li> </ul>		

<ul style="list-style-type: none"> <li><input type="checkbox"/> Weather Conditions</li> <li><input type="checkbox"/> Lighting</li> <li><input type="checkbox"/> Visibility</li> <li><input type="checkbox"/> Time of day/week</li> <li><input type="checkbox"/> Traffic congestion</li> <li><input type="checkbox"/> Road design</li> <li><input type="checkbox"/> Road surface conditions</li> <li><input type="checkbox"/> Road furniture</li> <li><input type="checkbox"/> Warning signals</li> <li><input type="checkbox"/> Road signage</li> <li><input type="checkbox"/> Posted speed limit</li> <li><input type="checkbox"/> Incident response /breakdowns</li> <li><input type="checkbox"/> Animals</li> <li><input type="checkbox"/> Other_____</li> </ul>	<p><b>ROAD DESIGN:</b> There were two-lanes which allowed the Associate to shift lanes to avoid being hit.</p> <p><b>TRAFFIC CONGESTION:</b> There was some traffic congestion.</p>	
<b>Drivers &amp; Other Road Users level</b>		
<p><b>Work Design</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job control</li> <li><input type="checkbox"/> Job demands</li> <li><input type="checkbox"/> Role conflict</li> <li><input type="checkbox"/> Role clarity</li> <li><input type="checkbox"/> Lone worker</li> <li><input type="checkbox"/> Work schedule leading up to incident</li> <li><input type="checkbox"/> Familiarity with the vehicle</li> </ul>	<p><b>Job controls:</b> The Associates have control over their work schedules as they can determine how many clients they visit in a day.</p>	
<p><b>Drivers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Aggression</li> <li><input type="checkbox"/> Inattention/distraction</li> <li><input type="checkbox"/> Alcohol/drugs</li> <li><input type="checkbox"/> Personality traits</li> <li><input type="checkbox"/> Safety attitudes</li> <li><input type="checkbox"/> Fatigue / sleepiness</li> <li><input type="checkbox"/> Sleep quality</li> <li><input type="checkbox"/> Physical/medical condition</li> <li><input type="checkbox"/> Drugs/medications</li> <li><input type="checkbox"/> Driving behaviour: general</li> <li><input type="checkbox"/> Experience / competence</li> <li><input type="checkbox"/> Hazard perception skill</li> <li><input type="checkbox"/> Seatbelt</li> <li><input type="checkbox"/> Mobile phone use</li> <li><input type="checkbox"/> Risk perceptions</li> <li><input type="checkbox"/> Incident history</li> <li><input type="checkbox"/> Speed</li> <li><input type="checkbox"/> Knowledge</li> <li><input type="checkbox"/> Unfamiliarity with area</li> </ul>	<p><b>Safety attitudes:</b> The Associate was being vigilant at the time of the incident and identified the behaviour of the other driver and avoided being hit.</p> <p><b>Experience:</b> The Associate was familiar with the job role requirements including the task the driving a vehicle for work purposes.</p> <p><b>Familiarity:</b> The Associate was familiar with the road environment.</p>	

<p><b>Other Drivers/Riders</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Behaviour: general</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> Decisions &amp; actions</li> <li><input type="checkbox"/> Type of vehicle</li> <li><input type="checkbox"/> Type of road user</li> </ul>	<p><b>Behaviour:</b> The Associate noticed that the other driver was showing signs of inattention.</p> <p><b>Decision &amp; Actions:</b> The other driver did not respond in time to avoid potential rear end incident has the Associate not have moved over. The Associate moved out of the lane to avoid being hit.</p>	
<b>Operations Management level</b>		
<p><b>Supervisors</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> Support from Supervisors</li> <li><input type="checkbox"/> Co-operation between work areas</li> <li><input type="checkbox"/> Quality of supervision</li> <li><input type="checkbox"/> Priorities of supervisor</li> </ul>	<p><b>Communication:</b> Safety is a part of professional development activities in the organisation. However, workplace road safety is often communicated using reactive messaging, such as reports of incidents.</p>	<p>There is opportunity to develop the skills of supervisors in being proactive in their communication to promote workplace road safety.</p>
<p><b>Work scheduling</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Rostering</li> <li><input type="checkbox"/> Contingency planning</li> <li><input type="checkbox"/> Time Pressure</li> <li><input type="checkbox"/> Breaks</li> <li><input type="checkbox"/> Workload</li> <li><input type="checkbox"/> Time allocation for administration</li> <li><input type="checkbox"/> Shift work</li> </ul>		
<p><b>Work systems</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Budgets</li> <li><input type="checkbox"/> Equipment maintenance</li> <li><input type="checkbox"/> Vehicle inspections</li> <li><input type="checkbox"/> Equipment selection</li> <li><input type="checkbox"/> Skills-based training</li> <li><input type="checkbox"/> Education &amp; development</li> <li><input type="checkbox"/> Role expectations</li> <li><input type="checkbox"/> Data analysis &amp; feedback</li> </ul>	<p><b>Vehicle inspections:</b> Vehicle inspections are regularly conducted by Associates. Line managers are also involved in inspections of vehicles (types, lights).</p> <p><b>Skill-based training:</b> Associates are required to undertake mandatory driver training every three years.</p> <p><b>Education &amp; development:</b> Education on road safety is offered; however, there are currently no behaviour change development programs to promote change.</p>	<p>There is opportunity to further promote the important of vehicle inspection practices. Pre-start checks (to familiarise with vehicle features) are incorporated into workplace practice and that this practice is supported at management level and enforced by workgroup supervisors (or similar).</p>
<b>Governance &amp; Administration Level</b>		
<p><b>Management systems</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Approval and change management</li> <li><input type="checkbox"/> Consultation</li> <li><input type="checkbox"/> Human resources</li> <li><input type="checkbox"/> Policies and procedures</li> <li><input type="checkbox"/> Risk management</li> <li><input type="checkbox"/> Safety monitoring</li> <li><input type="checkbox"/> In vehicle technologies</li> <li><input type="checkbox"/> Incident reporting system</li> <li><input type="checkbox"/> Security systems</li> <li><input type="checkbox"/> Committees</li> </ul>	<p><b>Consultation:</b> The Associates schedule their road trips and feedback is provided from line management if expectations have been met.</p> <p><b>Policies &amp; procedures:</b> There is a Driver Safety policy. However, there is opportunity to define expectations of line management in proactively managing the safety of Associates who drive a vehicle.</p> <p><b>Incident reporting system:</b> Reporting is encouraged by line management.</p> <p><b>Risk management:</b> There is a risk assessment specific for those who drive a vehicle for work purposes.</p>	<p>There is opportunity to further develop policies and procedures. Clarity is needed in defining the roles and responsibilities of management in the behavioural management (i.e., proactive management) of workplace road safety.</p> <p>There is an opportunity to use incident reporting data to proactively manage the safety of Associates who drive a vehicle.</p> <p>There is an opportunity to review and revise the risk assessment framework for the management of workplace road safety to ensure it is fit for purpose and identifies all relevant risks and evidence based risk controls.</p>

