

# Knowledge

# BANK



**ARTICLE 15**

Health & safety: driving at work

# Health & safety: driving at work

## Background

Each year in Britain there are over 200,000 reported driving accidents involving personal injury, in which over 300,000 people are injured, over 34,000 seriously injured and over 3,000 die.

According to the government, 'for the majority of people, the most dangerous thing they do while at work is drive on the public highway'.

If you drive 25,000 miles each year you are as likely to die on the road as a coal industry worker is whilst in a mine, and more likely to die than a construction worker on a building site. A sobering thought, given that these are generally considered to be two of the highest risk occupations.

## Health and safety legislation

Section 2 of The Health and Safety at Work Act 1974, gives employers a 'duty to ensure so far as is reasonably practicable the health, safety and welfare at work of all employees.'

It is important to note the words 'at work'. Driving 'for work' is 'at work' for this purpose and so is driving between offices or from home to a work-related course. Commuting to work in the employee's own car is not 'at work' but a detour to a client en route to work is 'at work'.

Therefore, your health and safety policy has to cover car use regardless of how you acquire your cars. If an employee uses their own car for work, you as employer are liable for the health and safety of the driver and other road users arising from that use.

You cannot absolve your company from its health and safety responsibilities by moving from company cars to a cash-for-car or ECO scheme. In fact, a significant number of fleets that have moved to cash options have had to call in health and safety consultants to look at the new risks that this creates.

The Management of Health and Safety at Work Regulations 1992 Section 3(1) requires that you assess the risks your employees are exposed to at work and examine how these can be reduced. If

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you have more than five employees you must keep a record of this assessment and advise employees on the risks and how to reduce them. If a group of employees is at particularly high risk you must identify this group and record the details.

A 'competent person' needs to assess and implement any steps that need to be taken to reduce the risks. You must plan, organise and control the risks. You risk prosecution if you fail to do so. If you don't carry out a risk assessment you could be prosecuted, even without an accident having occurred.

The Health and Safety Executive (HSE) is the government department responsible for promoting safe working practices, as well as investigating accidents and launching safety-related prosecutions. It can provide guidance on all health and safety issues, including driving related safety issues. For further information phone the HSE on 0845 600 0925 or visit its website at [www.hse.gov.uk](http://www.hse.gov.uk)

Under section 4(1) of The Provision and Use of Work Equipment Regulations 1998, equipment used at work must be suitable for the task. Legal experts believe that this definition includes employee-owned vehicles used on the employer's business.

Let us assume you have a cash-for-car scheme under which your employees can choose their own vehicles. Mr X chooses a vehicle that is unsuitable for his particular job. Perhaps he is using a small hatchback to transport a heavy load that should be carried in a van.

Let us now assume that while driving along a winding road he loses control and the vehicle is involved in an accident in which someone is injured. In this situation, the employer is likely to be held responsible for the injury.

### Corporate Manslaughter and Corporate Homicide

There is a growing momentum in legal circles to make businesses responsible for the deaths of their drivers and other road users when company vehicles are being used.

There have been successful prosecutions for corporate manslaughter.

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In a recent case, the directors of a haulage company were found guilty of manslaughter after one of their drivers fell asleep at the wheel of a lorry. Two people died and the directors of the company were given suspended prison sentences.

In 2003 the Lord Chief Justice announced that longer prison sentences should be handed down to drivers who cause death when using a mobile phone or when they fall asleep at the wheel. The Sentencing Advisory Panel, a government watchdog, confirmed this view.

Notwithstanding this successful prosecution, lawmakers believed the current corporate manslaughter legislation is weak. There had been only three successful corporate manslaughter convictions since 1974.

In response to this feeling that more could be done, the Corporate Manslaughter and Corporate Homicide Act was introduced and became law in April 2008.

Under the new law companies, organisations and government bodies face a criminal offence and large fines if they are found to have caused death due to their gross corporate health and safety failures.

Legislators and the HSE have made it clear that businesses with effective systems for managing health and safety have nothing to fear from the Act; it is targeted at the worst cases of corporate negligence and is designed to ensure that organisations take health and safety seriously.

