

# National Vehicle Distribution

## Managing Transport Safety



# Contents

---



1. NVD – Who We Are and What we Do
2. Transport Safety Risks – What are they for NVD?
3. Our Approach to Managing Transport Safety Risks
4. The Business Case – Is it proven?
5. Conclusions

# Vital Statistics



- An Irish owned and ISO certified company
- Operating throughout Ireland, Northern Ireland, UK and Europe

## Staff: 335

- Drivers: 155
- Compound/Workshop: 120
- Office: 60

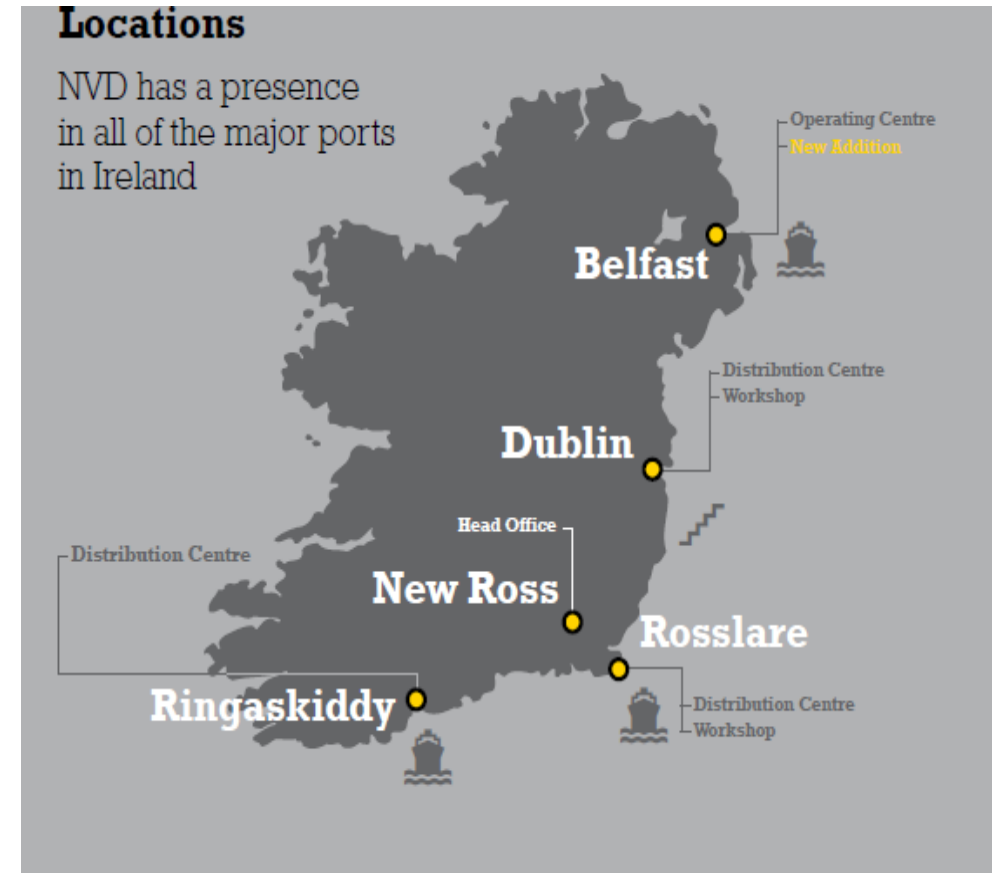
## Transporters: 135

- Average age: 5.5 years
- 11% replacement policy

## Units Handled: 125,000

## Activity Split by Location:

- Rosslare: 16%
- Ringaskiddy: 18%
- Baldonnell: 66%



## Services – 1. Transport & 2. Storage

---

**NVD Rosslare**



**NVD Baldonnell**



**NVD Ringaskiddy**



### Transport

- Port to Compound
- Factory to Compound
- Nationwide ex Compound
- Nationwide - Dealer to Dealer

### Storage

75 hectares of secure storage  
Capacity to hold 35,500 units

- Baldonnell, Co. Dublin (*13,500 units*)
- Ringaskiddy, Co. Cork (*10,000 units*)
- Rosslare, Co. Wexford (*12,000 units*)

## Services – 3. Workshop – Vehicle Preparation Centres

- Centralised Pre Delivery Inspections
- Hire Drive and Fleet Vehicle Preparation
- De-fleet Pre-lease Return
- Marine and Transport Damage Repairs
- Commercial Conversion and Fit-out
- Plylining
- Vehicle Enhancements
- Bodykit Fitment.
- Recall/Campaign Management.
- Full Colour Change
- New And Used Vehicle Repair



# Our Valued Customers



PEUGEOT



Audi



JAGUAR



SEAT



Mercedes-Benz



MAZDA



CITROËN



DACIA



SUBARU



Commercial  
Vehicles

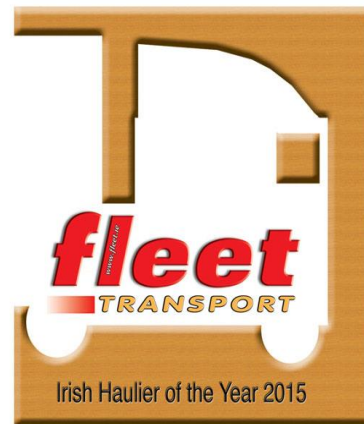


SUZUKI



VALUABLE AND PRECIOUS  
CARGO


# Industry Recognition - Awards



# ISO CERTIFIED COMPANY



**Certificate of Registration**  
to  
**I.S. EN ISO 9001:2008**



management  
systems  
certification ltd

herby certifies that


**NVD LTD.**  
**(NATIONAL VEHICLE DISTRIBUTION)**

or


**Marshmeadows, New Ross, Co. Wexford**


operates a quality management system that complies with the requirements of  
I.S. EN ISO 9001:2008 for

"Specialist providers of logistics solutions to the automotive trade"



Registration Number: 003 04 C4  
Registration Issue Date: March 09<sup>th</sup> 2015  
Registration Expiry Date: March 09<sup>th</sup> 2018



  
Managing Director

Management Systems Certification Limited, 2<sup>nd</sup> Floor 48 South Street, New Ross, Wexford

**Certificate of Registration**  
to  
**ISO14001:2004**



management  
systems  
certification ltd

herby certifies that

**NVD LTD.**  
**(NATIONAL VEHICLE DISTRIBUTION)**

or

**Marshmeadows, New Ross, Co. Wexford**

operates an environmental management system that complies with the requirements of  
ISO14001:2004 for

"Specialist providers of logistics solutions to the automotive trade"


Registration Number: 003 04 C4  
Registration Issue Date: March 09<sup>th</sup> 2015  
Registration Expiry Date: March 09<sup>th</sup> 2018



  
Managing Director

Management Systems Certification Limited, 2<sup>nd</sup> Floor 48 South Street, New Ross, Wexford

**Certificate of Registration**  
to  
**OHSAS18001:2007**



management  
systems  
certification ltd

herby certifies that

**NVD LTD.**  
**(NATIONAL VEHICLE DISTRIBUTION)**


or


**Marshmeadows New Ross, Co. Wexford**

operates an occupational health & safety management system that complies with the requirements  
of OHSAS18001:2007 for

"Specialist providers of logistics solutions to the automotive trade"

