# FLEET RISK MANAGEMENT

## A guide for local government

October 2024

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# EXECUTIVE SUMMARY

Fleet risk management is the process used to ensure the safety and security of drivers, operators, vehicles and heavy plant.

Local government fleet typically includes a variety of vehicles such as ride-on mowers, street sweepers, trucks, sedans, and utility vehicles. Despite the diverse fleet composition, the types of claims associated with these vehicles are often more predictable than expected, with most accidents identified as at-fault claims involving reversing accidents and collisions with stationary objects like fences, parked vehicles, and bollards.

While these types of claims may seem attributable to inattentive driving, they can also be influenced by the nature of the work being conducted. For instance, waste truck drivers in metropolitan areas are responsible for emptying over 1300 bins during a single shift, working alone.

In addition to emptying bins, they must remain vigilant of parked cars, children and pedestrians, other vehicles, and potential hazards, while navigating narrow alleyways and multi-apartment complexes. They may need to dismount to move bins or obstacles, all while being mindful of potential risks such as a lithium-ion battery fire igniting in the waste. This demanding work requires a high level of skill, concentration, and situational awareness.

Interestingly, despite the unique challenges faced by waste truck drivers, it is not necessarily the case that accidents occur more frequently in waste trucks compared to utility vehicles or light fleet vehicles. Each type of vehicle presents its own set of risks and requires specific risk management strategies.

This guide aims to identify and describe improvement opportunities that have an evidence-based correlation to minimising claims. These opportunities are intended to help members refine and strengthen their fleet management practices, reducing the number and costs associated with claims.

To further emphasise the importance of effective fleet risk management, it is essential to understand the actual costs associated with fleet incidents.

These costs can be categorised into direct and indirect costs.

Direct costs include the loss of use of fleet until repaired or replaced, the claim excess, and personal injuries that may even result in fatalities.

Indirect costs encompass lost administration time completing claim forms and investigating accidents, management and employee distractions, disruptions to community services and operations, reduced fleet resale values, damage to the local government's reputation, grief and suffering from injuries, diversion of resources and budget, as well as legal fees and the cost of legal defence. For minor accidents especially, these costs can easily exceed the material damage amount.

By implementing the recommended risk management practices outlined in this guide, local governments can proactively address these costs and mitigate the potential negative impacts of fleet incidents, thereby prioritising the safety of drivers, operators, and the public, while also safeguarding the reputation and resources of the local government.

# OBJECTIVE OF THIS GUIDE

The primary objective of the LGIS Fleet Risk Management Guide is to minimise the number of fleet-related claims and associated costs in the local government sector.

This is achieved by identifying and sharing best practice techniques used by local government fleet managers in Western Australia, to effectively manage risks to their fleet. The guide is aligned with the Australian Risk Management Standard ISO 31000-guidelines. Accordingly, 'Risks' are described as the point along an event sequence where control is lost.

An event sequence is shown below:


In the context of fleet risk management, a risk materialises in the form of an actual fleet or plant accident at the point of loss of control.

At this stage, the focus shifts from the likelihood of the risk to the consequences that arise from the risk event. It is important to recognise that accidents should not be downplayed as mere bumper-bashings, dents, or scrapes. Each loss of control by a driver or operator has the potential for far more serious outcomes, and they are typically preventable.

## Common controls

When managing fleet risks, there are three common types of controls that should be used in combination.

- Preventative controls:

  Are aimed at preventing risks from occurring in the first place. Examples include leadership's continued commitment to good driving, outlined in a formal policy and monitored through oversight of operations, and ensuring drivers and operators are aware of what is expected of them through ongoing training and compliance with work, health and safety responsibilities.

- Detective controls:

  Are used to identify failures or deviations from expected standards. Examples include license and certification checks, fitness for work tests, and performing audits and stocktakes.

- Corrective (or reducing) controls:

  Aim to minimise the consequences of loss of control. Examples include airbags, appropriate protection, insurance, and the provision of first aid kits and fire extinguishers.

To ensure the effectiveness of these controls, it is important that they are:

- Documented and aligned with policies and procedures.
- Up to date and clearly understood by users.

- Delivered consistently within statutory or service delivery standards.
- Subject to ongoing monitoring.
- Regularly reviewed and tested.

*This guide has four focus areas relevant for both light and heavy fleet:*

| Focus area | Element |
|---|---|
| 1. Drivers and operators | 1.1 On-boarding<br>1.2 Ongoing management of conduct and capabilities<br>1.3 Training<br>1.4 Leadership |
| 2. Storage and usage of fleet | 2.1 At the depot / works operations centre<br>2.2 Away from the depot / works operations centre<br>2.3 Grey fleet (private vehicles used by staff or volunteers for work purposes)<br>2.4 Bushfire fleet<br>2.5 Fuel, charging stations and keys<br>2.6 Use of technology and advancements of fleet |
| 3. Maintenance program | 3.1 Record-keeping<br>3.2 Maintenance procedures<br>3.3 Maintenance activities |
| 4. Incident and emergency management | 4.1 Reporting and recording of incidents.<br>4.2 Incident management<br>4.3 Vehicle and plant emergency management<br>4.4 On-site emergencies |

# FOCUS AREA 1: DRIVERS AND OPERATORS

## 1.1 On-boarding

The onboarding process is crucial for setting the tone and expectations for employees. It provides an opportunity for the local government to:

- showcase its services;
- clearly outline their expectations of the role;
- establish a strong safety culture focused on teamwork and support;
- verify the new employee's competencies and attitude.

During the onboarding process, members can provide comprehensive training and orientation sessions that cover various aspects relevant to the driver or operator role. This may include:

1. Introduction to the local government: Provide an overview of the mission, values, objectives, and commitment to safety and risk management.
2. Role-specific training: Offer detailed training on the specific responsibilities and tasks associated with the driver or operator role. This may include instruction on vehicle operation, maintenance procedures, safety protocols and compliance with relevant regulations.
3. Safety culture and teamwork: Emphasise the importance of a strong safety culture and promote a sense of teamwork among drivers and operators. This can be achieved through interactive sessions, group discussions, and sharing of real-life examples and experiences.
4. Competency verification: Conduct assessments or tests to verify the competencies and skills of new drivers and operators. This may involve practical driving assessments, knowledge tests, or simulations to ensure they possess the necessary skills to perform their duties safely and efficiently.
5. Ongoing support and mentorship: Assign experienced drivers or operators as mentors to new employees, providing guidance, support, and opportunities for continuous learning and development.

By investing in a comprehensive onboarding process, members can:

- effectively communicate expectations;
- instil a strong safety culture; and
- ensure that new drivers and operators are well-prepared and equipped to perform their roles safely.