The Act does not introduce new standards. It just makes it easier to prosecute organisations – large and small – when gross health and safety failures lead to death.

The legislation targets organisations, not individuals within organisations, because individuals can already be prosecuted for gross negligence manslaughter and for health and safety offences.

Government departments and other Crown bodies are now liable to prosecution for the first time.

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The Health and Safety Commission (HSC), has issued Directors' Responsibilities for Health and Safety setting out their view of best current practice. They said that boards of directors should publicly accept their responsibility for health and safety, keep up to date with health and safety developments and ensure that health and safety is taken into account in purchasing decisions. However, to balance the report, it also said that employees have a responsibility for their own health and safety and for that of others affected by their actions. More information, or a copy of the report, can be obtained from the HSC on 08701 545500.

#### Work Related Road Safety Task Group (WRRSTG)

The government established this group to examine the safety of business drivers and establish a blueprint for reducing work-related road accidents.

In March 2001 they published a discussion document, Preventing At-Work Traffic Accidents, which said that one third of the 3000+ fatal road accidents each year in the UK are work-related. While we may think there are many more dangerous jobs than driving, only 600 people die in all other work-related accidents each year.

Whilst the document is now some years old it is worthwhile mentioning here as it held valuable information for fleet managers. It investigated the causes of accidents and proposed long term solutions to work-related road safety problems.

The report encouraged fleet managers to:

- reduce the number and length of road journeys their drivers take
- plan routes
- work to reduce long hours spent driving
- assess drivers' capabilities and take precautions
- check drivers' licences
- consider whether the employees need glasses
- look at their drivers' accident histories and motoring convictions.

If fleet managers are unable to assess these, it suggested they should get help.

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It also focused on the size and comfort of car seats and proposed that this area be taken as seriously as the comfort of employees at computer workstations.

The group does not place all of the responsibility on employers. They say that drivers share responsibility, must take care of themselves and must comply with traffic laws.

The WRRSTG says the business case for better work-related road safety is overwhelming. Although safety costs money, this should be regarded as an investment bringing the long term benefits of reduced accidents, downtime, insurance costs and repair bills, and increased fuel efficiency and staff morale.

The Royal Society for the Prevention of Accidents (RoSPA) produces many helpful booklets for employers on reducing on road accidents.  
<http://www.rosipa.co.uk/roadsafety>

You can contact the Work Related Road Safety Task group at The Task Group Secretariat, Health & Safety Executive, Safety Policy Directorate A2, 5th Floor, South Wing, Rose Court, 2 Southwark Bridge, London, SE1 9HS. Phone: +44 (0)20 7717 6841 Fax+44 (0)20 7717 6670  
**Website: [www.hse.gov.uk](http://www.hse.gov.uk)**

Ten people were killed in 2001 at the Selby rail crash, which was caused when a motorist fell asleep at the wheel of his car, which left the road and drove into the path of a train. The motorist was convicted and jailed for five years.

In response to that accident the police have announced that when investigating at-work road accidents they will try to find the real reason behind the accident. This will include looking at the full service history of the vehicle to ensure that it was properly maintained, and the arrangements made by the company to ensure that drivers do not have to speed to appointments or drive for too long without a break.

Researchers at Loughborough Sleep Research Centre, part of Loughborough University, have produced a report 'Arrive Alive – Tackling the killer problem of Driver Sleepiness'.

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#### It said

- Driver sleepiness is thought to cause at least 10% of all road accidents and 20% of accidents on trunk roads and motorways
- Many of these accidents are work-related
- Driver sleepiness may claim more lives on our roads than alcohol
- Winding down the windows, turning up the radio and exercising all have little effect
- One can of a functional energy drink (eg a high-caffeine drink) can reduce moderate levels of sleepiness
- Two cans will almost eliminate this level of sleepiness and sleep-related driving impairments for about 90 minutes after the drink takes effect
- Nevertheless, drivers should get adequate sleep and not see these drinks as a substitute for sleep

#### If they feel tired drivers should

- Get off the road
- Park safely
- Drink one or two cans of these drinks
- If possible, take a short nap or doze for no more than 15 minutes. This also gives the drink time to have effect