<ul style="list-style-type: none"> <li><input type="checkbox"/> Recruitment protocols</li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Funding</li> <li><input type="checkbox"/> Costs</li> <li><input type="checkbox"/> Time allocation to training</li> <li><input type="checkbox"/> Awareness Campaigns</li> <li><input type="checkbox"/> Employment arrangements</li> <li><input type="checkbox"/> Mentoring</li> <li><input type="checkbox"/> Shared learnings</li> </ul>	<p><b>Training:</b> There is mandatory driver training every three years.</p>	
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Safety Culture</li> <li><input type="checkbox"/> Reporting Culture</li> <li><input type="checkbox"/> Senior management commitment</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> KPIs</li> <li><input type="checkbox"/> Organisational change</li> <li><input type="checkbox"/> Priorities</li> <li><input type="checkbox"/> Strategies: safety/health/wellbeing</li> </ul>	<p><b>Safety culture:</b> There is a developing safety culture to acknowledge and promote workplace road safety (e.g., campaign on driver safety).</p> <p><b>Reporting culture:</b> Reporting is strongly encouraged.</p> <p><b>Senior management commitment:</b> Reactive approach to the management of safety for use of vehicle.</p>	<p>There is opportunity to further promote the safety culture for workplace road safety through identifying roles for leadership.</p> <p>There is opportunity to develop the skills of leaders in being proactive in their communication to promote workplace road safety.</p>
<b>Government, Regulators and External Influences level</b>		
<p><b>Government and regulators</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accreditation standards</li> <li><input type="checkbox"/> Funding and priorities</li> <li><input type="checkbox"/> Guidance material</li> <li><input type="checkbox"/> Legislation/regulation</li> <li><input type="checkbox"/> Political influence</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> Auditing</li> <li><input type="checkbox"/> Safety strategies</li> </ul>	<p><b>Accreditation standards:</b> There are currently no standards provided in the management of workers who drive a vehicle for work purposes, beyond 'duty of care'.</p> <p><b>Funding and priorities:</b> There is limited funding provided to promote workplace road safety.</p> <p><b>Guidance material:</b> There is currently limited guidance provided by regulators in the management of workplace road safety beyond the management of the individual driver.</p> <p><b>Legislation:</b> Employers are responsible for ensuring duty of care for those who drive a vehicle for work purposes.</p> <p><b>Auditing:</b> There is currently no direction for best practice approaches to manage the risk associated with vehicle use in the workplace.</p>	<p>Clarity is needed by workplace government and regulators on managing the risks associated with driving a vehicle, beyond the level of the individual driver.</p> <p>Auditing of evidenced-based practices in managing the risk of using a vehicle for work purposes is required.</p>
<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expense/availability of equipment</li> <li><input type="checkbox"/> Equipment standards</li> <li><input type="checkbox"/> Training specialisation</li> <li><input type="checkbox"/> Maintenance schedules</li> </ul>		

<ul style="list-style-type: none"> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Auditors</li> </ul>		
<p><b><u>Unions and employer associations</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support for OHS</li> <li><input type="checkbox"/> Political agenda</li> </ul>		
<p><b><u>External Influencers</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Reporting from media</b></li> <li><input type="checkbox"/> Social media</li> <li><input type="checkbox"/> Community attitudes</li> <li><input type="checkbox"/> Enforcement activities</li> <li><input type="checkbox"/> <b>Social networks</b></li> </ul>	<p><b>Social networks:</b> Evidence based promotion of best practice provided by the NRSP is helpful in managing risk.</p> <p><b>Reporting from media:</b> There is a lack of acknowledgement of the risks associated with driving for work purposes (e.g., additional pressures on workers).</p>	<p>There is an opportunity for the media to understand the system of factors contributing to vehicle incidents, beyond individual driver factors.</p>



Key issues identified

Reactive risk management

Reporting culture

Current risk controls

Green outline: Protective factor

Yellow outline: Risk factor

**REVISION OF RISK CONTROLS: ACTION PLAN**

Identify feasible and practicable actions to address the issues you've identified in the Accimap.

Don't rely on people doing "the right thing". A review that just results in more training, supervision or minor changes to equipment or procedures will not prevent future incidents.

Effective actions involve improving consultation up and down the levels of the system

Effective actions involve reducing exposure and pressures on staff through work planning.

#Accimap issue	Specific action required	Person responsible for action	Evaluation of success	Close off date
Reactive risk management	Develop the skills of all levels of leaders in being proactive in their communication to promote workplace road safety.	Safety Advisor Sales Directors	Develop & implement training	July, 2022
Reactive risk management	Promote the workplace road safety culture through identifying roles and responsibilities for leaders in the management of drivers.	Joshua D'Alessi	Review and revise risk management framework	July, 2022
Current risk controls	Promote pre-start vehicle checks and ensure it is supported/enforced by line management.	Safety Advisor Field Sales Line Managers	Review and revise risk management framework	Oct, 2021
Current risk controls	Revise Safe Driving Policy to ensure clarity in defining the roles and responsibilities of management in the behavioural management of drivers.	Safety Advisor P & O (HR) Coordinators	Review and revise risk management framework	Oct, 2021
Current risk controls	Revise risk management to identify all relevant risks and evidence based risk controls.	Safety Advisor	Review and revise risk management framework	Oct, 2021
Reporting culture	Use incident reporting data to proactively manage the safety of Associates who drive a vehicle.	Safety Advisor Field Sales Line Managers	Integrate reporting into weekly toolbox talks	July, 2022

**REVISION OF RISK CONTROLS: RECOMMENDATIONS FOR EXTERNAL PARTIES**

Document any suggestions for preventing WRD incidents that are beyond the control of your organisation. The research team will aggregate these suggestions and hold a workshop with the relevant people.

