Workplace Transport Management Policy

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NHS Shetland Document Development Coversheet

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Shetland Transport Group	Health, Safety and Wellbeing Committee	Area Partnership Forum
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Date	Version	Group	Reason	Outcome
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Examples of reasons for presenting to the group	Examples of outcomes following meeting
• Professional input required re: content (PI)	• Significant changes to content required – refer to Executive Lead for guidance (SC)
• Professional opinion on content (PO)	• To amend content and re-submit to group (ACandR)
• General comments/suggestions (C/S)	• For minor revisions (e.g. format/layout) – no need to re-submit to group (MR)
• For information only (FIO)	• Recommend proceeding to next stage (PRO)
• For proofing/formatting (PF)	• For upload to Intranet (INT)
• Final Approval (FA)	• Approved (A) or Not Approved, revisions required (NARR)

Please record details of any changes made to the document in the table below

Date	Record of changes made to document
2022	New document introduction.

Contents

1.   Introduction

NHS Shetland is committed to ensuring safe working practices are carried out across its sites thus, in turn, creating a safer workplace for their staff, strategic partners who work from the various sites and other members of the public accessing NHS Shetland facilities.

The services which operate under the auspices of Workplace Transport are integral to the day to day running of sites across NHS Shetland. Therefore a thorough assessment of the hazards and risks associated must be carried out by those services where workplace transport activities create a significant risk. Effective risk control systems will keep all parties as safe as is reasonably practicable; whilst such activities take place.

The purpose of this policy is to enable NHS Shetland to meet its duty of care to staff, strategic partners, patients, contractors and the general public.

2.   Principles

This policy applies to all who attend NHS Shetland sites, staff, and contractors. This policy will cover all risks that arise relating to workplace transport activities on an NHS Shetland site. This policy will cover how workplace transport risks on NHS Shetland sites are assessed, controls monitored and reviewed in order to protect staff and others in order to comply with the relevant regulations, attain best practice and maintain continuous improvement. This Policy should also be read in conjunction with the NHS Shetland Management of Occupational Road Risk Policy.

Workplace Transport Management refers to the:

- Procedures and protocols which are developed to ensure the access/egress from all sites is managed and controlled.

- Arrangements that are in place to ensure effective workplace transport safety management systems / procedures are followed, and all staff understand their role.

- Assessment of the workplace transport risk to evaluate the significance and severity.

- Implementation of control measures which aim to reduce the workplace transport risk to the lowest possible level.

- Processes of ensuring people are effectively segregated wherever possible from traffic / vehicular movements.

- Process of minimising where possible the need for reversing manoeuvres, in particular, in high risk / densely populated areas such as crossing and drop off points.

- Implementation of an effective safety signage strategy that provides clear communication.

- Process of ensuring NHS Shetland has an appropriate plan of informal and formal site traffic management monitoring.

- Process by which the Shetland Transport Group continue to discuss, monitor and assess issues and close out actions identified. This groups will provide information to the Health, Safety and Wellbeing Committee on the significant workplace transport safety risks as part of the governance system. The Committee will in turn, also notify the respective management team of any actions required.

3.   Policy aims and objectives

This policy aims to:

- Ensure that staff, contractors and others are all aware of their responsibilities in relation to workplace transport safety on NHS Shetland sites. The policy also aims to ensure that if the workplace transport risk(s) cannot be eliminated it will be reduced to as low as is reasonably practicable.

The objectives of the policy are to:

- Communicate and implement NHS Shetland's aims in reducing the risk that workplace transport creates;

- Ensure that any risks from workplace transport are actively managed in a systematic way by ensuring that safe systems, environments and methods of work are in place and regularly reviewed;

- Authorise and support the local managers in the development of site specific protocols and procedures for their individual areas;

- Establish a prompt and effective standard of adverse event reporting and follow up investigation, highlighting remedial actions and lessons learned; and

- Ensure full support is provided to anyone who witnesses or is involved in an adverse event relating to workplace transport.

4.   General strategy

NHS Shetland's strategy for Site Transport Management reflects the scale of the problems in this respect. Responsibility for risk assessments and implementing control measures rests with line managers with advisory input from the Health and Safety Lead, as appropriate.

The strategy for reducing site transport risks is as follows:

The Health, Safety and Wellbeing Committee will review and oversee how this policy is put into practice. The Health and Safety Lead will advise the Committee on NHS site transport management strategies and assist in the further development of strategies, to provide appropriate staff training and expert advice on related safety issues. Wide-ranging scoping of site transport activities through the risk assessment processes must be carried out by line managers and heads of department. Where there may be a significant risk of injury, assessments will be carried out and if appropriate, action plans created to manage the implementation of any further controls. The action plan will aim to reduce the risk of injury within site transport operations by:

- Identifying priority risk areas;

- Helping staff use vehicles and associated equipment handling equipment correctly;

- Encouraging safe practices;

- Adapting the working environment; and/or

- Reorganising work practices.

5.   Assessment and risk identification

To assist line managers meet their obligations in relation to the management of workplace transport, risk assessments in line with normal NHS Shetland requirements, must be completed by the appropriate line manager.

The completion of risk assessments enables related tasks to be risk profiled at departmental level and then target identified risks in priority order. There are three primary areas of workplace transport management that need to be considered. These are Site, Vehicle and Driver.