Registration Number: 003 04 C4  
Registration Issue Date: March 09<sup>th</sup> 2015  
Registration Expiry Date: March 09<sup>th</sup> 2018



  
Managing Director

Management Systems Certification Limited, 2<sup>nd</sup> Floor 48 South Street, New Ross, Wexford



## A Philosophy of Continuous Improvement

---

- Our philosophy is to always find a better way to do something.
- Our staff are engaged in coming up with ideas to help us in achieving this.
- Our current areas of focus are:
  - ✓ 2016: IMI Management Training Programme
  - ✓ 2017: Lean Management with Toyota
  - ✓ 2018 : 5S, Employee Engagement



# Managing Transport Safety



## RISK AREAS

- Driving Behaviour (Speeding / Harsh Breaking / Over-revving / Anticipation)
- Poor Maintenance → Unsafe Truck?
- Fatigue
- Seat Belt
- Driver Distraction
- Unsecured / Poorly Secured Load (EN 12195)
- Over-weight Transporter / Over-height Transporter (4.65m Ireland, 4.88m UK and 4.0m Europe) / Over-length Transporter (<= 18.65m UK)
- Slips Trips and Falls from or on a Car Transporter

## APPROACH

- Telematics
- In-house maintenance
- Training Emphasis on Fatigue / Seat Belt / Driver Distraction
- Load Securing – Detailed approach
- Dimensioning – software and research
- STP – Education and process changes
- Employee Engagement
- Lean Management Practices
- 5S
- ISO and SHEQ system
- Escalation – made simple with an app

# Strategic Approach to Recruitment and Training

---

- **Driving is an inherently stressful occupation**
- Additionally, a disorganised company / work environment adds significantly to occupational stress
- Furthermore, the wrong personality fit compounds the problem further(Personality = cognition and emotion)
- The above three ingredients leads to staff making emotionally driven decisions (Fear-based)
- One of their questions is – “how do I get out of here...?”

# Strategic Approach to Recruitment and Training

---

Why is driving inherently stressful?

- Physical Demands – Exertion, Long Time in Static Positions, Sleeping in the cab
- Mental Demands – Attention Span, Loading Challenges, Fear based emotions
- Job Control Factors – Relationships / Expectations not being met

# Strategic Approach to Recruitment and Training

---

A completely new approach to recruitment:

- Candidate Specification and Job Description
- Competency based approach to recruitment to find personality traits that fit with our business:
  - Agreeableness / Positive Attitude
  - Conscientiousness
  - Calmness / Emotional Stability (“Type B”) (low propensity for hostility, aggression. Over-achievement / perfectionism / approval seeking are other indicators).
  - Resilience to stress
  - Physicality (medicals)
- Full time driver recruiter

# Strategic Approach to Recruitment and Training

---

We undertook a range of initiatives to reduce occupational stressors:

- We were determined to give our staff mastery of their role – removing fear-based emotions and fear-based decisions
- Trained our planning office, driver supervisors etc in communications and positive people management skills
- Offered part-time and flexible working shifts (one third on work-life balance arrangements)
- Technology and process improvements – a significant area (e.g. leave planning)
- Remuneration was not part of the problem

# Strategic Approach to Recruitment and Training

---

## Achieving Job Mastery

- Developed a modularised approach to driver training
- Delivered over three days in classroom and three weeks in the field
- A further ten weeks of induction
- Evaluation / sign off at week 13
- Regular field audit and follow-up
- Master-driver Bonus scheme
- Cost is € 15K per hire

# Strategic Approach to Recruitment & Training



We train all new hires as if they know nothing

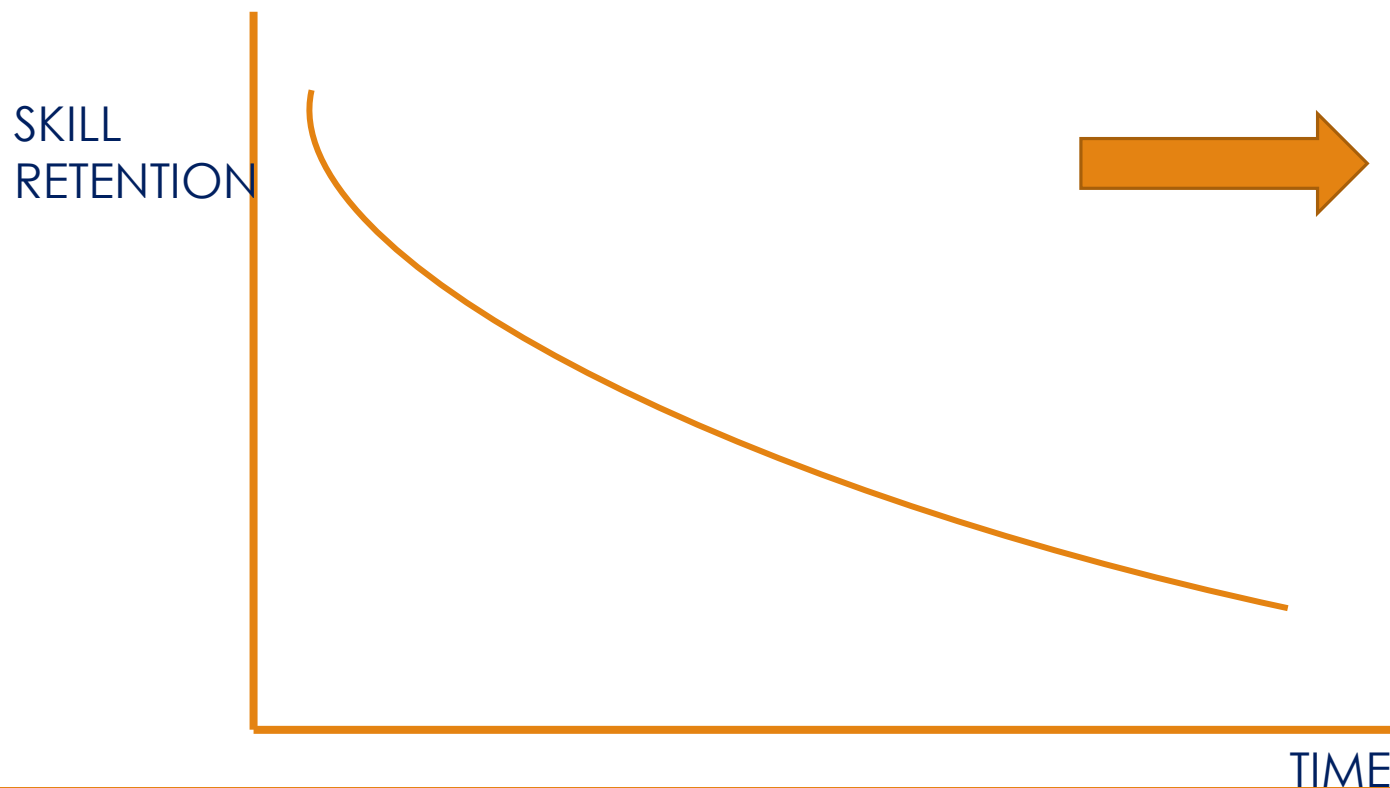
60% of our driver training programme is safety related





# General Considerations

## Decay rate of training intervention



## REFRESHER TRAINING IS CRITICAL:

- 1 – 2 DAYS PER YEAR REFRESHER TRAINING
- PROTECTED TIME
- SEPARATE TO ANY OTHER TRAINING
- TOOL BOX TALKS
- REGULAR EMAILS
- BULLETINS
- BEHAVIOURAL AUDITS
- SUPERVISORY STRUCTURE
- BESPOKE COMPANY SPECIFIC VIDEOS
- OTHER VIDEOS (Under consideration)

# Speeding / Over-revving / Harsh Breaks

---

Installed a telematics system throughout our fleet in 2014.