#Accimap issue	Specific action required	Parties responsible for action
Reactive risk management	Accreditation standards to be developed to help guide employers in managing the risk associated with vehicle as a workplace.	WorkSafe Victoria & SafeWork Australia
Reactive risk management	Guidance material is needed to educate employers in managing the system of risks associated with using a vehicle in the workplace.	WorkSafe Victoria & SafeWork Australia
Reactive risk management	Identify evidence-based 'best practice' in managing the risk associated with vehicle as a workplace.	WorkSafe Victoria & SafeWork Australia
Reporting culture	Create a learning culture through collaboration with key stakeholders including the National Road Safety Partnership Program (NRSPP).	NRSPP & other key stakeholders including industry and government agencies

## Work-related Driving Incident Review Toolkit

### CASE SUMMARY 2

<p><b><u>The Incident</u></b> Describe the flow of events on the day of the incident and any relevant events leading up to the incident (i.e., location/time/date of incident)</p>	<p>It was a normal day of driving for the Associate. The Associate had picked her daughter up from childcare and was going home via the usual driving route. The Associate had entered a short (50m) straight street and stopped at a give way sign to turn left onto a main road when the vehicle behind the Associate rear-ended her vehicle. The Associate did not see the vehicle behind as she was were concentrating on giving way to traffic travelling along the main street.</p>
<p><b><u>Outcomes for staff</u></b> Injuries or harm to staff as a result of the incident</p>	<p>The Associate and her daughter experienced a minor jolt but no physical injury. Both passengers were shocked and unsettled by the incident.</p>
<p><b><u>Outcomes for others</u></b> Injuries or harm to other (other road users) as a result of the incident</p>	<p>No injury to the other road user</p>
<p><b><u>Outcomes for assets</u></b> Damage to vehicle and surrounding environment</p>	<p>Damage to the tow bar of the Associate’s vehicle</p>
<p><b><u>Risk controls</u></b> List all the risk control measures in place for driving at the time of the incident</p>	<p>The risk controls in place to avoid this incident included (i) mandatory driver training (skid pan and education), (ii) online driver training (education and hazard identification), (iii) 5-Star ANCAP vehicles (including blind spot warning system, brake assist, ESC), (iv) regular maintenance of vehicle, (v) workplace road safety is integrated within OHS and management practices, (vi) valid driver’s licence.</p>
<p><b><u>Response</u></b> Describe the response to the incident prior to the review</p>	<p>The Associate exchanged licence details with the other driver. Following this exchange, the Associate rang her line manager. The line manager followed up on the health and wellbeing of the Associate and then addressed the administrative issues (damage to vehicle &amp; reporting of incident). The line manager also followed up with the Associate the following day after the incident to ensure they were okay.</p>

**CONSULTATION**

Identify the staff that need to be consulted during this review

<p><b>Frontline staff:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Driver</li> <li><input type="checkbox"/> Co-worker / colleague</li> <li><input type="checkbox"/> Administration staff</li> <li><input type="checkbox"/> Security staff</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Operations management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supervising staff member / Team leader</li> <li><input type="checkbox"/> Director / Manager/ head of unit</li> <li><input type="checkbox"/> Education &amp; Training</li> <li><input type="checkbox"/> HSR / OH&amp;S Team</li> <li><input type="checkbox"/> Rostering / staff deployment officer?</li> <li><input type="checkbox"/> Fleet manager</li> <li><input type="checkbox"/> Equipment Manager</li> <li><input type="checkbox"/> Facilities Manager</li> <li><input type="checkbox"/> IT support services</li> <li><input type="checkbox"/> Committees (specify) _____</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Governance and administration</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> CEO</li> <li><input type="checkbox"/> Executive Team</li> <li><input type="checkbox"/> Chief Operating Officer</li> <li><input type="checkbox"/> Human Resources</li> <li><input type="checkbox"/> Health &amp; Wellbeing Officer</li> <li><input type="checkbox"/> Governance Committees</li> <li><input type="checkbox"/> Legal Officer</li> <li><input type="checkbox"/> Capital and infrastructure</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>External influences</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Government</li> <li><input type="checkbox"/> Regulators (e.g. WSV, TAC)</li> <li><input type="checkbox"/> Unions/Employer Associations</li> <li><input type="checkbox"/> Fleet maintenance suppliers</li> <li><input type="checkbox"/> Training specialisation suppliers</li> <li><input type="checkbox"/> Emergency Management Response (e.g. Ambulance)</li> <li><input type="checkbox"/> Consultants/Contractors (specify) _____</li> <li><input type="checkbox"/> Workplace road safety experts (Researchers from MUARC &amp; NRSPP)</li> </ul>
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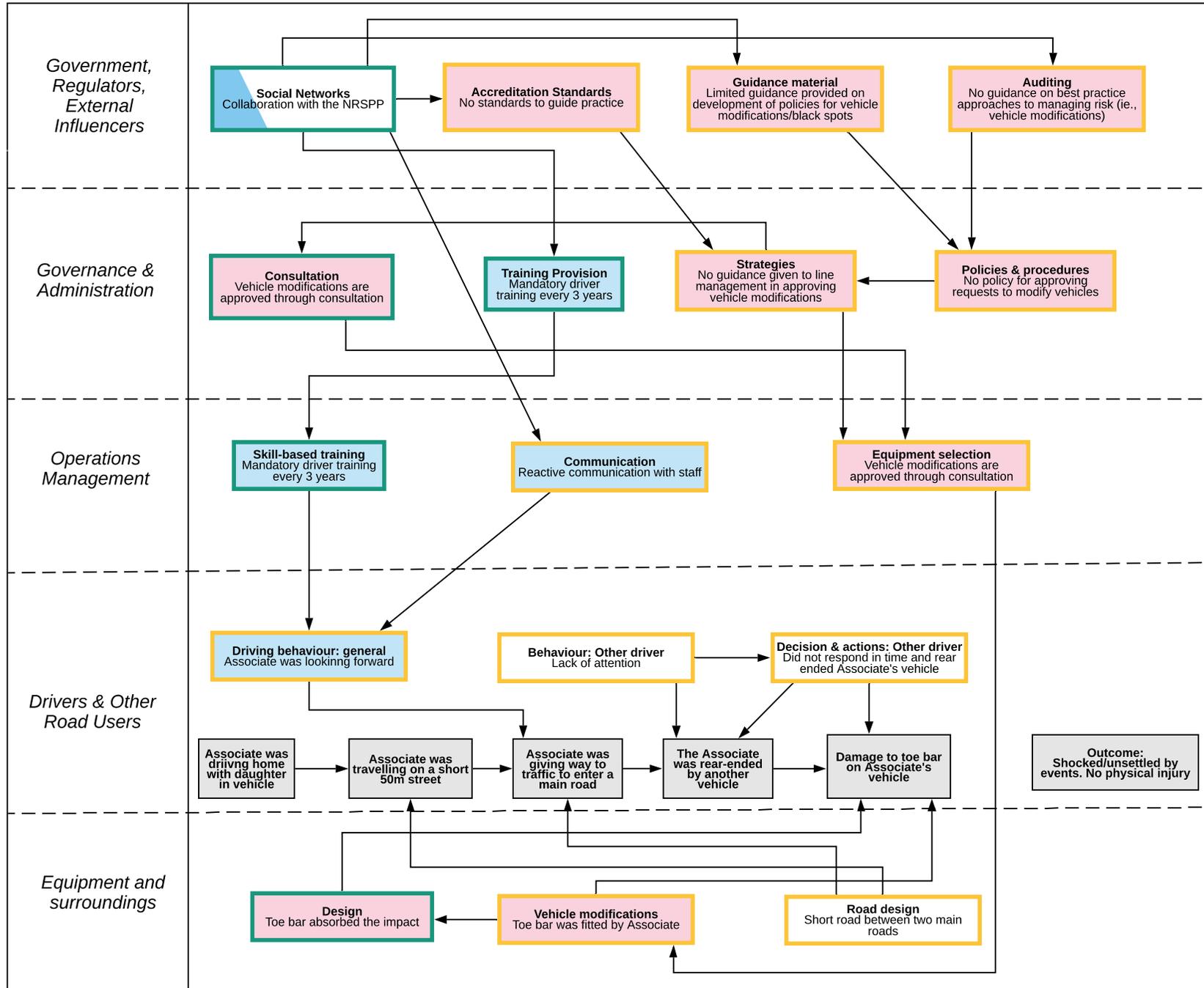
Contributory factors to WRD incident	Why were risk controls ineffective? (See Data Collection Guide for example questions)	Are better practice risk controls available? Document suggestions from staff to improve the effectiveness of risk controls
<b>Equipment and surroundings level</b>		
<p><b>Equipment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-vehicle technology</li> <li><input type="checkbox"/> GPS systems</li> <li><input type="checkbox"/> Mobile phone</li> <li><input type="checkbox"/> Design</li> <li><input type="checkbox"/> Vehicle modifications</li> <li><input type="checkbox"/> Fit for purpose</li> <li><input type="checkbox"/> Maintenance</li> <li><input type="checkbox"/> Load/Storage</li> <li><input type="checkbox"/> Vehicle specifications</li> <li><input type="checkbox"/> PPE</li> </ul>	<p>Design of the vehicle: Tow bar was fitted and absorbed the impact of the crash.</p> <p>Vehicle modifications: Tow bar was fitted to the car by the Associate. The modification was pre-approved by management.</p>	<p>There is consultation with line management and Associates in modifying vehicles. However, there is currently no policy to guide these decisions.</p>
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Urban/Regional</li> <li><input type="checkbox"/> Weather Conditions</li> <li><input type="checkbox"/> Lighting</li> </ul>	<p>Road design: The road was short (50m) and between two main roads. This design may have contributed to the other road user not changing their speed limit or lack of attention in entering a second main road.</p>	