This not only reduces the likelihood of accidents and incidents but also fosters a positive work environment and enhances overall fleet risk management efforts.

### Successful onboarding of drivers and operators

Make sure you have a well-defined process to onboard new starters – both light and heavy vehicle operators. This should include the following:

1. Formal onboarding process: Ensure the process is documented, and centrally monitored. This process should be consistent and standardised across the local government so that all new employees receive the necessary training and information.
2. Assess experience, maturity, and health during the recruitment process: This assessment should include evaluating their qualifications and any relevant medical requirements such as eyesight, hearing and drug tests.
3. Check license and certification for all light and heavy fleet drivers and operators. Where possible, check for a prior record of repeated or serious driving offences.
4. Clearly outline the expectations and responsibilities of drivers and operators: This should include information on the appropriate use of fleet vehicles, fitness for work responsibilities, accountability for accidents and work, health and safety responsibilities.
5. Include these responsibilities in signed employment contracts or position descriptions: This confirms that drivers and operators are aware of their obligations and are held accountable for their actions.
6. Provide all new drivers with a fleet-usage guideline handbook that outlines the appropriate use of fleet vehicles: Drivers should use this handbook as a reference for their responsibilities and obligations.
7. Ensure ongoing oversight and monitoring: Establish a centralised monitoring system to identify any gaps or biases in the onboarding process. Identified skill or knowledge gaps should trigger a formal verification of competency conducted by a qualified assessor.

By following these guidelines, members can ensure that drivers and operators are properly onboarded, equipped with the necessary skills and knowledge, and are aware of their responsibilities. This contributes to a safer and more efficient fleet operation and reduces the risk of accidents and incidents.

## 1.2 Ongoing management of conduct and capabilities

After on-boarding, the new driver or operator is considered competent and is expected to clearly understand the expectations of the role and is in no need of further guidance. However, employees' conduct and capabilities are subject to fluctuations and must be managed. It is good practice to:

- Establish clear performance expectations and standards, and regularly review performance against these standards. This helps maintain consistent performance levels and address any issues or areas for improvement.
- Keep lines of communication between management and drivers/operators open, to encourage reporting of concerns and challenges and in return provide necessary support and guidance.
- Offer ongoing training and development opportunities to enhance the skills and capabilities of drivers and operators. This can include refresher courses, workshops, or specialised training programs to address specific areas of improvement or to keep them updated on operational best practice.

- Recognise and reward drivers and operators who consistently demonstrate good conduct. This motivates employees to maintain high standards and encourages a positive work culture. Proactive measures should also be taken to address poor performers who may have a negative influence on others, such as providing additional training, coaching or support to help them improve their performance. If necessary, disciplinary measures or performance improvement plans should be implemented to ensure that all drivers and operators meet the required standards.

To ensure effective monitoring of driver and operator conduct and capabilities, it is recommended that local governments:

1. Establish a formal fleet policy. This should outline appropriate usage of vehicles and define the responsibilities of drivers and occupants, covering aspects such as safe driving practices, vehicle maintenance, reporting procedures for accidents or damages and adherence to traffic laws and regulations.
2. Regularly confirm driver and operator competencies, certifications, and licenses, at least annually. This ensures that all drivers and operators maintain the necessary qualifications and credentials to perform their roles safely and effectively.
3. Maintain a centralised system to track and manage all regulatory information related to the operation of vehicles and equipment. This includes driver and operator competencies, certifications, and the validity of vehicle and driver licenses. Having a centralised system helps ensure that all necessary information is up-to-date and easily accessible.
4. Perform ongoing fitness for work tests to assess driver health and capability. Regular health assessments can help identify any issues that may affect a driver's ability to safely operate vehicles or equipment and can include hearing, vision, drug and alcohol tests.
5. Monitor and manage violations, traffic infringements and complaints against drivers and operators. Implement a centralised system to track and address any issues promptly. The system should be capable of identifying offenders with multiple issues, for coaching or disciplinary action, and drivers should pay their own infringements as the local government is not legally permitted to pay on their behalf.
6. Supervisors and team members should proactively observe safety practices and behaviour and be encouraged to provide feedback. This helps ensure that drivers and operators are consistently following established safety protocols.
7. Implement formal externally verified assessments for staff with a history of at-fault accidents, multiple complaints, multiple infringements, or poor feedback from staff. These assessments can help identify areas for improvement and provide targeted training and support.

By actively managing the conduct and capabilities of drivers and operators, members can maintain a high level of performance, reduce the risk of incidents or accidents, and foster a positive and accountable work environment. Ongoing management ensures employees receive the necessary support and guidance to continuously improve their skills and maintain a strong safety culture.

## 1.3 Training

Fleet management training is crucial to ensure the efficient and effective operation of fleet and safe driving practices. Driver training reinforces that drivers' expertise is valued, particularly when training is used to further develop their own skills and maximise the safety of staff.

Programs should cover defensive driving techniques, hazard awareness and emergency response protocols, preparing drivers to handle challenging environments and to prioritise safety. Training should also address efficiency and cost-effectiveness, covering topics such as fuel management, route optimisation and vehicle maintenance best practices to minimise breakdowns and save costs.

Additionally, fleet management training emphasises the use of technology and data-driven decision-making. Managers and supervisors should be trained on fleet management software, telematics systems, and data analysis tools to collect and analyse data on vehicle usage, maintenance records, and fuel consumption. Overall, fleet management training enhances safety, maximises the value of vehicle assets, and ensures the smooth functioning of local government fleets. This enables informed decision-making and continuous improvement in fleet operations.

To ensure you have an effective and efficient driver training program:

1. Establish a regular and ongoing driver training schedule that focuses on safe driving practices, the safety of drivers and occupants, and the protection of fleet. Training should be conducted at regular intervals to ensure that drivers stay updated on best practices and new developments.
2. Implement a centralised fleet training matrix that outlines fleet-specific training requirements for drivers and operators. This matrix should cover a wide range of topics, including changes in weather conditions, incidents, managing fatigue, new fleet and road technology, new driving legislation and safe driving practices. Having a centralised matrix ensures that important training and awareness topics are consistently addressed across all business units.
3. Conduct a formal handover familiarisation process whenever a driver is assigned a different vehicle, including electric vehicles in light fleet. This process ensures that drivers are familiar with the specific features and controls of the vehicle they will be operating, promoting safer and more efficient driving.
4. Provide training, information, instruction, and supervision to staff members who are not drivers or operators but may be exposed to plant or fleet operations. This ensures that all staff members are aware of potential hazards and can take appropriate safety measures.
5. Offer specialised training for supervisors and managers who oversee fleet operations. This training should focus on leadership skills, effective communication and the ability to enforce safety protocols and policies.
6. Provide specialised training for drivers operating heavy fleet vehicles. Training should cover topics such as vehicle dynamics, load management and safe driving techniques specific to heavy vehicles.
7. Include training on technological improvements in fleet use, such as new vehicle safety features and appropriate charging of electric vehicles. This ensures that drivers are knowledgeable about the latest advancements and can utilise them effectively.
8. Provide chain of responsibility and load restraint training for workers involved in fleet operations. This training ensures that all individuals involved in the transportation of goods understand their responsibilities and comply with load restraint regulations.
9. Foster a culture of communication and continuous improvement through driver training. Encourage drivers to make the right choices based on their experience and provide opportunities for them to communicate, participate and share constructive feedback. This helps to create a culture of safety and continuous improvement.
10. Whenever possible, assign drivers the same vehicle to drive. This practice promotes better protection of the asset and helps drivers develop familiarity and confidence with the specific vehicle they operate.