A valuable resource for employers wishing to learn more about occupational road safety is The Occupational Road Safety Alliance (ORSA). ORSA brings together employers, trade unions, local authorities, police forces, safety organisations and professional and trade associations. It aims to raise awareness of work related road safety and to encourage businesses to manage at-work road risk more effectively. See 19.6.12

Some commentators have suggested that employers may be forced to move drivers back from cash schemes into company cars, as the employer will otherwise be responsible for at-work accidents occurring in cars over which they have no control (size, suitability, quality, servicing, etc).

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#### “Driving At Work – Managing Work Related Road Safety”

The Health and Safety Executive and Department of Transport published this 24-page guide. It is an important document as it is the government’s considered response for calls for legislation to be extended to cover driving for business purposes.

The report says that existing legislation is adequate but businesses need to realise that existing health and safety legislation imposes general duties that have to be met by businesses at all times.

The report covers:

- Employers’ responsibilities for work-related road safety
- How businesses can benefit from taking these responsibilities seriously
- How to manage work-related road safety and
- How to assess the risks involved in work-related motoring

It says that businesses must have in place effective systems to manage safety.

It is necessary to carry out risk assessments and to check drivers, vehicles and their licences.

The report is available from [www.hse.gov.uk/pubns/indg382.pdf](http://www.hse.gov.uk/pubns/indg382.pdf)

The HSE has issued ‘Investigating accidents – a workbook for employers, unions, safety representatives and safety professionals’ to help businesses investigate accidents. It is available from the HSE on 01787 881165.

#### Driver safety in Wales

The National Assembly of Wales has issued Safe Roads, Safe Communities, a consultation document designed to pave the way for new driver safety legislation.

It points out that the best way to reduce accidents is to target organisations capable of adopting and enforcing road safety policies, such as employers.

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It suggests speed limiters should be fixed to company cars and that company car drivers should be targeted with education and training.

#### Health and safety policy

As we have seen, there is a legal requirement for every company to assess the risks its employees are exposed to and to put in place measures to reduce these risks.

The first step for most organisations is to produce a formal Health and Safety Policy document that sets out, at a high level, the company's commitment to safety at work and the rules they expect their staff to follow. The managing director or owner should sign the policy.

There is little point in producing such a document and holding a meeting to launch it to the employees if the director who signed the document does not attend. This sends out the message 'We have produced this document because we had to, we are paying lip service to it and you might as well do so too'.

A useful document on workplace safety is available from the Health and Safety Executive – HS (G) 136 'Workplace Transport Safety'

The British Safety Council provides a wealth of resources for organisations wishing to adopt the best practices in health and safety management. It can be contacted at: British Safety Council, 70 Chancellors Road, London, W6 9RS. Phone: +44 (0)20 8741 1231. Fax: +44 (0)20 8741 4555. Email: [mail@britsafe.org](mailto:mail@britsafe.org). **Website: [www.britishsafetycouncil.org](http://www.britishsafetycouncil.org)**.

If you operate light commercial vehicles fitted with mobile elevating work platforms, you should be aware that the HSE has issued a new guide covering their safety. This is available from the HSE on 01787 881165

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### Brake

Brake is an organisation that works to stop unnecessary road accident death, injury, trauma and expense, and to create roads that are safe for everybody – motorists, cyclists, pedestrians, truck and bus drivers, motorcyclists and horses. They promote the safe use of roads by addressing the skills and attitudes of road users, enforcement of traffic rules and appropriate punishment and education of road users who break the law.

They produce guidance on these topics and advise policy makers, the media, professional transport companies and all road users about the importance of prioritising safety on the road. They organise a Road Safety Week and actively support traumatised road accident victims.

They have established a network of road safety professionals, called the Road Risk Forum, to encourage discussion and development of road safety solutions. Members include road safety officers, vehicle fleet managers, enforcement officers, insurers and organisations with a concern for road safety.

Brake is a non-profit making organisation funded by donations.