<ul style="list-style-type: none"> <li><input type="checkbox"/> Visibility</li> <li><input type="checkbox"/> Time of day/week</li> <li><input type="checkbox"/> Traffic congestion</li> <li><input type="checkbox"/> Road design</li> <li><input type="checkbox"/> Road surface conditions</li> <li><input type="checkbox"/> Road furniture</li> <li><input type="checkbox"/> Warning signals</li> <li><input type="checkbox"/> Road signage</li> <li><input type="checkbox"/> Posted speed limit</li> <li><input type="checkbox"/> Incident response /breakdowns</li> <li><input type="checkbox"/> Animals</li> <li><input type="checkbox"/> Other _____</li> </ul>		
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<p><b>Work Design</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job control</li> <li><input type="checkbox"/> Job demands</li> <li><input type="checkbox"/> Role conflict</li> <li><input type="checkbox"/> Role clarity</li> <li><input type="checkbox"/> Lone worker</li> <li><input type="checkbox"/> Work schedule leading up to incident</li> <li><input type="checkbox"/> Familiarity with the vehicle</li> </ul>		
<p><b>Drivers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Aggression</li> <li><input type="checkbox"/> Inattention/distraction</li> <li><input type="checkbox"/> Alcohol/drugs</li> <li><input type="checkbox"/> Personality traits</li> <li><input type="checkbox"/> Safety attitudes</li> <li><input type="checkbox"/> Fatigue / sleepiness</li> <li><input type="checkbox"/> Sleep quality</li> <li><input type="checkbox"/> Physical/medical condition</li> <li><input type="checkbox"/> Drugs/medications</li> <li><input type="checkbox"/> Driving behaviour: general</li> <li><input type="checkbox"/> Experience / competence</li> <li><input type="checkbox"/> Hazard perception skill</li> <li><input type="checkbox"/> Seatbelt</li> <li><input type="checkbox"/> Mobile phone use</li> <li><input type="checkbox"/> Risk perceptions</li> <li><input type="checkbox"/> Incident history</li> <li><input type="checkbox"/> Speed</li> <li><input type="checkbox"/> Knowledge</li> <li><input type="checkbox"/> Unfamiliarity with area</li> </ul>	<p>Driving behaviour: The Associate was looking forward and giving way to traffic on the main road. No attention was given to checking vehicles coming from behind.</p>	
<p><b>Other Drivers/Riders</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Behaviour: general</li> <li><input type="checkbox"/> Communication</li> </ul>	<p>Behaviour: Lack of attention of the other road user.</p>	