## 1.4 Leadership

Promoting a safe driving culture requires active involvement and support from the leadership group. It is essential for leaders to take responsibility for monitoring fleet incidents, regardless of whether they result in injury or not. By closely monitoring these incidents, leaders can assess the effectiveness of their efforts.

A high number of claims or incidents may indicate that drivers and operators are disregarding the leadership's efforts or that they are not fully aware of what is expected of them. It could also suggest that they are inadequately trained or have a poor attitude towards safety and the protection of the fleet.

To address these issues, leaders should:

1. Clearly communicate expectations. Leaders should clearly communicate their expectations regarding safe driving practices and the protection of the fleet. This includes emphasising the importance of following safety protocols, adhering to driving legislation and reporting any incidents or near-misses.
2. Provide adequate training. Leaders should ensure that drivers and operators receive comprehensive training on safe driving practices, emergency response procedures and the use of vehicle technology. This training should be ongoing and regularly updated to keep up with advancements in technology and changes in driving legislation.
3. Lead by example. Leaders should demonstrate their commitment to safety by consistently following safe driving practices themselves.
4. Encourage reporting and feedback. Leaders should create an environment where drivers and operators feel comfortable reporting incidents, near-misses, and safety concerns. They should actively encourage open communication and provide channels for feedback and suggestions for improvement.
5. Recognise and reward safe behaviour. Leaders should acknowledge and reward drivers and operators who consistently demonstrate safe driving practices and contribute to a positive safety culture. This can be done through incentives, recognition programs or positive reinforcement of their contribution.

By actively promoting a safe driving culture and monitoring fleet incidents, leaders can identify areas for improvement and take appropriate actions to address them. Leadership commitment and involvement are crucial in fostering a culture of safety and ensuring the protection of the fleet and the well-being of staff.

# FOCUS AREA 2: STORAGE AND USAGE OF FLEET

## 2.1 At the depot

The depot is the central location for the local government's operational activities and provides housing for a large proportion of their fleet. While the purpose of most depots across WA is the same, each one varies in size, level of housekeeping, security, and natural exposures such as bushfires and floods.

Depots are often used for maintenance activities, backup IT servers, storage of hazardous goods, fuel, green waste, road sweepings, batteries and gas bottles, and sometimes even damaged or impounded vehicles. All of these features have a potential influence on the safety of fleet being housed in the area.

Factors like depot size and layout affect vehicle manoeuvrability and operational efficiency. Adequate housekeeping practices reduce the risk of accidents. Security measures, such as access control and surveillance systems, prevent unauthorised access and protect against theft or vandalism. Depots in areas prone to bushfires or floods may require additional mitigation measures to safeguard the fleet.

By ensuring proper housekeeping, robust security measures, and addressing external risks, depots contribute to fleet safety and the well-being of staff responsible for operations.

Guidelines for ensuring safety at the depot include:

1. Protect the depot from unauthorised entry, theft, and vandalism by implementing appropriate security measures. This includes installing CCTV cameras to monitor the premises and deter potential intruders.
2. Ensure suitable external lighting and security lighting are in place and operational. Well-lit areas help deter criminal activity and improve visibility for staff members and visitors.
3. Regularly inspect and maintain surfaces to ensure they are free from potholes and potential trip and fall hazards. Promptly repair any damaged areas to minimise the risk of accidents.
4. Use line marking to assign bays and direct pedestrian movement. Clearly marked walkways and designated parking bays help guide contractors and individuals with limited awareness of their surroundings, such as those using mobile phones while walking or unaware of the quiet approach of an electric vehicle.
5. Allocate parking bays specifically for the fleet. This maintains an organised and efficient parking system, reducing the likelihood of vehicles parking in inappropriate areas.
6. High-value fleet should be separated from others of high value when parked. The loss of multiple high value fleet assets through fire or flood is uncommon, but can and has occurred, leading to service disruptions for the affected local government which could easily have been avoided. In flood-prone areas, fleet should be parked in areas of highest elevation and to help reduce the overall severity of a fire where parking space is limited, alternatives to side-by-side parking should be explored. See further information related to separation of fleet under the heading of ‘On-Site emergencies’ or speak to your LGIS Account Manager for additional information.

7. Install parking bay tyre barriers and safety bollards to protect people and infrastructure. These physical barriers help prevent accidental collisions and provide additional safety measures.
8. Designate all roads within the depot as one-way only to ensure a smooth flow of traffic. One-way traffic reduces the risk of accidents and simplifies navigation.
9. Encourage vehicles to park facing in the same direction, preferably in the direction of egress, to reduce reversing blind spots. This practice enhances visibility and minimises the potential for accidents during vehicle manoeuvring.
10. Provide protection for high-value items from the elements, other vehicles or storage items. This may include utilising exterior awnings or hail netting to store high-value fleet under cover.
11. Green waste, mulch, street sweepings, e-waste, batteries, wooden pallets, and other potentially flammable materials should not be stored on site. If stored, these should be kept at a distance of at least ten metres from fleet or infrastructure, and not stored at height or under trees.
12. Ensure adequate fire detection and suppression systems in fleet parking areas and all recreational, storage and works areas. These could include smoke alarms, alarmed thermal cameras, extinguishers, hydrants, hoses, water tanks and booster pumps.
13. Provide effective storage areas for gas bottles, old batteries, hazardous materials and other flammables at a safe distance from fleet. Designate separate storage areas for each, ensuring they are secure, ventilated and fireproof, to prevent the spread of fire and protect both fleet and personnel.
14. Implement strict smoking controls and hot works controls and ensure they are being followed.

By following these guidelines, depots can create a safer environment for staff members, visitors, and the fleet itself. Implementing security measures, maintaining well-lit areas, ensuring proper surface conditions, and organising parking and traffic flow contribute to a culture of safety and minimise the risk of accidents or incidents within the depot.