Set up a weekly management meeting where the stats were viewed by senior management including the CEO

Established league tables and categorised drivers

Transport Coordinator was appointed to ensure proactive feedback on a daily basis is given to drivers

Continually apply interventions to manage the driver scores up, from individual re-training to feedback

Telematics is a game changer for monitoring speeding / harsh breaking / over-revving

# Telematics – Example of poor driving



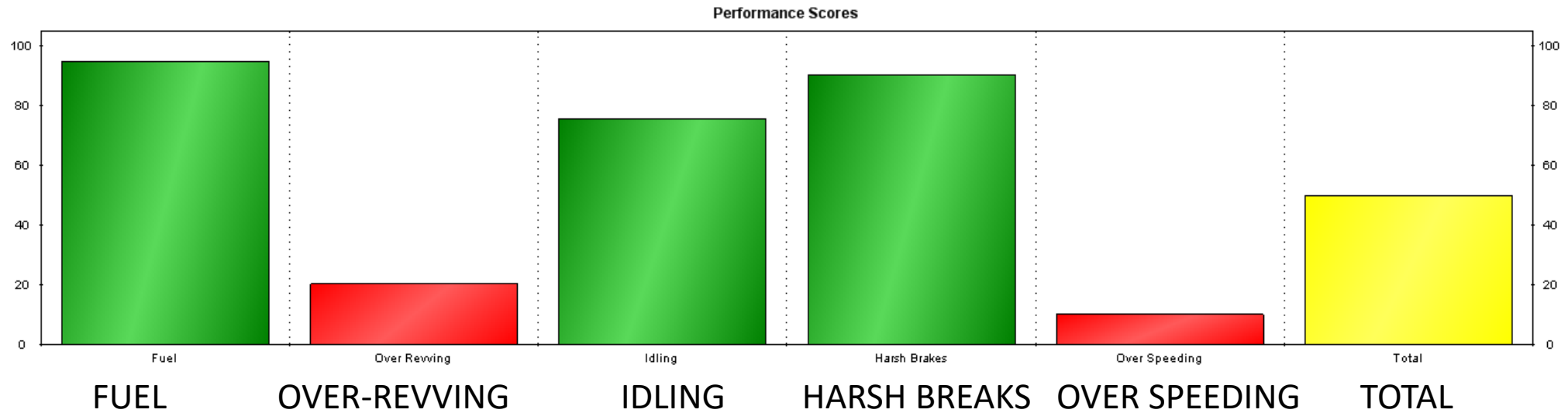
## Driver Performance Score

From 10/08/2014 00:00 to 16/08/2014 23:59  
 For Driver: [Redacted]



[Schedule](#) [Email](#) [PDF](#) [Export](#) [Print](#)

Performance Scores												
Driver	Vehicle	From	To	Engine On Time	Distance	Fuel Used	Fuel	Over Revving	Idling	Harsh Brake	Over Speeding	Total
[Redacted]		11/08/2014 07:01	16/08/2014 23:52	48:44	3,088.8	989.0	94.6	20.3	75.6	90.3	10.0	49.9
[Redacted]		11/08/2014 07:01	16/08/2014 23:52	48:44	3,088.8	989.0	94.6	20.3	75.6	90.3	10.0	49.9



# Telematics



## Vehicle Idling

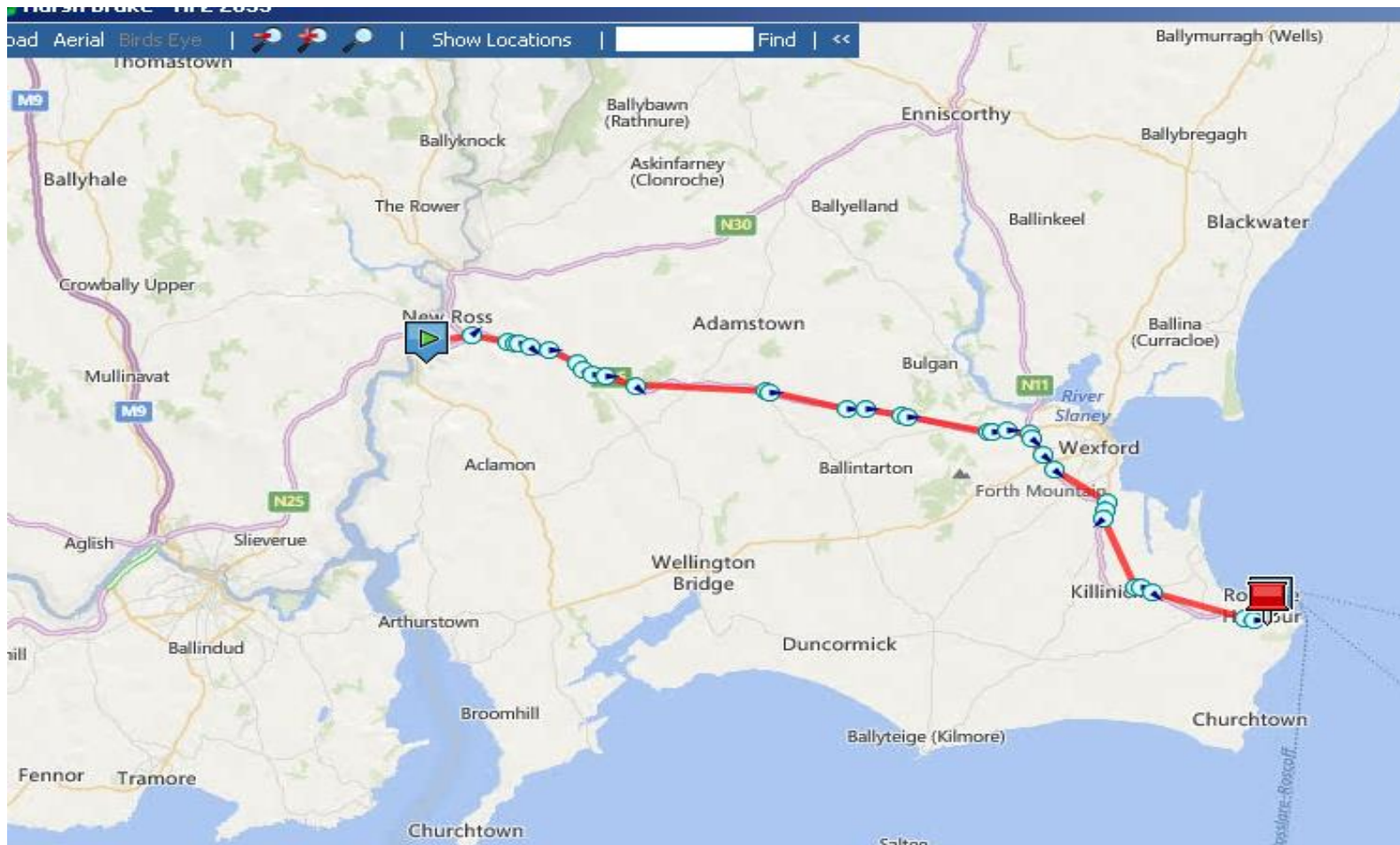
From 11/08/2014 07:01 to 16/08/2014 23:52  
For Driver [REDACTED]