<input type="checkbox"/> <b>Decisions &amp; actions</b> <input type="checkbox"/> Type of vehicle <input type="checkbox"/> Type of road user	Decisions and Actions: The other road user did not respond in a sufficient period of time.	
<b>Operations Management level</b>		
<b>Supervisors</b> <input type="checkbox"/> <b>Communication</b> <input type="checkbox"/> Support from Supervisors <input type="checkbox"/> Co-operation between work areas <input type="checkbox"/> Quality of supervision <input type="checkbox"/> Priorities of supervisor	Communication: The Associate said there are regular safety audits and vehicle inspections. There is limited discussion around general workplace road safety and the need to be attentive and aware of the road transport environment	There is opportunity to develop the skills of supervisors in being proactive in their communication to promote workplace road safety
<b>Work scheduling</b> <input type="checkbox"/> Rostering <input type="checkbox"/> Contingency planning <input type="checkbox"/> Time Pressure <input type="checkbox"/> Breaks <input type="checkbox"/> Workload <input type="checkbox"/> Time allocation for administration <input type="checkbox"/> Shift work		
<b>Work systems</b> <input type="checkbox"/> Budgets <input type="checkbox"/> Equipment maintenance <input type="checkbox"/> <b>Equipment selection</b> <input type="checkbox"/> <b>Skills-based training</b> <input type="checkbox"/> Education & development <input type="checkbox"/> Role expectations <input type="checkbox"/> Data analysis & feedback	Skill based training: Associates are required to undertake mandatory driver training every three years  Equipment selection: Associates consult with line management to approve modifications to vehicles	There is an opportunity to develop a policy to guide decisions on approving modifications to vehicles.
<b>Governance &amp; Administration Level</b>		
<b>Management systems</b> <input type="checkbox"/> Approval and change management <input type="checkbox"/> <b>Consultation</b> <input type="checkbox"/> Human resources <input type="checkbox"/> <b>Policies and procedures</b> <input type="checkbox"/> Risk management <input type="checkbox"/> Safety monitoring <input type="checkbox"/> In vehicle technologies <input type="checkbox"/> Incident reporting system <input type="checkbox"/> Security systems <input type="checkbox"/> Committees <input type="checkbox"/> Recruitment protocols	Consultation: Associates consult with line management in approving modifications to vehicles.  Policies & procedures: There is currently no policy for approving requests to modify vehicles.	There is an opportunity to develop a policy to guide decisions on approving modifications to vehicles.
<b>Resources</b> <input type="checkbox"/> Funding <input type="checkbox"/> Costs <input type="checkbox"/> <b>Time allocation to training</b>	Time allocation to training: Mandatory training every three years.	

<ul style="list-style-type: none"> <li><input type="checkbox"/> Awareness Campaigns</li> <li><input type="checkbox"/> Employment arrangements</li> <li><input type="checkbox"/> Mentoring</li> <li><input type="checkbox"/> Shared learnings</li> </ul>		
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Safety Culture</li> <li><input type="checkbox"/> Reporting Culture</li> <li><input type="checkbox"/> Senior management commitment</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> KPIs</li> <li><input type="checkbox"/> Organisational change</li> <li><input type="checkbox"/> Priorities</li> <li><input type="checkbox"/> Strategies: safety/health/wellbeing</li> </ul>	<p>Strategies: There is currently no guidance given to line management in the modification of vehicles.</p>	
<b>Government, Regulators and External Influences level</b>		
<p><b>Government and regulators</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accreditation standards</li> <li><input type="checkbox"/> Funding and priorities</li> <li><input type="checkbox"/> Guidance material</li> <li><input type="checkbox"/> Legislation/regulation</li> <li><input type="checkbox"/> Political influence</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> Auditing</li> <li><input type="checkbox"/> Safety strategies</li> </ul>	<p>Accreditation standards: There are currently no standards provided in the management of workers who drive a vehicle for work purposes, beyond 'duty of care'.</p> <p>Auditing: There is currently no direction for best practice approaches to manage the risk associated with vehicle use in the workplace (including decisions regarding vehicle modifications).</p> <p>Guidance material: No guidance material for the development of policies for vehicle modifications and identifying black spots.</p>	<p>Evidence-based approach to guiding decisions on vehicle modifications</p> <p>Guidance material and education for employers on using black spot program to safety manage risk for work-related drivers</p>
<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expense/availability of equipment</li> <li><input type="checkbox"/> Equipment standards</li> <li><input type="checkbox"/> Training specialisation</li> <li><input type="checkbox"/> Maintenance schedules</li> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Auditors</li> </ul>		
<p><b>Unions and employer associations</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support for OHS</li> <li><input type="checkbox"/> Political agenda</li> </ul>		
<p><b>External Influencers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reporting from media</li> <li><input type="checkbox"/> Social media</li> <li><input type="checkbox"/> Community attitudes</li> <li><input type="checkbox"/> Enforcement activities</li> </ul>	<p>Social networks: Evidence based promotion of best practice provided by the NRSP is helpful in managing risk.</p>	





Key issues identified

Guidance on vehicle modifications

Current risk controls

Green outline: Protective factor

Yellow outline: Risk factor

**REVISION OF RISK CONTROLS: ACTION PLAN**

Identify feasible and practicable actions to address the issues you've identified in the Accimap.

Don't rely on people doing "the right thing". A review that just results in more training, supervision or minor changes to equipment or procedures will not prevent future incidents.

Effective actions involve improving consultation up and down the levels of the system

Effective actions involve reducing exposure and pressures on staff through work planning.

#Accimap issue	Specific action required	Person responsible for action	Evaluation of success	Close off date
Guidance on vehicle modifications	There is an opportunity to develop a policy to guide decisions on approving modifications to vehicles.	Safety Advisor	Review and revise risk management framework	July, 2022
Current risk controls	There is opportunity to develop the skills of supervisors in being proactive in their communication to further promote workplace road safety	Safety Advisor Sales Directors	Develop & implement training	July, 2022

**REVISION OF RISK CONTROLS: RECOMMENDATIONS FOR EXTERNAL PARTIES**

Document any suggestions for preventing WRD incidents that are beyond the control of your organisation. The research team will aggregate these suggestions and hold a workshop with the relevant people.