## 2.2 Away from the depot

Away from the safety of the depot, while out delivering services, parked at a staff member's home, the sports centre, waste facilities or administration building, fleet custodians are expected to maintain minimum safety and security standards for the appropriate use and protection of fleet and occupants. These can be included in the formal fleet policy which outlines appropriate usage of vehicles and defines the responsibilities of drivers and occupants.

Guidelines for ensuring safety and security of fleet vehicles:

1. Limited private use. Clearly define the conditions and restrictions for using fleet vehicles for personal purposes, ensuring that such use does not compromise the safety or integrity of the vehicles.
2. Safety and security requirements. Establish minimum safety and security requirements for fleet vehicles parked at staff members' homes, sports centres, or other external locations. This may include guidelines for selecting safe parking areas and securing the vehicles.
3. Driver-vehicle procedures. Develop formal procedures that address traffic management, security requirements for keys, assets, and cargo within the vehicle, and importantly, procedures for drivers to follow to ensure awareness of hazards and obstructions to safe egress from a parked position. Regular monitoring and enforcement of these procedures is essential to reduce often preventable accidents such as reversing into or hitting stationary objects.

4. Restrict hire or loan of fleet. Fleet vehicles, such as graders, light fleet, buses, or utility vehicles should never be hired out or loaned, for both no reward and reward, to profit-making groups or businesses. This helps maintain control over the usage and coverage of the fleet and ensures that vehicles are only operated by authorised personnel familiar with the vehicles and their specific requirements and who are covered by adequate insurance.
5. Compliance with insurance requirements. Fleet should only be used by local government employees or authorised volunteers for work purposes. Use of fleet for personal purposes outside of the terms of the Private Use Policy or use by non-local government personnel may not be covered by insurance. These conditions are also applied to the LGIS Motor Fleet Protection. Speak to your LGIS Account Manager to determine protection.

By following these guidelines, members can ensure a culture of safety, accountability and responsible fleet management.

## 2.3 Grey fleet

The term "grey fleet" refers to the use of private vehicles by staff or volunteers for work purposes. This could be employees conducting site visits, attending meetings or training sessions, or volunteers assisting with community programs.

Grey fleet usage usually occurs when there is a lack of available work vehicles. While grey fleet usage can provide flexibility and convenience, it also presents some work, health and safety considerations for members.

This is because a vehicle is legally a ‘workplace’ if a person performs a work task in their own vehicle, and members should ensure that it meets the required safety standards of a workplace, prior to permitting the practice. This includes confirming the safety and suitability of the vehicle used, managing insurance coverage, and maintaining compliance with relevant regulations and policies.

To address these considerations, members should establish a formal policy for grey fleet usage which defines the circumstances under which grey fleet usage is permitted, outlines the responsibilities of employees or volunteers using their personal vehicles, and establishes minimum safety and maintenance standards for the vehicles.

Additionally, where there is regular use of grey fleet, members may require employees to provide proof of business-use insurance coverage for their personal vehicles. This ensures that the vehicles are adequately insured for work-related activities and protects both the individuals using the vehicles and the local government from potential liability.

Guidelines for the use of grey fleet (private vehicles used for work purposes):

1. Avoidance of grey fleet usage. Whenever possible, the use of grey fleet should be avoided, except in exceptional circumstances where no work vehicles are available. In such cases, employees should obtain written approval from their manager before using their personal vehicles for work purposes or preferably, be given a copy of the formal Grey Fleet Policy to sign.
2. Formal Grey Fleet Policy. Establish a formal Grey Fleet Policy that clearly defines the use of personal vehicles for work purposes. This policy should outline the responsibilities of employees and volunteers, including the requirement for business-use insurance, adherence to safety standards and regular maintenance of their vehicles. Employees and volunteers should sign the policy to confirm their understanding and acceptance of the policy. Members should check that

volunteers have a driving licence and insurance cover for their vehicle, including Third Party insurance, and this should be kept on record.

3. Minimum maintenance and safety standards. Set minimum maintenance and safety standards for private vehicles used for work purposes. This may include requirements such as a minimum ANCAP rating, maximum age of the vehicle, restrictions on vehicle types (e.g. not allowing motorcycles to be used for work purposes), and that regular maintenance is performed to ensure the vehicles are in a safe and reliable condition.
4. Fit-for-purpose confirmation. Employees should confirm that their vehicle is fit-for-purpose for the type of road and travel conditions they will encounter, especially for regional travel. This includes considering factors such as the vehicle's capabilities, suitability for the type of road and any additional equipment or modifications required for safe travel.

By following these guidelines, members can manage the use of grey fleet in a responsible and safe manner. Clear policies and standards help mitigate risks associated with using personal vehicles for work purposes, ensuring that employees and volunteers are aware of their responsibilities and that their vehicles meet the necessary safety requirements.

## 2.4 Bushfire fleet

The primary objective of managing a bushfire fleet is to ensure the readiness and effectiveness of the fleet in mitigating and responding to the risks posed by bushfires.

Due to the nature of this type of fleet and the geographic area in which the local government is situated, the purchasing, housing, servicing and disposal of fleet is usually determined by an agreement between the Department of Fire and Emergency Services (DFES) and the local government.

Other influencing factors include the collaboration between the various Volunteer Bush Fire Brigades active in the area, the Community Emergency Services Manager, and the community.

Local governments often play a crucial role in protecting their communities, infrastructure, and the environment from the devastating impacts of bushfires, and a well-managed bushfire fleet consisting of specialised vehicles and equipment specifically designed and equipped to operate in bushfire-prone areas, is an essential component of their emergency response capabilities.

Guidelines for managing a local government bushfire fleet:

1. Vehicle supply and maintenance:
    - Wherever possible, ensure that all bushfire vehicles are supplied by DFES.
    - Regularly inspect and service the vehicles to ensure they are in optimal working condition in line with DFES and vehicle operating requirements.
    - Keep detailed records of all maintenance and repairs.
2. Vehicle storage facilities:
    - If bushfire fleet is housed onsite, always keep the vehicle storage facilities locked to prevent unauthorised access.
    - Install security measures such as surveillance cameras and alarms to enhance the security of the facility.
    - Implement a system to track the movement of vehicles in and out of the storage facility.

- Do not store gas bottles, fuel, or other combustible materials in the Volunteer Bush Fire Brigade or bushfire fleet facilities.

3. Facility maintenance:
   - Regularly maintain the internal and external structure of the facility, including plumbing, gas, and electrical infrastructure, to ensure they are in good condition.
   - Conduct regular inspections to identify and address any potential safety hazards.
   - Ensure that the facility is equipped with appropriate fire suppression systems and emergency exits.