Schedule
 Email
 PDF
 Export
 Print

Idling Summary						
Vehicle	Driver	From	To	Total Engine OnTime	Total Idling	Idling (%)
[REDACTED]	[REDACTED]	11/08/2014 07:01	16/08/2014 23:52	48:44	03:58	8.1

Idling Details							
Vehicle	Driver	Idling Start	Idling End	Duration	Location	Category	Details
[REDACTED]	[REDACTED]	11/08/2014 07:01	11/08/2014 07:17	00:16	NVD New Ross (Diesel Pump) / NVD NEW ROSS FUEL	Fuel Fill	Map...
[REDACTED]	[REDACTED]	12/08/2014 14:25	12/08/2014 14:35	00:10	M53, A554, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 17:18	15/08/2014 17:28	00:10	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	16/08/2014 08:42	16/08/2014 08:52	00:10	Dock Rd, A5139, Limekiln Lane, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 17:41	15/08/2014 17:49	00:08	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	12/08/2014 14:41	12/08/2014 14:49	00:08	Pump Road Birkenhead CH41 1, Pump Rd, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	11/08/2014 18:39	11/08/2014 18:47	00:08	Royal Portbury Dock Rd, North Somerset	Unapproved	Map...
[REDACTED]	[REDACTED]	14/08/2014 09:57	14/08/2014 10:05	00:08	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	14/08/2014 14:39	14/08/2014 14:47	00:08	Charon Way, Easter Court, Europa Blvd, Warrington	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 06:56	15/08/2014 07:03	00:07	A1173, North-East Lincolnshire	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 12:35	15/08/2014 12:42	00:07	Pump Rd, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	14/08/2014 14:20	14/08/2014 14:27	00:07	M62, Salford	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 18:03	15/08/2014 18:09	00:06	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	16/08/2014 05:49	16/08/2014 05:55	00:06	Doncaster	Unapproved	Map...
[REDACTED]	[REDACTED]	15/08/2014 12:26	15/08/2014 12:32	00:06	Dock Rd, A5088, Poulton Bridge Rd, Limekiln Lane, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	12/08/2014 14:52	12/08/2014 14:58	00:06	Pump Road Birkenhead CH41 1, Pump Rd, Wirral	Unapproved	Map...
[REDACTED]	[REDACTED]	13/08/2014 08:40	13/08/2014 08:46	00:06	ECM VW Grimsby	General	Map...
[REDACTED]	[REDACTED]	13/08/2014 12:48	13/08/2014 12:53	00:05	A5, Staffordshire	Unapproved	Map...
[REDACTED]	[REDACTED]	11/08/2014 17:26	11/08/2014 17:31	00:05	North Somerset	Unapproved	Map...
[REDACTED]	[REDACTED]	13/08/2014 08:26	13/08/2014 08:31	00:05	ECM VW Grimsby	General	Map...
[REDACTED]	[REDACTED]	14/08/2014 08:28	14/08/2014 08:33	00:05	A1173, North-East Lincolnshire	Unapproved	Map...
[REDACTED]	[REDACTED]	14/08/2014 10:21	14/08/2014 10:26	00:05	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	14/08/2014 10:29	14/08/2014 10:34	00:05	VW Grimsby / ECM VW Grimsby	Compound	Map...
[REDACTED]	[REDACTED]	14/08/2014 10:51	14/08/2014 10:56	00:05	VW Grimsby / ECM VW Grimsby	Compound	Map...

# Telematics



Every Harsh Break is a potential accident

# Truck Maintenance

---

Historically we were dissatisfied with our maintenance programme and had a high DOT failure rate

A decision was taken to set up an in-house maintenance facility in Dublin, which was a significant investment

The facility is certified for brake tests

Our maintenance and truck performance has substantially improved; our trucks are safer on the road



# Driver Fatigue

---

Working hours are closely monitored and managed

One of our core values is compliance

Transport Planning office monitor working time on a daily basis

Drivers allocated a supervisor (groups of 25)

The supervisor is in regular contact with his / her group

The structure offers support to drivers

Live data from telematics monitors drivers hours

Tachographs analysed and work type changed to give a driver a better work-life balance

Support drivers with working patterns & preferences where possible – approx. one third of drivers are part-time !

# Driver Distraction

---

Over the last two years we have placed a major emphasis on driver distractions, particularly mobile phones

Educational approach

Regular auditing

Regarded as a serious offence



# Secure Loads

---

Extensive training in load securing is provided to all drivers

We set our own standard for inspecting straps after testing and load trials

Load securing is audited in the field and on site

We made a safety video for load securing for overhang area of the truck

# Transporter Dimensioning

---

Dimensioning is a key feature of training of both drivers and planners

We are currently developing software to provide further safeguards in this area

# Slips, Trips and Falls

---

We experienced a high rate of slips trips and falls injuries during 2015 and 2016

We studied the problem closely and put a major focus on this area in training

Thankfully the incidence of injuries has declined

	2015	2016	2017	2018
Ankle Injuries	5 (serious)	1 (serious)	1 (serious)	1
Slip Injuries	8	5	1	0
<b>TOTAL ST&amp;F</b>	<b>13</b>	<b>6</b>	<b>2</b>	<b>1</b>

# Grey Fleet / Driving For Work

---

**Grey Fleet: Privately owned vehicles that may be used for work purposes**

**Risk assessments are required – it's the law.....but awareness can be low**

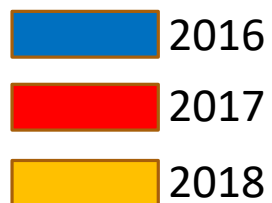
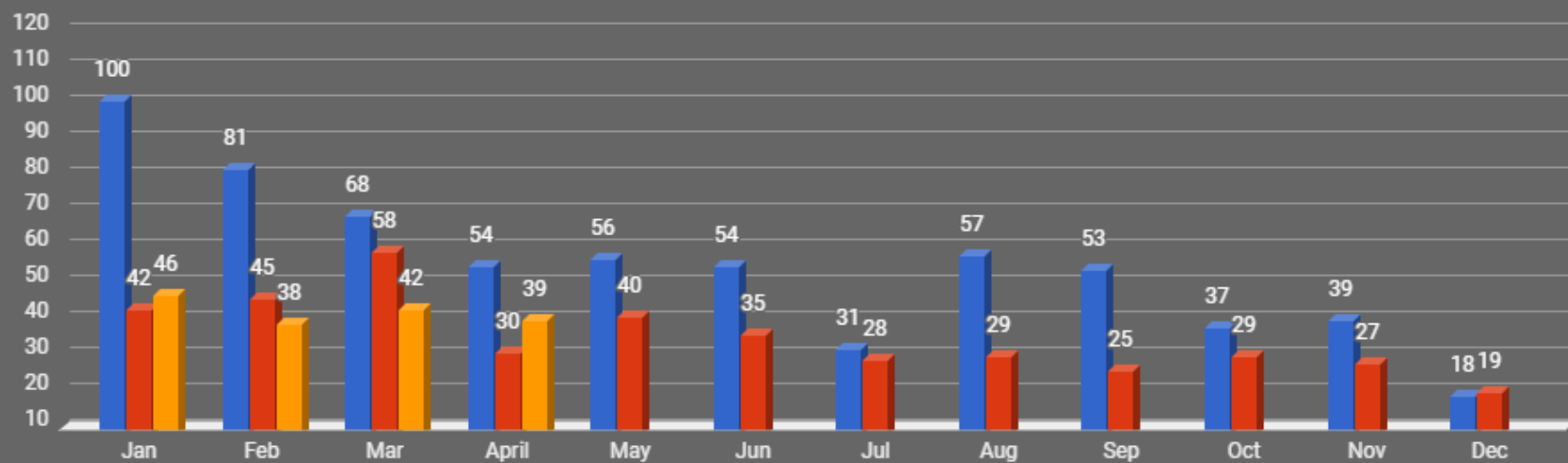
## Primary requirements