They run the Pledge to Drive Safely campaign, designed to stop deaths on roads by improving the safety of drivers. Drivers are asked to:

BELT UP	front and back and ensure children are correctly restrained
MOVE UP	head rests to no lower than the top of your ears
SLOW UP	abide by limits and only overtake if totally safe
BACK UP	from the vehicle in front – leave a two-second gap, it's your braking space in a crisis
BUCK UP	calm yourself before driving if stressed, angry or excited
SOBER UP	'just say no' to alcohol or drugs if driving
WAKE UP	take breaks every two hours on long journeys, never drive on if you are tired
SHUT UP	put your phone on message service
LOOK UP	look for people on bikes, horses and on foot, particularly at junctions and on country roads
WISE UP	if it's night, or if it is bright or there is bad weather, go slower
CHECK UP	check brakes, tyres, lights, mirrors, and windows
SHARPEN UP	wear glasses or lenses if you need them

This is good advice to give your drivers.

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One of Brake's divisions is the Fleet Safety Forum, a membership scheme for fleet safety professionals. Its members include fleet managers, health and safety officers, fleet engineers, academics, risk managers, insurers and consultants. For a modest membership fee members get a monthly fleet safety newsletter and briefing sheet, invitations to seminars and conferences and road safety literature from the government and other agencies.

Brake produces *Managing Road Risk*, a useful introductory guide to road safety for employers

Brake's website, [www.brake.org.uk](http://www.brake.org.uk), contains downloadable information on;

- how to drive at safe speeds
- how long to wait after drinking before getting behind the wheel of a car
- what to do if you have lost a loved one in a road accident

They can be contacted at: Brake, PO Box 548, Huddersfield, HD1 2XZ. Phone: +44 (0)1484 559909. Fax: +44 (0)1484 559983. Email: [brake@brake.org.uk](mailto:brake@brake.org.uk) or [fleetsafetyforum@brake.org.uk](mailto:fleetsafetyforum@brake.org.uk)

### Implementing a health and safety review of workplace driving

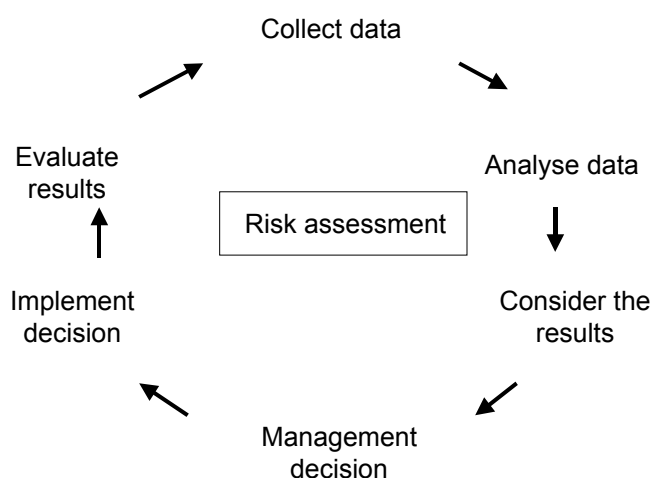
This section sets out the procedures you might follow in assessing the risk of road accidents in your business and the steps you might then decide to implement to manage those risks.

Some words of caution are necessary here. You can buy some excellent textbooks that show how to carry out a safety risk assessment. The next few paragraphs contain only a thumbnail sketch of this complex area and should be considered as guidance only, not definitive or prescriptive.

Furthermore, as we have already seen, The Management of Health and Safety at Work Regulations require that a competent person must carry out your risk assessment. You should consider carefully whether to engage an expert to assess the risks your drivers are taking and how these can be reduced.

The steps in the risk assessment are shown on the following page.

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### Collect data

You need to establish what has happened in the recent past. You will need to collect accident data though but you may be surprised at how little data you have to hand.

Tucked away in files there may be details of the accidents that have been reported to the insurer but it is quite possible you will have no record at all of the minor accidents that did not cause an injury or an insurance claim. These accidents are important though; if several vehicles have been several minor collisions when cars have driven out of your car park, it may be time to alter the exit arrangements (layout, obstacles, signage, bushes, etc) to the car park before a more serious accident occurs.