4. Training and education:
   - Provide comprehensive training to all personnel involved in the management and operation of the bushfire fleet including guidelines for vehicle load capacity and safe attachment of equipment.
   - Ensure that all personnel are trained in vehicle emergency response procedures and conduct drills to assess their effectiveness.

5. Regular collaboration and communication:
   - Maintain open communication and collaboration among all stakeholders, including DFES, Volunteer Bush Fire Brigades and the community.
   - Regularly review and update the stakeholder agreement to ensure it reflects the current needs and responsibilities of each party.
   - Establish a system for reporting and addressing any issues or concerns related to the bushfire fleet.

By following these guidelines, members can ensure the safe and efficient management of their bushfire fleet, reducing the risks associated with the storage and maintenance of the vehicles. Regular maintenance, proper storage practices, and effective communication are key to maintaining a reliable and effective bushfire fleet.

## 2.5 EV Charging stations, e-scooters, e-bikes and battery collection points

As the adoption of electric vehicles (EVs) continues to grow, local governments are increasingly investing in charging infrastructure to support the transition to cleaner transportation. The installation of charging stations for EVs brings numerous benefits, including reduced greenhouse gas emissions and improved air quality. However, it is essential for members to be property-conservation conscious, prioritise safety, and adhere to best practices to mitigate potential risks associated with charging stations and the lithium-ion batteries that power EVs.

Charging stations serve as the primary interface between the electrical grid and EVs, providing the necessary power to recharge their batteries. While these stations are designed with safety features and undergo rigorous testing and certification processes, it is crucial for members to install and maintain them in accordance with industry standards and regulations. This includes following proper electrical wiring and grounding practices, as well as conducting regular inspections and maintenance to identify and address any potential hazards.

One of the primary risks associated with charging stations is the potential for electrical malfunctions or faults that could lead to fires. Lithium-ion batteries used in EVs, have a high energy density and can be susceptible to thermal runaway if incorrectly charged, damaged or improperly managed. Members must ensure that the charging infrastructure is installed correctly and that all safety protocols are followed on an ongoing basis. This includes implementing measures such as overcurrent protection, ground fault protection and thermal management systems to prevent overheating and mitigate the risk of fire.

Additionally, training programs should be implemented to educate personnel on the correct management of EV charging stations.

Guidelines to install and manage charging stations effectively:

Placement

Indoors:

- Ensure they are easily accessible to emergency services, close to garage entrances, and away from lower levels or basements. Their location should not obstruct escape routes in the event of a fire.
- Make sure charging stations are sufficiently spaced and at least 10 metres away from combustible materials and any hazardous or critical installations.
- Ensure charging stations are contained in a separate fire safety compartment with 60 - 120 minutes of fire resistance and adequate ventilation for the release of flammable gases.
- The area should be fitted with an automatic sprinkler protection and an automatic fire detection and alarm signalling system transmitted to a continuously occupied location.
- Retro-fitting EV Chargers in car parks or indoor structures should trigger the requirement for a fire engineering assessment to ensure current fire protection is adequate.
- Prohibit vehicle charging within the premises outside of business hours to prevent overcharging or overheating.
- Use tyre barriers or bollards to physically protect the chargers against mechanical damage.

Outdoors:

- Place the charging stations as far as possible (at least 10 metres) from buildings, infrastructure and utilities.
- Use tyre barriers or bollards to physically protect the chargers against mechanical damage.

Training and inspections:

- Train staff on the correct use of the charging equipment, detecting and reporting of issues, and actions to be taken in the event of a thermal event.
- Conduct daily visual inspections to detect signs of damage.
- Perform a minimum annual electrical inspection with infra-red thermography.

Installation and maintenance:

- Ensure that the chargers are installed by an approved Electric Vehicle Charging Station installer and have a dedicated electrical circuit separated from the general main. They should be fitted with circuit breakers and surge protection.
- If a charger is damaged or malfunctioning, shut it off and lock it until it has been repaired and recertified by an authorised installer.

E-scooters, e-bikes and battery collection points:

- Prohibit staff from charging their e-scooters or e-bikes in buildings and parking areas, or removing the battery and charging at their desks or in common areas. These devices are powered by lithium-ion batteries, which pose a significant safety risk if not stored, maintained and disposed of correctly, and members may not have any control over these safety requirements.
- Consider the placement of public battery collection points in a safe area at an appropriate distance from administrative offices and egress routes.

By following these guidelines, members can ensure the safe and responsible installation and management of electric vehicle charging stations. Regular inspections, proper training, and adherence to safety protocols are essential to mitigate potential risks and ensure the safety of people and assets.

## 2.6 Fuel

From a risk-only perspective, having no fuel on site, and only using fuel cards at fuel stations, is the safest option for the safety of fleet. However, this is often not the most cost-effective or practical alternative.

Therefore, it becomes necessary to strike a balance between safety, cost-effectiveness and practicality when managing fuel storage.

Guidelines to consider:

1. If fuel is stored on site, ensure that it is stored in certified and environmentally safe storage tanks.
2. Regularly inspect and maintain the storage tanks to ensure their integrity and compliance with safety regulations.
3. Implement proper labelling and signage to clearly indicate the presence of fuel storage and any associated hazards.
4. Ensure that fuel storage is not near external risks such as bushfire-prone areas, adjacent property fire hazards, vandalism-prone areas, or areas susceptible to theft or arson.
5. Ensure that the bowsers are in a bunded area to prevent fuel spills from spreading.
6. Protect the bowsers from impact by installing barriers or bollards.
7. Restrict access to the fuel storage area to authorised users only.
8. Periodically and formally verify the integrity of the fuel storage tanks to ensure they are structurally sound and free from leaks or contamination.
9. Keep detailed records of inspections, verifications and any maintenance or repairs conducted on the fuel storage tanks.

10. If underground tanks are used, ensure they are in a non-traffic area, away from driveways driven over by heavy trucks or other vehicles.

11. If mobile fuel trailer-tankers are used, ensure they are secured outside of operating hours, to prevent theft of both the trailer and fuel.

By following these guidelines members can ensure the safe storage of fuel, minimising the risk of fuel-related accidents or contamination. Regular inspections, proper storage practices, and adherence to safety regulations are essential for maintaining a secure and reliable fleet fuel supply.

## 2.7 Keys

Losing both sets of keys for a vehicle can result in not having a spare key from which a locksmith can use as the template to cut a duplicate, or having to approach the original vehicle manufacturer, who may take weeks or longer to source duplicates.

The loss of an entire set of fleet keys through theft or fire is uncommon, but can and has occurred, leading to service disruptions and high replacement costs which could easily be avoided.