- A Work Related Road Risk Assessment (WRRRA) is required: This can consist of an on-line questionnaire
- Driving Licence Checks: Validity checks are required in house or through the relevant authority / organisation
- Business Insurance: Employees should ensure that their broker/underwriter is informed that they drive their own vehicle for work and that they have the appropriate class of insurance
- Roadworthiness: Employees are required to produce evidence that their vehicle has been properly maintained

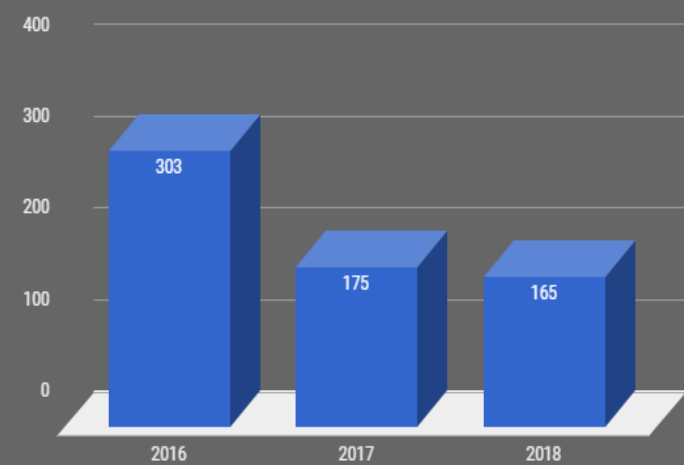
# IS THE BUSINESS CASE PROVEN?

## Roadside Breakdowns 2016 - 2018

Roadside Breakdown / Operational Events; ( Mon - Fri ) 2016 - 2017 - 2018 ( YTD )

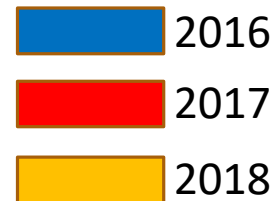
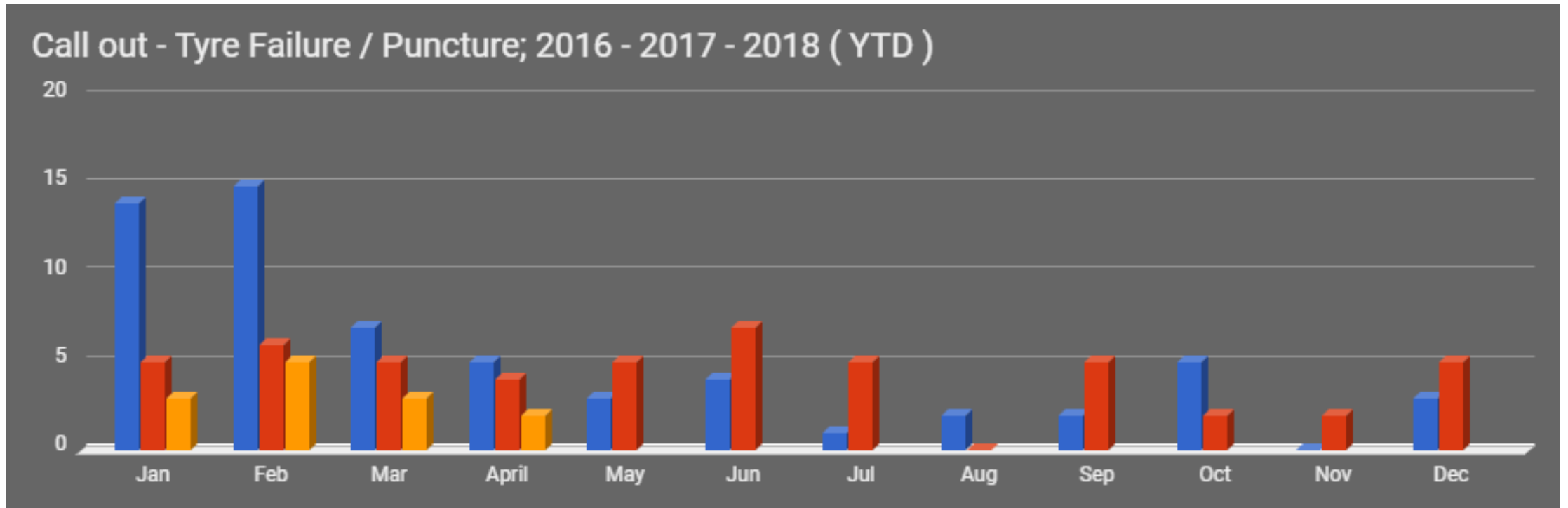


Roadside Breakdown / Operational Events; ( Mon - Fri ) 2016 - 2017 - 2018 ( Jan - April )



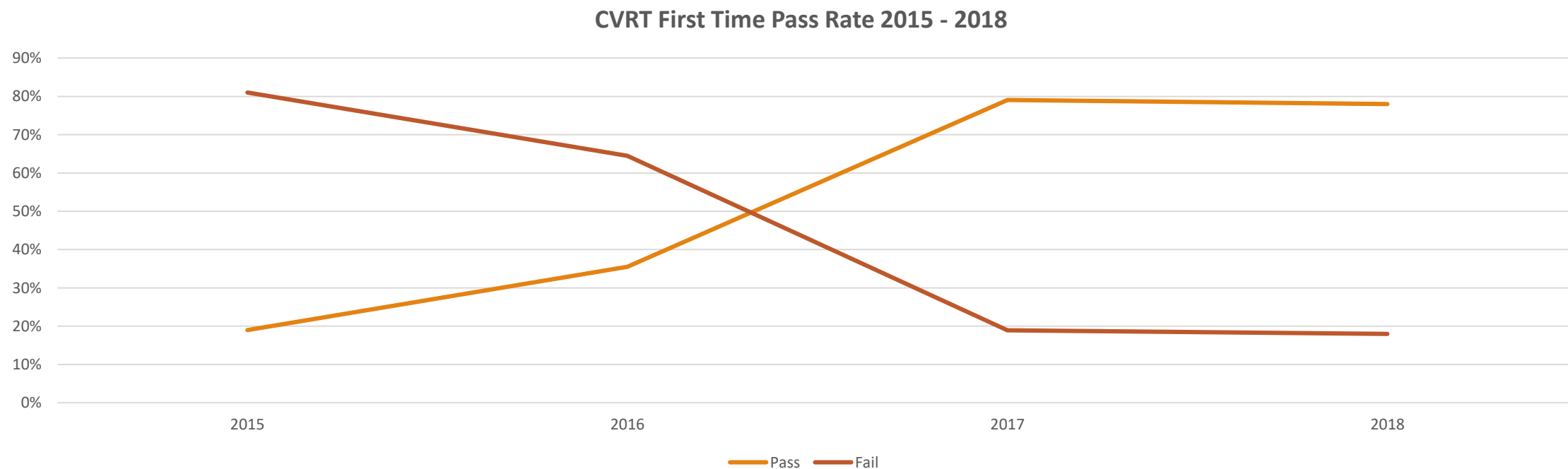
# IS THE BUSINESS CASE PROVEN?