#Accimap issue	Specific action required	Parties responsible for action
Guidance on vehicle modifications	Development of evidence-based guidance material to guide policy development on vehicle modifications	Road transport authorities and workplace regulators
Guidance on vehicle modifications	Accreditation standards to be developed to help guide employers in managing the risk associated with vehicle as a workplace (i.e., vehicle modifications & black spot programs)	Road transport authorities and workplace regulators
Current risk controls	Create a learning culture through collaboration with key stakeholders including the National Road Safety Partnership Program (NRSP)	NRSP & other key stakeholders including industry and government agencies

## Work-related Driving Incident Review Toolkit

### CASE SUMMARY 3

<p><b><u>The Incident</u></b> Describe the flow of events on the day of the incident and any relevant events leading up to the incident (i.e., location/time/date of incident)</p>	<p>The Associate was starting work for the day and travelling from their home in a regional area to the city. It was 7am and there was significant traffic congestion. Visibility was poor due to sun glare. The Associate was travelling on a 100km/h zoned dual lane road. The load in the vehicle in the other lane and in front of the Associate was not secured and came loose. A large tub dropped out of the vehicle and went under the Associate's vehicle. The Associate did not swerve. The side bumper came loose as a consequence. There was some resistance from other traffic to allow the Associate to exit the lane.</p>
<p><b><u>Outcomes for staff</u></b> Injuries or harm to staff as a result of the incident</p>	<p>No harm to the Associate.</p>
<p><b><u>Outcomes for others</u></b> Injuries or harm to other (other road users) as a result of the incident</p>	<p>No harm to other drivers. The other driver involved in the incident did not respond to the incident and continued driving.</p>
<p><b><u>Outcomes for assets</u></b> Damage to vehicle and surrounding environment</p>	<p>Left side bumper came loose.</p>
<p><b><u>Risk controls</u></b> List all the risk control measures in place for driving at the time of the incident</p>	<p>The risk controls in place to avoid this incident included (i) mandatory driver training (skid pan and education), (ii) online driver training (education and hazard identification), (iii) 5-Star ANCAP vehicles (including blind spot warning system, brake assist, ESC), (iv) regular maintenance of vehicle, (v) workplace road safety is integrated within OHS and management practices, (vi) valid driver's licence, (vii) dash cam installed by the Associate</p>
<p><b><u>Response</u></b> Describe the response to the incident prior to the review</p>	<p>The Associate exited the traffic environment. The vehicle was taken to the panel beater for repair. The Associate notified her line manager.</p>

**CONSULTATION**

Identify the staff that need to be consulted during this review

<p><b>Frontline staff:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Driver</li> <li><input type="checkbox"/> Co-worker / colleague</li> <li><input type="checkbox"/> Administration staff</li> <li><input type="checkbox"/> Security staff</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Operations management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supervising staff member / Team leader</li> <li><input type="checkbox"/> Director / Manager/ head of unit</li> <li><input type="checkbox"/> Education &amp; Training</li> <li><input type="checkbox"/> HSR / OH&amp;S Team</li> <li><input type="checkbox"/> Rostering / staff deployment officer?</li> <li><input type="checkbox"/> Fleet manager</li> <li><input type="checkbox"/> Equipment Manager</li> <li><input type="checkbox"/> Facilities Manager</li> <li><input type="checkbox"/> IT support services</li> <li><input type="checkbox"/> Committees (specify) _____</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>Governance and administration</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> CEO</li> <li><input type="checkbox"/> Executive Team</li> <li><input type="checkbox"/> Chief Operating Officer</li> <li><input type="checkbox"/> Human Resources</li> <li><input type="checkbox"/> Health &amp; Wellbeing Officer</li> <li><input type="checkbox"/> Governance Committees</li> <li><input type="checkbox"/> Legal Officer</li> <li><input type="checkbox"/> Capital and infrastructure</li> <li><input type="checkbox"/> Other _____</li> </ul>	<p><b>External influences</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Government</li> <li><input type="checkbox"/> Regulators (e.g. WSV, TAC)</li> <li><input type="checkbox"/> Unions/Employer Associations</li> <li><input type="checkbox"/> Fleet maintenance suppliers</li> <li><input type="checkbox"/> Training specialisation suppliers</li> <li><input type="checkbox"/> Emergency Management Response (e.g. Ambulance)</li> <li><input type="checkbox"/> Consultants/Contractors (specify) _____</li> <li><input type="checkbox"/> Workplace road safety experts (Researchers from MUARC &amp; NRSPP)</li> </ul>
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**GREEN HIGHLIGHTING: PROTECTIVE FACTOR THAT ASSISTED IN AVOIDING A CRASH**