Guidelines to consider for the management of keys:

1. Establish a dedicated storage area for keys in a fire-resistant enclosure to protect them from theft, fire, or damage.
2. Ensure that the key storage area is secure and accessible only to authorised users.
3. Keep spare keys at an alternate site in a fire-resistant enclosure and ensure that access to the spare key storage area is restricted to authorised users only.
4. Where possible, implement a digital check-in/check-out system to log and track the movement of keys.
5. Include light fleet users in the check-in/check-out system to ensure comprehensive key management.

By following these guidelines, members can ensure the safe and efficient management of their keys, reducing the risk of disruption and high replacement costs.

## 2.8 Use of technology

Government fleet technology requirements should be integrated into fleet procurement with a documented Asset Replacement Policy outlining a plan for replacement or upgrading of vehicle or plant with outdated technology.

Consider the following:

- Regularly analyse and report on longer-term technology trends relevant to fleet management to stay informed about emerging technologies that can improve fleet operations.
- Modern GPS or telematics tracking systems allow for improved monitoring and reporting of heavy fleet and include analytics, scheduling of works and servicing, appropriate geo-fencing and real-time monitoring of accidents and incidents.

- Use speed restrictors, braking sensors or similar technology to enhance safety measures and help prevent accidents and promote safe driving practices.
- To maintain efficiency and effectiveness, regularly assess the fleet to identify vehicles or equipment that need to be replaced or upgraded due to outdated technology.

By following these guidelines, local government fleet managers can efficiently monitor location and driver behaviour, improve route planning, and acquire valuable insights into day-to-day fleet operations to improve efficiency and enhance safety.

# FOCUS AREA 3: MAINTENANCE

To ensure the health and safety of workers, it is important for those in charge of the management of all types of plant (both heavy and others), or control at a workplace where plant is used, to thoroughly assess and address any potential risks before commissioning, decommissioning, or dismantling the plant. It is crucial to ensure that competent individuals are responsible for these tasks and have access to relevant information to minimise risks.

Regular inspections should also be conducted to monitor and manage risks associated with these activities. Under WHS Legislation, failure to provide a safe environment when providing and using all types of plant can result in significant penalties.

## 3.1 Record-keeping

Effective fleet record-keeping is essential for local governments to efficiently manage their fleet assets and make informed decisions regarding resource allocation. Guidelines to manage your fleet records:

1. Develop and maintain a centralised record-keeping system that encompasses all light and heavy vehicles, machinery, hand tools and other relevant assets. This centralised system should serve as a register that contains comprehensive information about each asset, including licensing and registration details referenced to the corresponding asset number.
2. Regularly update this centralised system to reflect any changes in the fleet, such as additions, modifications, disposals, or transfers of assets. This ensures that the record of fleet assets remains up-to-date and accurate.
3. Ensure market values assigned to each asset are reflective of current market conditions. This allows for a realistic assessment of the fleet's overall value and reduces the risk of a loss not being fully recoverable under your LGIS Motor Protection policy.

By maintaining accurate records of all fleet assets in a centralised system, members can effectively track and manage their assets, streamline operations, and make informed decisions about fleet management and resource allocation.

## 3.2 Maintenance procedures

Rather than maintaining detailed logs of fleet maintenance requirements and completed maintenance activities in one centrally managed system, some members house this information in different systems or within individual business units themselves. Multiple systems could increase the likelihood of routine maintenance being missed or reporting gaps.

Consider the following:

1. Keep an accurate log of fleet maintenance requirements for all light and heavy fleet and equipment in one centralised system. While records kept in different systems or within individual business units may be accurate, analysing and reporting with accuracy becomes more difficult and human error could lead to gaps, with missed maintenance picked up late or not at all.
2. Ensure accurate records of completed maintenance activities, including dates, costs, and service providers are maintained in the centralised system.

3. Implement an easy-to-use defect reporting system to facilitate the reporting of defects and issues beyond routine servicing schedules.
4. Periodic reviews of maintenance services are essential to identify areas for improvement and ensure maintenance standards are met.

By following these guidelines, members can ensure that fleet maintenance requirements are timeously fulfilled and completed maintenance activities are reported accurately and are easier to be analysed for feedback, budgeting and fleet management improvements.

## 3.3 Maintenance activities

Proper maintenance of fleet assets is essential for ensuring their longevity and optimal performance. Neglecting maintenance can lead to breakdowns, inefficient usage, wasted budget, denial of claims and even premature disposal. To address these challenges, it is crucial for members to establish effective maintenance practices.

These guidelines will assist you to ensure the longevity and efficiency of your fleet:

1. If possible, establish a dedicated fleet maintenance workshop in-house. Having an in-house workshop often allows for better control over the maintenance process and eliminates the need to rely on external service providers, reducing downtime and delays in repairs.
2. Maintain a stock of important spare parts in-house, regularly reviewing and replenishing the stock. Keeping a stock of essential spare parts on-site reduces time and cost associated with sourcing parts externally. This minimises downtime and delays in maintenance activities.
3. Have a formal process for complex repairs or to comply with warranty conditions. Complex repairs or repairs covered under warranty may require specific procedures to be followed to ensure that repairs are carried out correctly and in accordance with manufacturer guidelines. This maintains the warranty coverage of fleet assets and avoids any potential issues related to improper repairs.
4. Establish a formal process or contracted agreement for routine maintenance of light fleet vehicles if these are not serviced in-house. Having a formal process or a contracted agreement with a service provider ensures that these tasks are carried out regularly and in compliance with maintenance requirements.
5. Have detailed breakdown procedures in place. A copy of these procedures should be kept in the glovebox and should clearly outline the steps to be taken in the event of a breakdown, including who to contact, actions to take and any alternative arrangements in case those listed are unavailable. Where breakdown procedures rely on people, such as calling the workshop, alternative arrangements should be put in place to cover absences or the temporary inability to assist.
6. Implement fuel management procedures to help prevent the incorrect fuel from being used. To ensure that the correct fuel is used, fuel cards can be programmed to deny payment if the incorrect fuel has been purchased. Additionally, fuel awareness can be increased with the use of stickers inside the fuel flap or different coloured fuel caps dependent on the type of fuel required.
7. Conduct periodic fleet safety audits to identify defects and monitor vehicle condition. These audits involve inspecting vehicles for defects, checking safety features, and assessing overall vehicle condition. By proactively identifying and addressing safety concerns early, members can prevent accidents, breakdowns, and potential liabilities.

8. Follow standard vehicle and machinery isolation procedures. Proper isolation procedures are essential for maintaining safety and should be followed when carrying out maintenance, repairs, cleaning, or emergency shutdowns. These procedures help ensure the safety of personnel and prevent accidents.