## Call-out – Tyre Failure / Puncture 2016 - 2018



# IS THE BUSINESS CASE PROVEN?

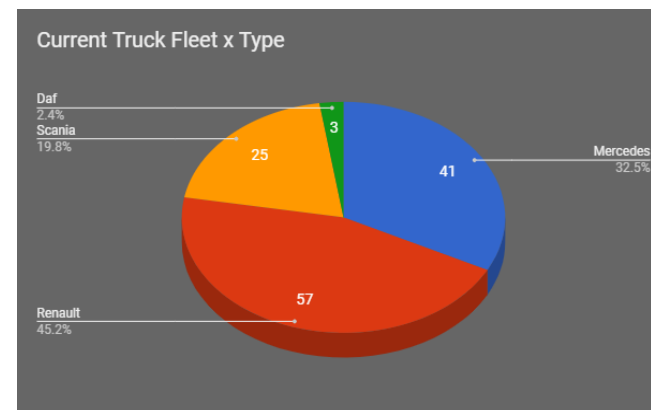
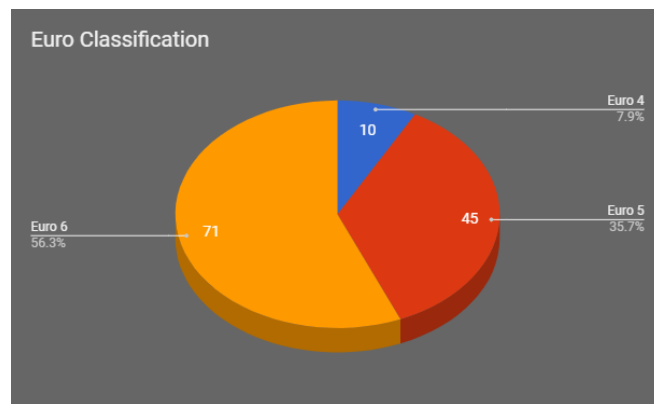
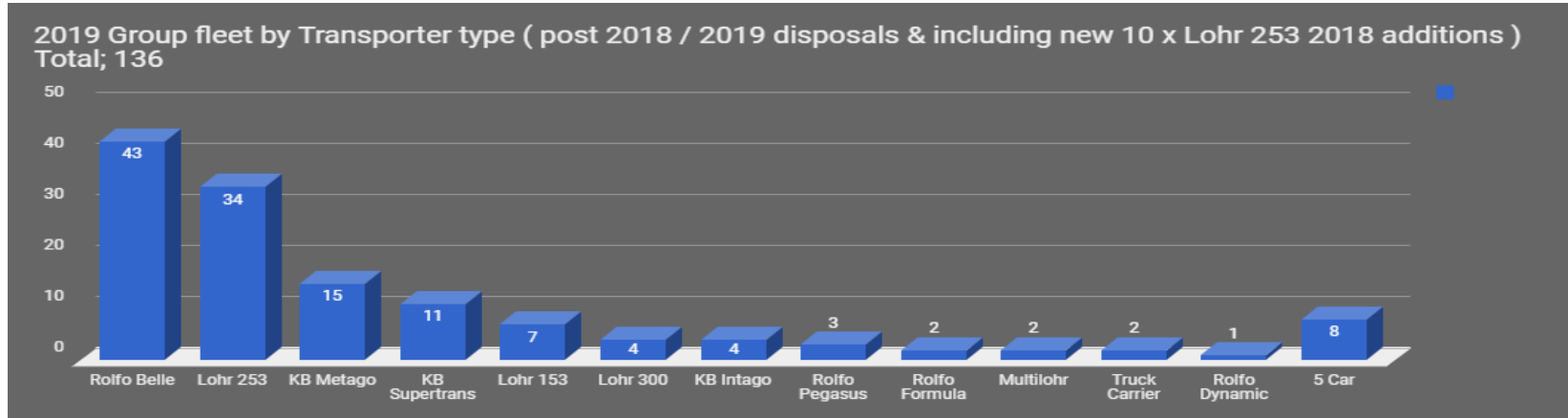
## CVRT – First Time Pass Rate