**YELLOW HIGHLIGHTING: RISK FACTOR THAT CONTRIBUTED TO THE INCIDENT**

**REVIEW OF RISK CONTROLS THROUGH CONSULTATION: Look “up and out” not “down and in”**

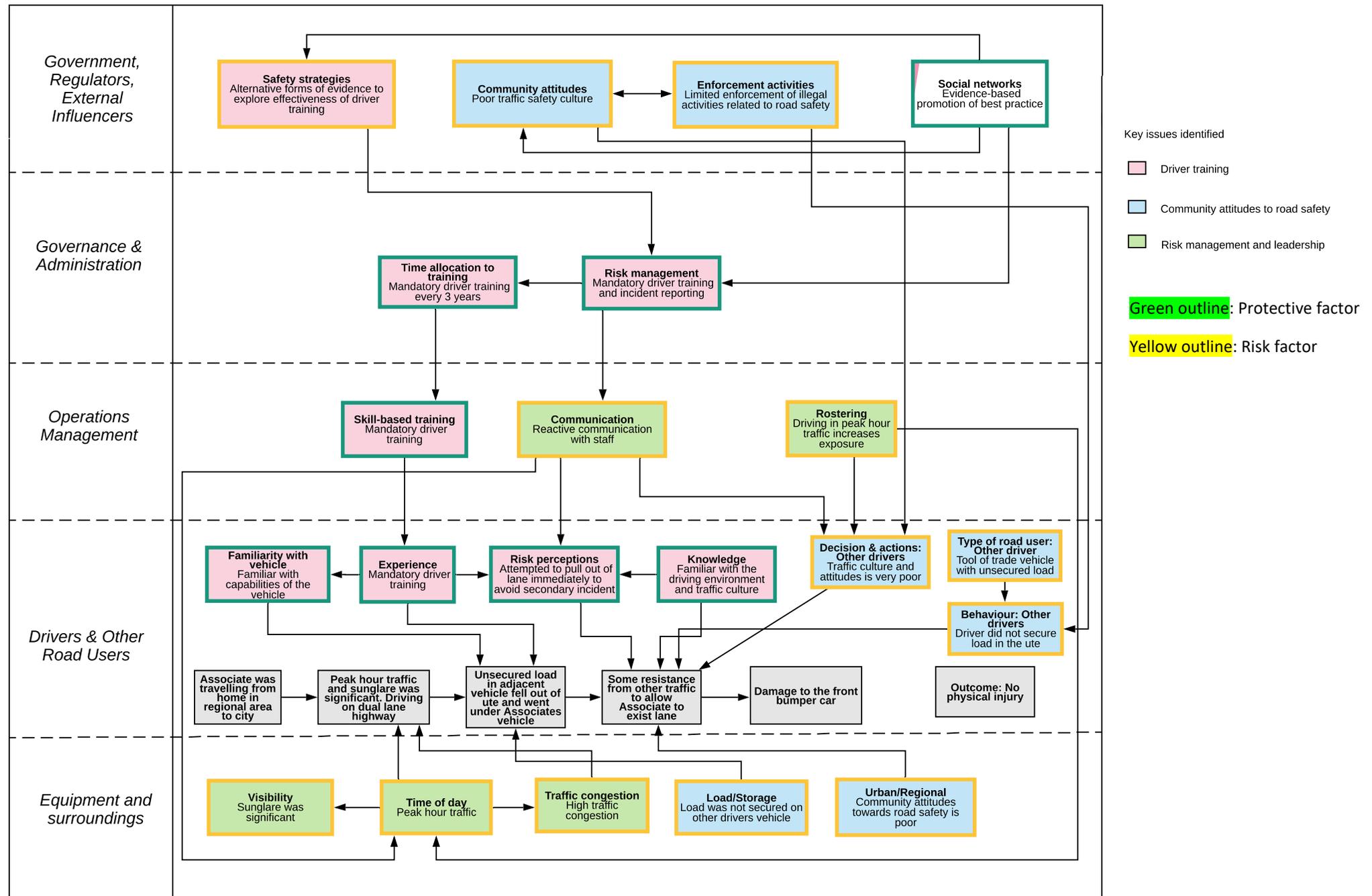
Contributory factors to WRD incident	Why were risk controls ineffective? (See Data Collection Guide for example questions)	Are better practice risk controls available? Document suggestions from staff to improve the effectiveness of risk controls
<b>Equipment and surroundings level</b>		
<p><b>Equipment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> In-vehicle technology</li> <li><input type="checkbox"/> GPS systems</li> <li><input type="checkbox"/> Mobile phone</li> <li><input type="checkbox"/> Design</li> <li><input type="checkbox"/> Vehicle modifications</li> <li><input type="checkbox"/> Fit for purpose</li> <li><input type="checkbox"/> Maintenance</li> <li><input type="checkbox"/> Load/Storage</li> <li><input type="checkbox"/> Vehicle specifications</li> <li><input type="checkbox"/> PPE</li> </ul>	<p>Load was not secured on other vehicle (trade vehicle).</p>	<p>Load must be secured on all vehicles.</p>
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Urban/Regional</li> <li><input type="checkbox"/> Weather Conditions</li> <li><input type="checkbox"/> Lighting</li> </ul>	<p>Urban/regional: Attitudes of the community towards traffic safety is poor.</p> <p>Traffic congestion: There was high traffic congestion at the time of the incident.</p>	

<input type="checkbox"/> Visibility <input type="checkbox"/> Time of day/week <input type="checkbox"/> Traffic congestion <input type="checkbox"/> Road design <input type="checkbox"/> Road surface conditions <input type="checkbox"/> Road furniture <input type="checkbox"/> Warning signals <input type="checkbox"/> Road signage <input type="checkbox"/> Posted speed limit <input type="checkbox"/> Incident response /breakdowns <input type="checkbox"/> Animals <input type="checkbox"/> Other_____	<p>Visibility: Sun glare was significant which affected the visibility of all drivers on the road at the time of the incident.</p> <p>Time of day: The incident occurred at 7am which was peak hour.</p>	
<b>Drivers &amp; Other Road Users level</b>		
<p><b>Work Design</b></p> <input type="checkbox"/> Job control <input type="checkbox"/> Job demands <input type="checkbox"/> Role conflict <input type="checkbox"/> Role clarity <input type="checkbox"/> Lone worker <input type="checkbox"/> Work schedule leading up to incident <input type="checkbox"/> Familiarity with the vehicle	<p>The Associate understood the limitations of her own vehicle (braking capabilities).</p>	
<p><b>Drivers</b></p> <input type="checkbox"/> Aggression <input type="checkbox"/> Inattention/distraction <input type="checkbox"/> Alcohol/drugs <input type="checkbox"/> Personality traits <input type="checkbox"/> Safety attitudes <input type="checkbox"/> Fatigue / sleepiness <input type="checkbox"/> Sleep quality <input type="checkbox"/> Physical/medical condition <input type="checkbox"/> Drugs/medications <input type="checkbox"/> Driving behaviour: general <input type="checkbox"/> Experience / competence <input type="checkbox"/> Hazard perception skill <input type="checkbox"/> Seatbelt <input type="checkbox"/> Mobile phone use <input type="checkbox"/> Risk perceptions <input type="checkbox"/> Incident history <input type="checkbox"/> Speed <input type="checkbox"/> Knowledge <input type="checkbox"/> Unfamiliarity with area	<p>Experience: The Associate had undertaken mandatory driver training.</p> <p>Risk perceptions: The Associate attempted to pull out of the lane to avoid her bumper bar going under the car which would have caused further damage to her car and others in the road environment.</p> <p>Familiarity: The Associate was familiar with the driving environment and general attitudes of other drivers.</p>	
<p><b>Other Drivers/Riders</b></p> <input type="checkbox"/> Behaviour: general <input type="checkbox"/> Communication	<p>Behaviour: The traffic culture and attitudes of motorists is very poor in the area with drivers seen to be primarily focused on themselves going from A to B as fast as possible.</p>	<p>Local awareness and education campaign to other drivers to the share the responsibility and give way to broken (hazard light) vehicles.</p>