By actively managing maintenance activities, members can reduce the risk of incidents or accidents, reduce downtime, avoid any potential issues related to improper repairs, and ensure the longevity and optimal performance of fleet assets.

# FOCUS AREA 4: INCIDENT AND EMERGENCY MANAGEMENT

## 4.1 Reporting and recording of incidents

Accurate and comprehensive reporting and recording of incidents is crucial for effective incident management. When developing processes for both heavy and light fleet, members should consider:

1. Establishing a robust reporting and recording system. All incidents ranging from near misses to the more serious in nature, with or without injury, should be recorded in one centrally managed system. Too often, near misses and accidents without injuries are not recorded or managed through the insurance claims process and not brought to the leadership's attention.
2. Fostering a culture of reporting. Encourage staff to report incidents and near misses by providing supportive oversight, intolerance to misconduct, and raising awareness through training.
3. Consolidating incident data. Gathering valuable data through reporting helps prevent future accidents and improve overall fleet safety by providing a comprehensive view of fleet performance and identifying trends or patterns that require attention.
4. Conducting thorough investigations for all incidents and accidents, with or without injuries. Ensure that all incidents, regardless of injuries, are formally investigated to determine root causes, followed up and closed out. Take appropriate actions to prevent similar incidents in the future and continuously improve fleet safety practices.
5. Involving management and executive teams. Analyse incident data, identify trends, and develop a timetable for implementing corrective actions. Share the results with management and executive teams. This ensures fleet safety remains a priority and addresses any identified gaps.

By implementing these practices, members can establish a comprehensive incident management framework. Recording and reporting of incidents, fostering a culture of reporting, conducting thorough investigations and close-outs, and involving management and executive, all contribute to continuous improvement in fleet safety and the prevention of future accidents.

## 4.2 Incident management

It is important to have proper procedures and communication channels in place to ensure the readiness of local governments' response to unplanned fleet-related events, such as accidents, infringements, impounding, or breakdowns, and (if applicable) reducing any potential danger to drivers and occupants, arranging towing, medical or police assistance and minimising traffic congestion by moving into a safe location away from traffic.

Consider the following guidelines when developing procedures:

1. Drivers and operators should know the appropriate steps to take in the event of an accident or breakdown. Ensure drivers have access to timely assistance, even if the incident occurs outside of regular working hours. Provide training and include an instruction card in the glove box to provide detailed procedures for drivers in the event of an accident or breakdown, or in the event of a serious accident, as a reference to responders. Wherever possible, formalise agreements with breakdown and towing services to provide day and night support services.
2. Effective communication is crucial during incidents. This can be achieved using mobile devices, two-way radios, or other communication tools such as iPads. By having a structured communication channel, members can quickly respond to incidents and provide necessary assistance to drivers.
3. GPS tracking or telematics systems provide valuable data on the location and status of fleet vehicles. These systems allow local governments to monitor traffic incidents, breakdowns or theft, allowing them to take appropriate actions to mitigate any potential risks, including dispatching of support services.
4. Implement disciplinary procedures or penalties for staff responsible for multiple at-fault incidents or infringements. To promote accountability and encourage safe driving practices, local governments should establish disciplinary procedures or penalties for staff who are repeatedly involved in at-fault incidents or infringements. This can include additional training, mentoring, or even disciplinary action. By holding individuals accountable for their actions, members can incentivise responsible behaviour and reduce the likelihood of recurring incidents.

## 4.3 Vehicle and plant emergency management

A vehicle is legally a 'workplace' if a person performs a work task in the vehicle, and members should make sure that it meets the safety standards required of that workplace. Just as members must be prepared to respond to unplanned fleet-related events, the vehicles themselves should be equipped with the necessary tools and safety equipment to minimise risks and provide an adequate response in case of an emergency.

This includes items such as fire extinguishers, first aid kits and any other necessary technology and communication devices. These safety equipment items should be regularly reviewed and replenished to ensure they are in good working condition and readily available when needed.

Consider the following guidelines:

1. For heavy vehicles such as waste trucks and buses, in-vehicle fire detection and suppression systems should be installed. These systems can help detect and suppress fires within the vehicle, minimising the risk of damage or injury. Additionally, there should be a formal procedure in place for responding to a fire igniting within a waste vehicle, bus or any other

heavy fleet vehicle, and these procedures should include protocols for use during very windy conditions, during traffic congestion or in a bushfire prone area.

2. Periodic training should be conducted on emergency procedures and equipment handling. This ensures that drivers and operators are familiar with the proper protocols to follow in case of an emergency. Training sessions can cover topics such as fire safety, first aid, and the use of safety equipment.
3. Additional safety features should be implemented for heavy fleet and machinery. This can include features such as cameras, proximity sensors or warning alarms to alert the driver and prevent accidents, and for operators, isolation of machinery procedure, automated emergency shutdown and safety barricades to improve overall safety.
4. These safety practices should also extend to light fleet users. Every vehicle, regardless of size or type, should be equipped with the necessary safety equipment and undergo regular inspections and replenishment. Replenishing first-aid kits and confirming the presence of a breakdown and accident instruction card in the glovebox of light fleet vehicles can be added to the routine servicing schedule.

Equipping vehicles with relevant safety equipment, conducting periodic training, implementing additional safety features for heavy machinery, and extending safety practices to light fleet users, all contribute to creating a safe and secure workplace environment.

## 4.4 On-site emergencies

For many local governments, a large proportion of their fleet is parked either in a garage or parking lot during the workday or in the depot at night and over weekends or holiday periods.

Whilst there are many advantages to housing the fleet in one place, it does introduce significant risk in the event of a fire or adverse event. It is therefore crucial to implement measures to mitigate these risks and ensure the safety of the fleet and surrounding areas.

By following the guidelines below, members can minimise the risks associated with fleet parking arrangements and protect both fleet and personnel from potential hazards and emergencies:

1. Ensure parking arrangements provide buffer spaces that separate high value fleet from others of high value. Ensure adequate spacing between vehicles or park lower-value fleet in-between fleet of high value to minimise the risk of fire spreading between high-value vehicles. Segregate similar vehicles to reduce the business impact implications to one business unit if a loss occurs, and explore alternative ways to park, to break up a common continuous line of combustibles such as tyres and fuel tanks. Speak to your LGIS Account Manager for additional information.
2. Have up-to-date site emergency response plans. Develop and maintain site emergency response plans that include evacuation drills and provisions for the evacuation of the fleet to another safe site if necessary. Familiarise staff members with the procedures to follow in the event of an emergency.
3. Install automatic fire detection, alarm signalling and suppression systems. Install fire detection systems in all fleet parking areas and work areas to detect fires early and alert staff members to move to safety. Conduct regular inspections and testing of all fire detection, alarm and suppression systems to ensure their effectiveness.
4. Conduct formal assessments for natural environmental exposures such as flood, storm, hail and bushfire. Develop and implement response plans to address these risks and mitigate their impact on fleet and facilities.
5. Consider additional controls to reduce the likelihood and severity of fires:
    - Train all personnel on fire prevention, detection, and response procedures. Ensure they are familiar with the location and use of fire extinguishers.
    - Trees overhanging assets or near buildings and fences should be cut back.
    - Ensure there is clear access to hydrants and no parking permitted in front of hydrants.
    - Store potentially flammable materials at a safe distance from fleet and avoid storing combustible materials such as old files, pallets or cardboard boxes in parking areas.
    - Ensure inception hazards are well managed with regular testing and tagging, RCD testing and thermographic scans.
    - Avoid wood chip mulch in beds close to fleet and replace with other non-flammable materials.