Assemble a list of all of the accidents that have occurred in the last five years, showing:

- Name and address of the driver
- Their normal office or depot location
- Driver's age and sex
- Time of day of the accident
- How long they had worked for the company
- Date of their last eye test
- Information on any health problems reported
- Their manager's name
- Whether the driver was at fault
- The make, model, mileage and age of the vehicle
- Whether the vehicle servicing was up to date at the time of the accident

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- Damage to own vehicle caused by the accident
- Damage to third party vehicle caused by the accident
- Injury caused by the accident
- Location of the accident
- Distance from the driver's home and normal place of work
- Whether the driver had been speeding
- Road and weather conditions
  
- The type of vehicle driven by the third party
- The nature of the collision (head on, hit while parking, etc)
- The manoeuvre that your driver was doing (reversing, turning, etc)
- The manoeuvre that the other vehicle was doing (reversing, turning, etc)
- The nature of any injuries to the driver and third parties
- Any defects reported on your vehicle
- The cost of the incident
- The cause of the accident
- The action that was taken after the accident (driver training, disciplinary action, dismissal)

### Analyse the data

You should look for trends or patterns in the report.

Consider carefully how you will measure the data. The absolute number of incidents may be too blunt a measure. It may be better to consider the number of accidents, write-offs, and injuries per thousand miles driven.

Try to establish the true cost to the business of road accidents. Bear in mind that repair and excess charges are the tip of the iceberg. The real cost includes downtime, time off work, administration and increased insurance premiums.

Benchmark your data with other companies. Your insurer will normally be happy to provide this information.

By comparing your accident record with other firms and reviewing your accident history, you may be able to see if specific areas need attention.

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For example:

- If new drivers are having accidents, do you need a better induction system for them?
- If accidents are occurring when your employees' family members are driving the company's cars, what can you do to reduce the incidence of these? Train them, too? Change the policy to ban driving by family members aged under a certain age?
- Did a number of the accidents take place when the drivers were using mobile phones? If you have not already implemented a total ban on their use, now may be the time to do it. To make this complete, instruct your office-based staff not to speak to your drivers while they are on the road.
- Is one manager's area having more accidents per business mile than others? If so, this may be evidence that the manager is pressuring the drivers to do too much in the day.
- Is there evidence that drivers are not taking road safety seriously? If so, show them road safety videos, put safety reminder stickers in vehicles and use other devices to help to remind the drivers that safety is of paramount importance.
- Is there evidence that driver training may be necessary? As already discussed in section 1.20, driver training is a good thing and is to be encouraged. However, if your company has had a spate of accidents that occurred during long journeys, there may be no point in sending the drivers on a training scheme to improve their driving skills. It would be better to alter work rosters to remove the need for long journeys.

### Consider some general risk reduction strategies

As well as identifying the causes of past problems, these are some general strategies that you can consider to reduce the likelihood of accidents.

- Reduce the overall level of driving for work, through the use of

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videoconferencing or telephone conferencing, and through better planning of work journeys.

- Reduce the number of hours that can be driven in a day.
- Limit the time that can be spent driving without a break.
- Use telematics to measure the hours driven and the average and maximum speed.
- Limit distances being driven in any day.
- Alter the specification of the vehicles on your fleet allocation list. Include as standard safety items such as curtain airbags, anti-lock braking systems and high-visibility brake lights. Top-of-the-range executive cars now include intelligent cruise control that monitors the progress of the car in front and automatically applies the brakes as the car in front slows. This is an excellent tool, particularly for motorway driving.
- Alter the colour of the vehicles being selected so that only bright colours are chosen.
- Attach reflective decals to the vehicles to make them more visible.
- Issue drivers with a checklist of the vehicle safety checks they should carry out every day, week and month. Their mileage or expenses claim should include a certificate signed by the driver confirming they have carried out these checks.
- Only select cars that get high marks in Euro NCAP tests.
- Ensure vehicles are serviced at their due times and mileages. If the driver misses a service, an office-based system should identify this and notify him or her of the need to book in the vehicle for servicing.
- Insist only manufacturer-approved consumables and spare parts are used on your cars when they are serviced or repaired.
- Require drivers to notify you as soon as any fault occurs on the vehicle that may prejudice road safety.
- Inspect drivers' licences when they join the company or whether they are given the right to drive company vehicles for the first time. Check these again every six months.
- Include a safety pack in the car and train drivers on how to use the contents.
- Ensure that drivers know the loading capacity of their vehicles and instruct them never to overload a vehicle.
- Explain to drivers that they must refuse any request from a manager to drive in a manner, or on a journey, or in a vehicle they consider unsafe or where doing so would increase the risk of an accident. Give them a name and a phone number of the person to contact (probably the health and safety officer or the fleet manager) if they do not believe their manager is taking their concerns seriously.