<input type="checkbox"/> Decisions & actions <input type="checkbox"/> Type of vehicle <input type="checkbox"/> Type of road user	<p>Decisions &amp; actions: The other driver did not appropriately secure the load on their vehicle.</p> <p>Type of road user: Trades-person with an unsecured load.</p>	
<b>Operations Management level</b>		
<b>Supervisors</b> <input type="checkbox"/> Communication <input type="checkbox"/> Support from Supervisors <input type="checkbox"/> Co-operation between work areas <input type="checkbox"/> Quality of supervision <input type="checkbox"/> Priorities of supervisor	<p>Communication: Safety is a part of professional development activities in the organisation. However, workplace road safety is often communicated using reactive messaging, such as reports of incidents.</p>	<p>There is opportunity to develop the skills of supervisors in being proactive in their communication to promote workplace road safety – regional road safety and risks associated with driving in peak traffic and time of day.</p>
<b>Work scheduling</b> <input type="checkbox"/> Rostering <input type="checkbox"/> Contingency planning <input type="checkbox"/> Time Pressure <input type="checkbox"/> Breaks <input type="checkbox"/> Workload <input type="checkbox"/> Time allocation for administration <input type="checkbox"/> Shift work	<p>Rostering: There is an increase in exposure to risk when driving in peak hour traffic.</p>	<p>Alternative driving schedule to avoid peak hours of traffic.</p>
<b>Work systems</b> <input type="checkbox"/> Budgets <input type="checkbox"/> Equipment maintenance <input type="checkbox"/> Equipment selection <input type="checkbox"/> Skills-based training <input type="checkbox"/> Education & development <input type="checkbox"/> Role expectations <input type="checkbox"/> Data analysis & feedback	<p>Skill-based training; Associates are required to undertake mandatory driver training every three years.</p>	
<b>Governance &amp; Administration Level</b>		
<b>Management systems</b> <input type="checkbox"/> Approval and change management <input type="checkbox"/> Consultation <input type="checkbox"/> Human resources <input type="checkbox"/> Policies and procedures <input type="checkbox"/> Risk management <input type="checkbox"/> Safety monitoring <input type="checkbox"/> In vehicle technologies <input type="checkbox"/> Incident reporting system <input type="checkbox"/> Security systems <input type="checkbox"/> Committees <input type="checkbox"/> Recruitment protocols	<p>Risk management: Mandatory driver training and reporting of all incidents are components of the agency's risk management framework.</p>	
<b>Resources</b>	<p>Training: Mandatory driver training every three years</p>	

<ul style="list-style-type: none"> <li><input type="checkbox"/> Funding</li> <li><input type="checkbox"/> Costs</li> <li><input checked="" type="checkbox"/> Time allocation to training</li> <li><input type="checkbox"/> Awareness Campaigns</li> <li><input type="checkbox"/> Employment arrangements</li> <li><input type="checkbox"/> Mentoring</li> <li><input type="checkbox"/> Shared learnings</li> </ul>		
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Safety Culture</li> <li><input type="checkbox"/> Reporting Culture</li> <li><input type="checkbox"/> Senior management commitment</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> KPIs</li> <li><input type="checkbox"/> Organisational change</li> <li><input type="checkbox"/> Priorities</li> <li><input type="checkbox"/> Strategies: safety/health/wellbeing</li> </ul>		
<b>Government, Regulators and External Influences level</b>		
<p><b>Government and regulators</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accreditation standards</li> <li><input type="checkbox"/> Funding and priorities</li> <li><input type="checkbox"/> Guidance material</li> <li><input type="checkbox"/> Legislation/regulation</li> <li><input type="checkbox"/> Political influence</li> <li><input type="checkbox"/> Communication</li> <li><input type="checkbox"/> Auditing</li> <li><input checked="" type="checkbox"/> Safety strategies</li> </ul>	<p>Safety strategies: Anecdotal evidence to support driver training but limited empirical support. Alternative forms of evidence to support driver training.</p>	<p>Alternative forms of evidence are needed to explore the effectiveness of driver training programs.</p>
<p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expense/availability of equipment</li> <li><input type="checkbox"/> Equipment standards</li> <li><input type="checkbox"/> Training specialisation</li> <li><input type="checkbox"/> Maintenance schedules</li> <li><input type="checkbox"/> Consultants</li> <li><input type="checkbox"/> Auditors</li> </ul>		
<p><b>Unions and employer associations</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support for OHS</li> <li><input type="checkbox"/> Political agenda</li> </ul>		
<p><b>External Influencers</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Reporting from media</li> <li><input type="checkbox"/> Social media</li> <li><input checked="" type="checkbox"/> Community attitudes</li> <li><input checked="" type="checkbox"/> Enforcement activities</li> </ul>	<p>Enforcement activities: There is limited enforcement of illegal activities from Police in the community.</p> <p>Community attitudes: Community attitudes towards road safety are poor.</p>	<p>Opportunity to develop target safety messages towards the community.</p> <p>More positive behaviours of law enforcement including enforcement of securing loads.</p> <p>Opportunity for the development of fact sheets regarding sun glare and driving.</p>

□ Social networks	Social networks: Evidence based promotion of best practice provided by the NRSP is helpful in managing risk.	
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**REVISION OF RISK CONTROLS: ACTION PLAN**

Identify feasible and practicable actions to address the issues you've identified in the Accimap.

Don't rely on people doing "the right thing". A review that just results in more training, supervision or minor changes to equipment or procedures will not prevent future incidents.

Effective actions involve improving consultation up and down the levels of the system

Effective actions involve reducing exposure and pressures on staff through work planning.

#Accimap issue	Specific action required	Person responsible for action	Evaluation of success	Close off date
Risk management & leadership	Develop the skills of supervisors in being proactive in their communication to promote workplace road safety specific to issues including regional road safety (safety attitudes) and risks associated with driving in peak traffic and time of day.	Safety Advisor Sales Directors	Develop & implement training	July, 2022
Risk management & leadership	Consult with Associates on alternative times of days to travel to avoid peak hour and sun glare.	Safety Advisor Sales Directors	Modification of work hours	Feb, 2022

**REVISION OF RISK CONTROLS: RECOMMENDATIONS FOR EXTERNAL PARTIES**

Document any suggestions for preventing WRD incidents that are beyond the control of your organisation. The research team will aggregate these suggestions and hold a workshop with the relevant people.

#Accimap issue	Specific action required	Parties responsible for action
Community attitudes to road safety	More positive behaviours of law enforcement including enforcement of securing loads.	Road transport authorities and workplace regulators
Community attitudes to road safety	Opportunity to develop targeted safety messages to improve the community's attitudes towards traffic safety.	Road transport authorities and workplace regulators
Community attitudes to road safety	Opportunity for the development of fact sheets regarding sun glare and driving.	NRSP & other key stakeholders including industry and government agencies
Community attitudes to road safety	Local awareness and education campaign to other drivers to the share the responsibility and give way to broken (hazard light) vehicles.	Road transport authorities and workplace regulators
Driver training	Seek alternative methods of identifying effectiveness of driver training programs.	Research institutions & regulators