    By actively minimising the risks associated with on-site fleet arrangements, members can reduce the potential for incidents or accidents and be better prepared to respond to an incident to protect both fleet and personnel.

# SELF ASSESSMENT CHECKLIST

*This checklist serves as a starting point for assessing your fleet risk management practices:*

| Focus area | Element | Control | In place | Area for improvement |
|---|---|---|---|---|
| Drivers and operators | Onboarding | Is there a documented and centrally monitored on-boarding process for all drivers and operators? | | |
| | | Is there a documented process for verifying driver licenses and conducting background checks such as police clearances and qualifications? | | |
| | | Is there a documented handover familiarisation process for new staff given custody of a vehicle or for existing staff taking custody of a new vehicle? | | |
| | Ongoing management of conduct and capabilities | Is an ongoing annual driver and operator license and certification validity check performed? | | |
| | | Are drivers regularly reminded of their responsibilities regarding appropriate use of fleet and WHS responsibilities, including regular fitness for work tests? | | |
| | | Are there procedures in place to address and manage driver performance issues such as traffic infringements and complaints? | | |
| | Training | Is there a regular and ongoing driver training schedule which includes safe driving practices, the safety of occupants and the protection of fleet? | | |
| | | Is there training available for drivers on the use of new technologies and changes in driving legislation? | | |
| | | Is specialised training provided for supervisors and managers such as managing people and dealing with conflict? | | |
| | Leadership | Is a monthly summary report reflecting all fleet incidents and activities sent to the executive? | | |

| Focus area | Element | Control | In place | Area for improvement |
|---|---|---|---|---|
| Storage and usage of fleet | At the depot | Is the depot protected from unauthorised entry, theft, and vandalism, monitored by CCTV, and with suitable lighting and signage in place? | | |
| | | Are surfaces free from potholes and potential trip and fall hazards? | | |
| | | Is line marking used to assign bays and direct pedestrian movement? | | |
| | | Are all roads one-way only to allow for a smooth flow of traffic and with vehicles parked in the direction of egress to reduce reversing blind-spots? | | |
| | Away from depot | Is there a formal policy in place that outlines appropriate usage of the vehicle, safety and security, and driver and occupant responsibilities? | | |
| | | Are formal procedures in place for vehicles at work sites, such as traffic management and security of keys, assets, and cargo in the vehicle? | | |
| | | Is there a system in place to monitor and address any unauthorised use of fleet vehicles? | | |
| | Grey fleet | Is there a formal Grey Fleet Policy that defines the use of personal vehicles for work purposes, such as not allowing motorcycles for work purposes? | | |
| | Bushfire fleet | Is there a formal agreement in place between DFES and the local government covering purchasing, housing, servicing, and disposal of fleet? | | |
| | Charging stations | Are stations installed in an area easily accessible to emergency services and which do not obstruct escape from the building in the event of a fire? | | |
| | | Are staff prohibited from charging their e-scooters or e-bikes in common areas, buildings or at their desks? | | |
| | Fuel | Is fuel stored in certified and environmentally safe storage tanks which are periodically checked for contamination or leaks? | | |
| | | Fuel storage is not near unnecessary external risks such as bushfire, adjacent property fire, vandalism, theft, or arson? | | |
| | Keys | Is there a dedicated and secure storage area for keys in a fire-resistant enclosure with spare keys located at an alternate secure site? | | |
| | Use of technology | Is fleet monitored using GPS tracking (route planning and location) or telematics (real-time data on vehicle location, speed, and driver behaviour)? | | |
| | | Is there a formal fleet replacement strategy to dispose of vehicles with outdated technology? | | |
| | | Is fleet data analysed to identify trends, areas for improvement in fleet management and longer-term technology requirements? | | |

| Focus area | Element | Control | In place | Area for improvement |
|---|---|---|---|---|
| Maintenance activities | Record-keeping | Are all fleet assets (vehicles, trucks, machinery, hand tools, etc.) accurately recorded and managed in a centralised system? | | |
| | | Are licensing and registration details up to date for all fleet vehicles? | | |
| | | Is the system updated to reflect additions, modifications, disposals, or transfers of fleet? | | |
| | Maintenance procedures | Are fleet maintenance requirements managed in a centralised system and include all light and heavy fleet in the same system? | | |
| | | Is all completed maintenance recorded in this centralised system and include dates, costs, and service providers? | | |
| | | Is there is an easy-to-use defect reporting system for staff to capture issues in addition to routine servicing schedules? | | |
| | Maintenance activities | Is the fleet maintenance workshop properly managed, with adequate equipment and trained personnel? | | |
| | | Are detailed breakdown procedures in place which also include alternative arrangements to cover staff absences or temporary inability to assist? | | |
| | | Are documented vehicle safety checks performed periodically to identify defects and monitor the condition of vehicles? | | |
| Focus area | Element | Control | In place | Area for Improvement |
| Incident and emergency management | Reporting and recording incidents | Are drivers aware of the procedures for reporting fleet-related incidents and are these procedures strictly enforced? | | |
| | | Is there one centrally managed incident reporting system which includes near-misses, injuries from use of fleet and damage to fleet without injuries? | | |
| | | Are all incidents with or without injuries formally investigated, followed up and closed out? | | |
| | Incident management | Are drivers provided with necessary support and assistance during and after incidents? | | |
| | | Is an instruction card or folder kept in the glove box to provide detailed procedures for drivers in the event of an accident or breakdown? | | |
| | | Is there an agreement in place with a breakdown service and a towing service to provide day and night support services? | | |
| | Emergency management | Are all fleet vehicles equipped with the necessary safety equipment required to ensure an immediate response to an emergency? | | |
| | | Are drivers regularly trained on emergency response procedures and the use of safety equipment? | | |
| | | Are all site emergency response plans up to date and evacuation drills been performed? | | |

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