MOT PASS RATE (UK) 2018 YTD: 98%

## IS THE BUSINESS CASE PROVEN?

# Fleet Standardisation – Ongoing Work

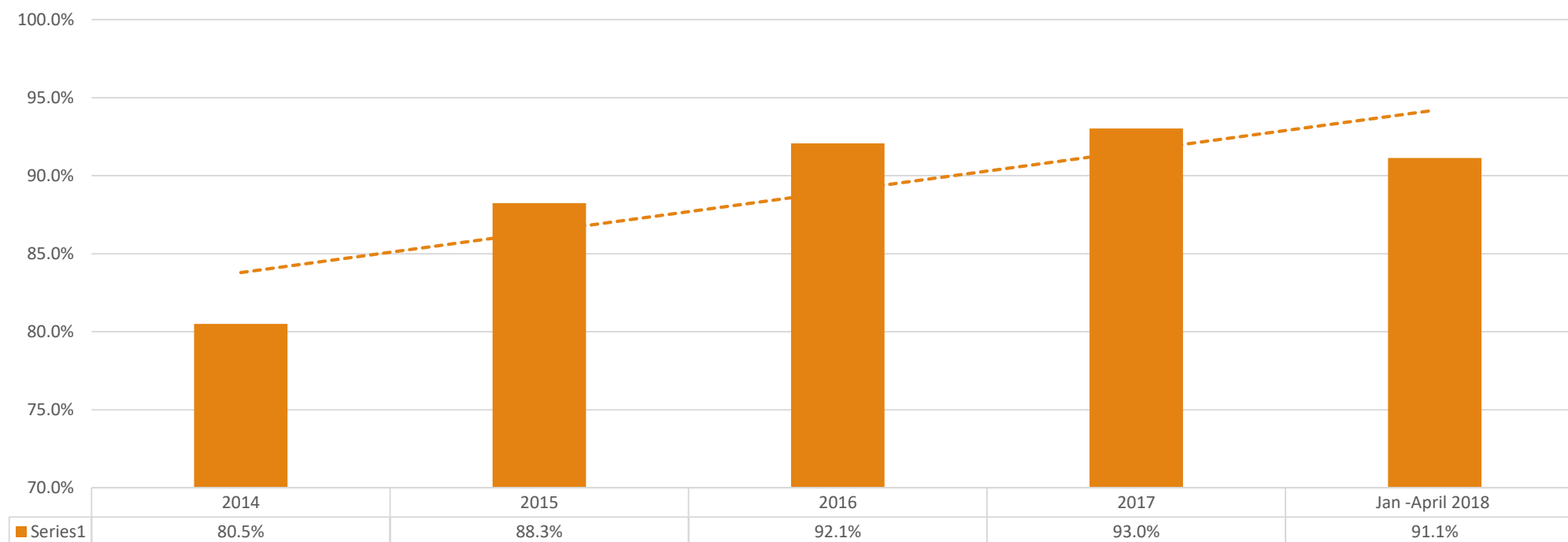




# IS THE BUSINESS CASE PROVEN?

## Average Driver Score Performance

Average Driver Score Jan 2014 - April 2018



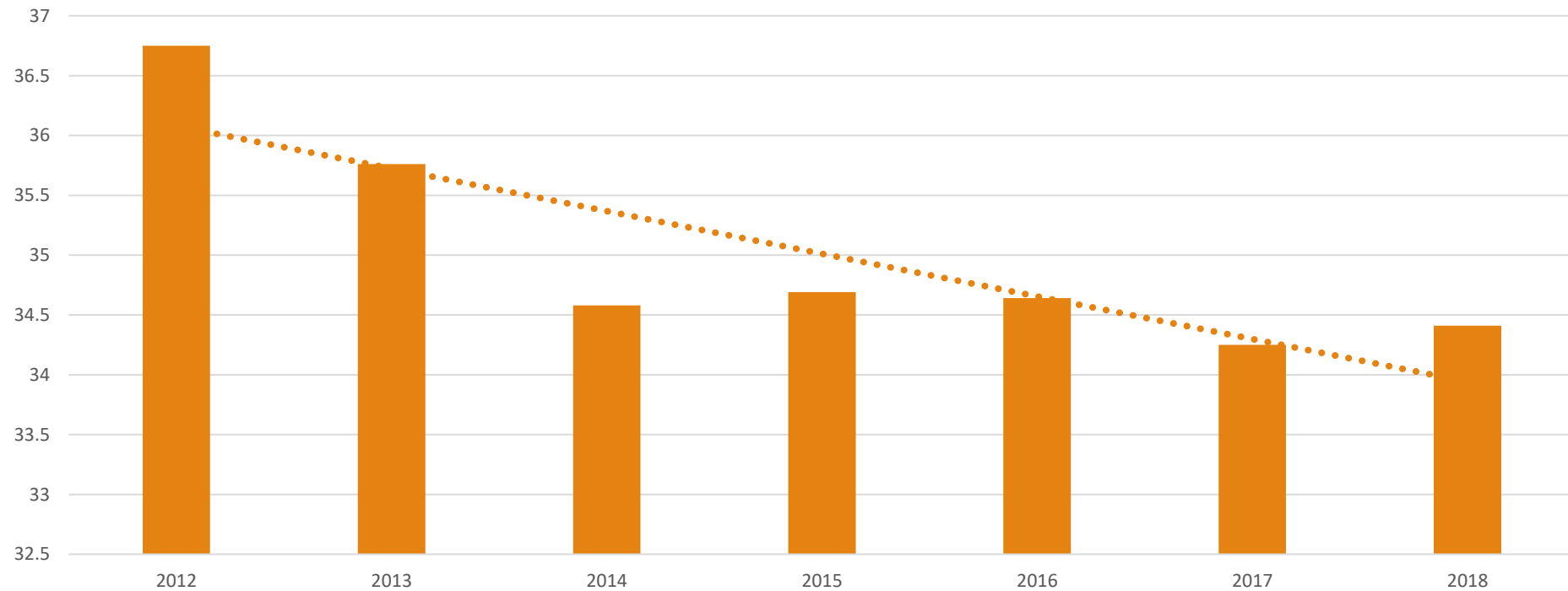
Anticipation – new measure – time between accelerator and brake