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- Require all drivers to have their eyesight tested regularly and to report the date and outcome of the test to the company - even if they do not wear spectacles. (You can buy vouchers to give to employees that can only be redeemed towards the cost of an eye test and a pair of spectacles.)
- Require all drivers to sign the health and safety policy annually to reaffirm their commitment to the company's safety standards. This should include a policy on the use of mobile phones in cars and a section on driving when drowsy.
- Appoint a road safety improvement committee, drawn from around the business, to meet regularly, review accidents and develop procedures.
- Consider charging the driver if they have an accident. Many companies do this. Typically, they charge the excess amount on their insurance policy and many increase this if the individual is involved in several accidents in one period.
- Consider an incentive scheme to reward careful driving. These have been successful, but can also create a culture where minor accidents are not reported.
- Employ an accident management company. They will collate information on your accidents, analyse the data and give recommendations.
- Fit speed limiters to your cars. These will give you fuel savings as well as reducing the severity of speed-related accidents.

### Present your recommendations to senior management

It is important that senior management 'buys into' the findings.

Agree an action plan that shows which managers are responsible for implementing the various recommendations.

It is normal for several departments to be involved in implementing such plans.

### Implement your road safety plan

Launch your changes with as much publicity as possible within the organisation. Get the managing director to address all staff on the changes. Issue revised driver handbooks.

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Consider whether a change in your employment contracts or the company car policy would help reduce accidents. Many companies make it clear in these documents that every road accident will be investigated and that if the employee is at fault he or she may be required to attend additional driver training before being allowed to drive again for the company. Repeat 'offenders' may have their company vehicle removed. Other disciplinary measures may be taken, including dismissal.

#### Evaluate the effects of the changes

Every three months, review the changes you have made and their effectiveness. Consider whether further changes are necessary and, if so, propose these to senior management.

#### The use of mobile phones

Several research projects have been carried out into the effects of using a mobile phone while driving.

Germany was one of the first countries to carry out detailed research into mobile phone use when driving. It showed drivers make 6.5 times as many driving mistakes (for example, not stopping at red light) when holding a mobile phone. It also revealed that 20 accidental deaths and 550 injuries had been caused in Germany by the use of hand-held mobile phones. Hence Germany was the first country to introduce legislation banning their use.

If you expect drivers to use mobile phones when driving for work and they then have an accident, the employer and the directors of the company may both be held responsible.

A hands-free phone may be slightly safer than a hand-held one, because at least both of the driver's hands can be used for driving the vehicle. But what happens when they dial a number?

Research in Germany showed that dialling a number when driving means travelling 150 metres blindly. And once the call has been dialled, even the use of a hands-free phone can still cause distraction.

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When the use of mobile phones was made illegal in Japan, the number of mobile phone-related accidents halved.

We all know that when we use a mobile phone, or indeed any phone, we enter a parallel universe where we become less aware of the things around us.