# IS THE BUSINESS CASE PROVEN?

## TRANSPORT – KEY MEASURES



### Fuel - Litres per 100km Driven 2012 - April 2018

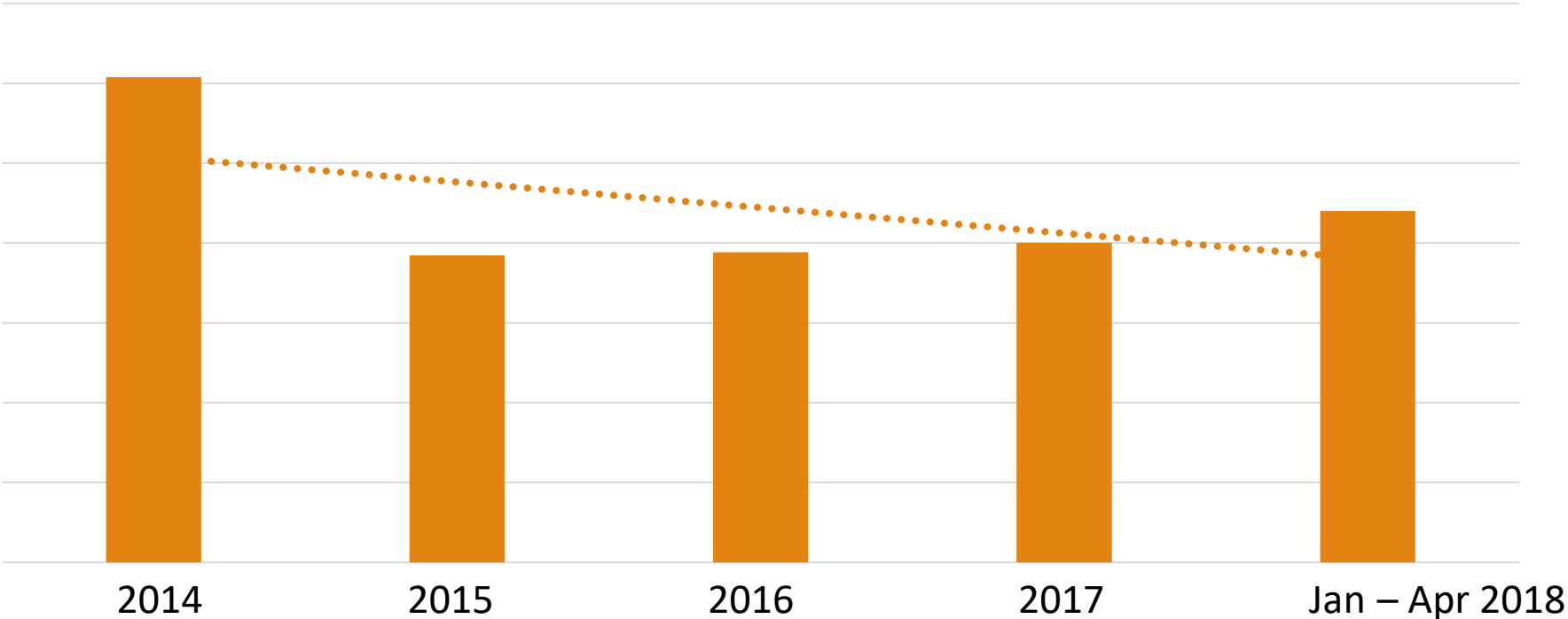


# IS THE BUSINESS CASE PROVEN?

## TRANSPORT – KEY MEASURES

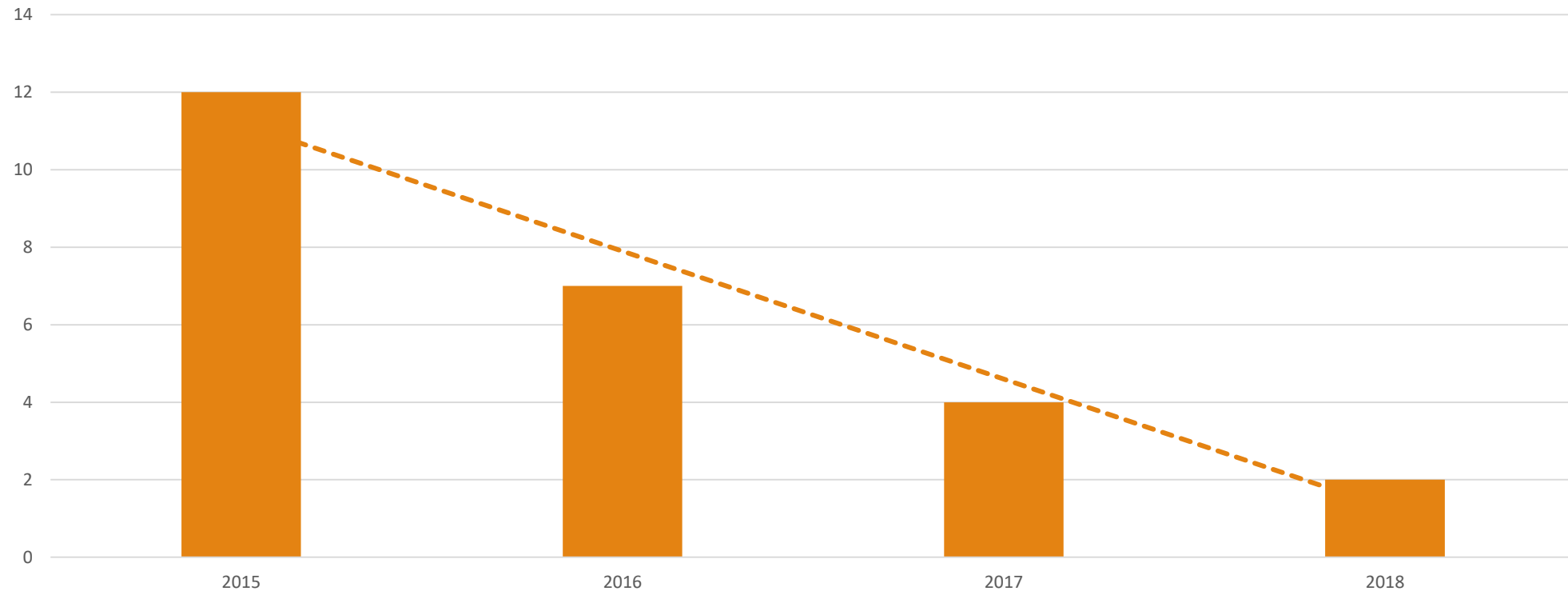


Damage Cost per Truck Day Bought



# IS THE BUSINESS CASE PROVEN?

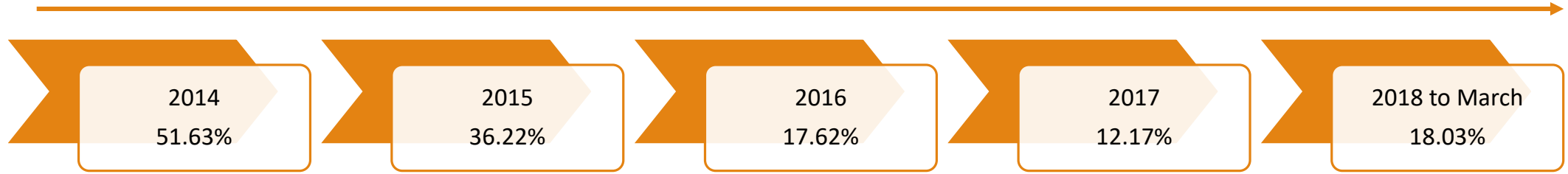
## Transport Accidents (Time off Work)



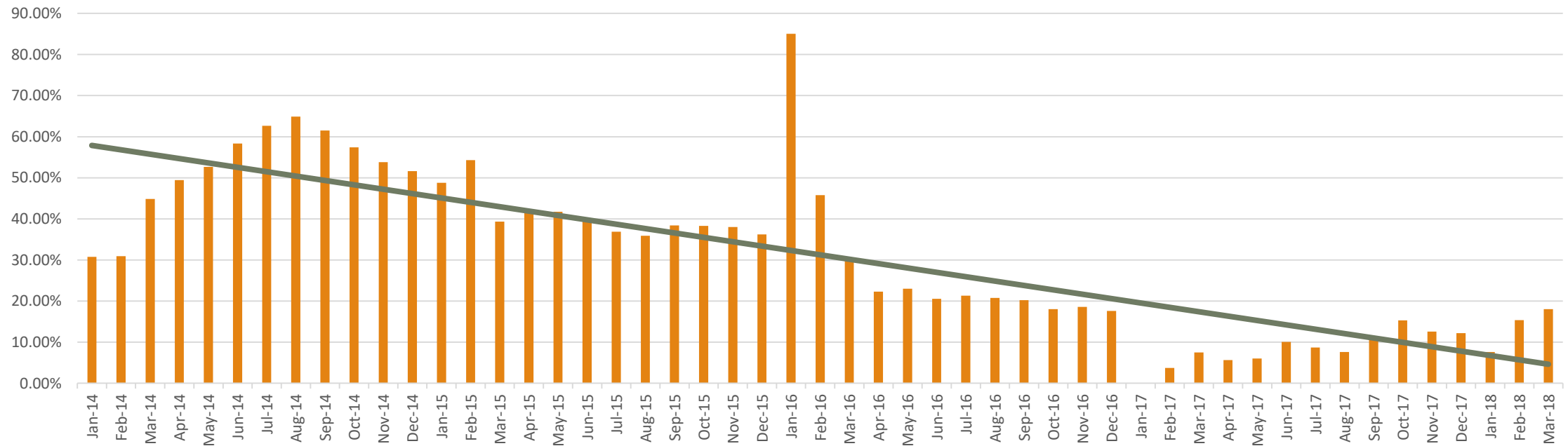
# Driver Turnover IS THE BUSINESS CASE PROVEN?



## 83% IMPROVEMENT OVERALL to DEC 2017



Driver Churn Jan 14 - Mar 18



# CONCLUSIONS

1. NVD HAVE BENEFITTED SUBSTANTIALLY BY MANAGING ALL ASPECTS OF TRANSPORT SAFETY RISK
2. WE FIND THAT INVESTMENT IN TRANSPORT SAFETY CORELATES POSITIVELY WITH EFFICIENCY, PRODUCTIVITY AND PROFITABILITY

**Thank You For  
Your Time**