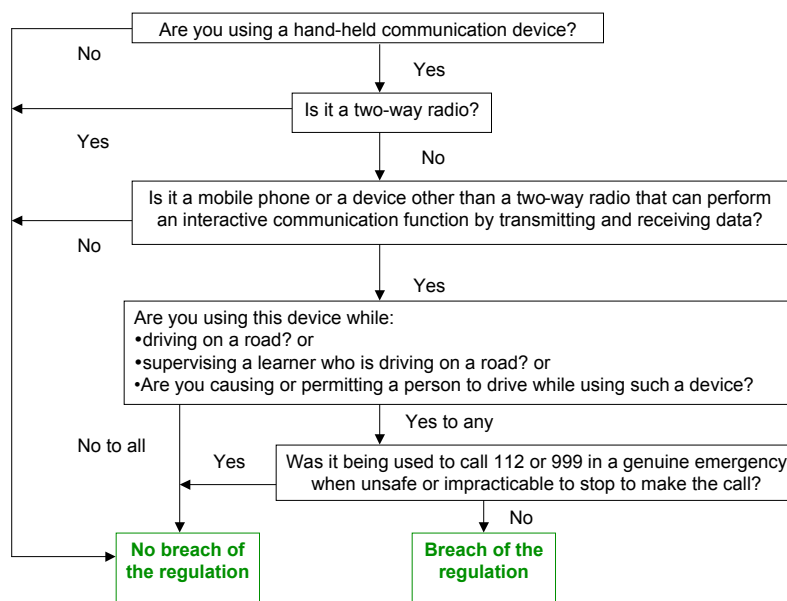
The Department of Transport introduced a partial ban on the use of mobile phones while driving from December 2003. The regulations ban drivers from speaking, sending or receiving a call with a hand-held phone, except when calling the emergency services.

The precise wording of the legislation is:

'No person shall drive a motor vehicle on a road if he or she is using a hand-held mobile telephone. A mobile telephone is to be treated as hand-held if it is, or must be, held at some point during the course of making or receiving a call.'

There was early speculation that the ban might cover the use of loudspeaker system and hands'-free earpieces but the government decided not to ban these as they present enforcement difficulties. Therefore drivers can still press a button to receive a call so long as the phone is not held.

This chart explains the rules.



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Since February 2007 the offence has carried a minimum £60 fine and 3 penalty points, with fines of up to £1,000 and 6 points on conviction. If the vehicle is a goods vehicle or any vehicle that can carry more than eight passengers, the maximum fine is £2,500.

The regulation permits the use of a hand-held mobile whilst stationary, even if the engine is running, but not when the vehicle is at traffic lights or held up in traffic.

Even before the new regulations were announced, employers could be prosecuted if they were to 'cause or permit' their employees to use a hand-held mobile phone for work when driving. These regulations remain in force, so employers as well as drivers have responsibilities in this area.

If an employee has an accident when driving and using a hand-held mobile phone, and is convicted, their use of the phone will be taken into consideration when they are being sentenced. Hence a fleet van driver was jailed for three years in August 2004 for causing death by dangerous driving whilst using a hand-held mobile phone. The court heard that the van was driven onto the wrong side of the road and crashed into a pick-up truck being driven by a pensioner. The police obtained evidence from the mobile phone company to confirm that the van driver had been speaking on his mobile phone at the time of the accident.

The driver's employer had a policy banning the use of hand-held mobile phones when driving, and the driver had signed confirming receipt of the handbook.

From comments in court during the case, it was apparent that the police would have prosecuted the driver's employer had it not been for this policy.

The government plans to introduce legislation to make the use of mobile phones qualify for three points on the driver's licence under the totting-up procedure.

It's a good idea to set up a message that says 'I am driving and cannot take your call. Please leave a message and I will call you back when it is safe to do so'.

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More information on the new regulations is available from [www.roads.dft.gov.uk](http://www.roads.dft.gov.uk).

It is worthwhile considering having a company policy on other distractions while driving, such as eating and drinking.

In June 2004, at Newcastle Crown Court, a delivery driver pleaded guilty to causing death by dangerous driving while driving for work. He had been using a hand-held mobile phone at the time of the accident. His employer prohibited the use of hand-held mobile phones in the company's vehicles. This was clearly set out in the driver handbook that had been issued to the driver and that he had signed for. In court the Crown Prosecution Service said that it was not planning to prosecute the employer in this case, because it had a robust policy. The message here is clear; a well-written driver handbook reflecting best practice can save your company.