Where the results of initial line management hazard scoping identify outcomes above 'Low Risk', a more detailed risk assessment process is required to further evaluate the task and consider potential enhanced control measures to eliminate or reduce the risks.

6.   Responsibilities

6.1.   Chief Executive

The Chief Executive in line with the Scheme of Delegation, has overall accountability for ensuring that the organisational structure, arrangement and resources exist to implement this policy, its objectives, and associated plans to ensure that health, safety and welfare of staff employed by NHS Shetland and all persons (e.g. patients, visitors, contractors) liable to be affected by the activities of NHS Shetland.

In practice the Chief Executive will discharge this responsibility by delegation to the Directors and then through their line management structures.

6.2.   Health, Safety and Wellbeing Committee

The Health, Safety and Wellbeing Committee, chaired by the Director of Human Resources and Support Services, will act on behalf of the Chief Executive in overseeing how the policy is put into practice and meeting the aims set.

6.3.   Health and Safety Lead

The Health and Safety Lead is part of the Human Resources and Support Services Directorate, and is responsible for advising managers and staff about their legal obligations and for providing specialist advice and support in relation to the management of health and safety.

The Health and Safety Lead will advise on strategic developments necessary to reduce workplace accidents to meet legislation and best practice.

6.4.   Executive Management Team (EMT) and all Heads of Departments

The members of EMT and all Heads of Departments are responsible for:

- Noting the initial risk assessments carried out and any amendments or additions made. putting the recommendations for eliminating or reducing risk into practice as far as is reasonably practicable, following the initial assessment or annual review;

- Recording details in their departmental health and safety control books of their arrangements for site transport risks, outlining appropriate responsibilities, channels of communication and monitoring;

- Making sure that appropriate measurements of fitness criteria are set for new staff and that these are used effectively by Occupational Health Service (OHS) when carrying out pre-employment screening;

- Taking account of risks created by site transport in the design of new facilities, buying of equipment or new work practices and take advice from the Health and Safety Lead as appropriate; and

- Maintaining monthly statistics on all transport incidents and the extent of any sickness absence which may be caused as a result.

6.5. Line managers

Those managers whose responsibilities and or vehicle activities includes workplace transport safety are responsible for leading on the implementation of the policy on behalf of the Chief Executive by ensuring that effective systems are in place to assess, manage and control those risks. Assessing and managing the risk includes:

- Conducting regular workplace inspections to review the effectiveness of the site rules, controls in relation to vehicle reversing hot spots, people and vehicle segregation controls, and overall traffic management within their areas of responsibility;

- Carrying out an assessment of any workplace transport activity/task and or environment that may create a risk to staff, strategic partners, contractors, and patients. Assessing the risks means taking into consideration all relevant workplace transport safety information which includes reference to specific and health and safety legislation and guidance. Managers should involve staff and where possible staff health and safety representatives in the risk assessment process;

- Communicating the results of the risk assessment findings to affected departmental staff to ensure awareness of the risks and actions being taken to minimise/ control the risk;

- Ensuring any identified risks are tabled, discussed and actions taken at the appropriate local Shetland Transport Group and that governance is provided through reports/information to the Health, Safety and Wellbeing Committee;

- Ensuring that local site rules, procedures and processes are being applied;

- Documenting any workplace transport risk assessments and escalating any concerns accordingly;

- Identifying the level of training and instruction required by staff through the completion of the risk assessment, and ensuring attendance at training courses;

- Ensuring all local procedures and site rules are communicated effectively to their staff, strategic partners, contractors, suppliers, patients and the general public; That where inappropriate behaviours are observed, managers will use the Management of Employee Conduct Policy to assist in the resolution of such issues;

- Effectively communicating with all relevant parties any service or legislative changes which may affect the policies and procedures in place;

- Making sure all adverse events are reported on Datix and investigated appropriately.

- Developing, implementing and monitoring specific risk controls by creating procedures, guidance and protocols for workplace transport safety, taking into consideration the following:

  o Layout and traffic routes including one way systems to minimise reversing activities;

  o Directional signage;

  o Segregation of vehicles and pedestrians;

  o Vehicle maintenance;

  o Reversing delivery vehicles and use of trained reversing assistants. Reverse parking for cars in designated car parking spaces;

  o Input from strategic partners, contractors, suppliers who use NHS sites as part of their work-related activities;

6.6.   Shetland Transport Group

In line with the group's Terms of Reference the Shetland Transport Group is responsible for the following:

- Considering and evaluating all Site Transport Management associated issues within NHS Shetland sites on a dynamic basis and setting this into the context of the following users:

  o Staff driving on site

  o Visiting drivers to the site

  o Pedestrians

  o Cyclists (including pool e-bike use)

  o Blue light vehicles

  o Non blue light ambulances

  o Supply vehicles

  o Other vehicles

- To support all users in discharging their responsibilities under current procedures or protocols;

- To ensure as far as is reasonably practicable the minimisation of pedestrian/vehicular conflict which could cause injury or death;

- To minimise as far as is reasonability practicable, the need for uncontrolled reversing of commercial or other vehicles on site (i.e. without a reversing assistant, reversing camera or audible alarm)

6.7.   All staff

All staff are responsible for:

- Taking reasonable care for their own safety and that of colleagues and patients;

- Making full and proper use of equipment provided;

- Following safe systems of work shown in the risk assessments;

- Following the precautions and procedures set up for avoiding or reducing the risk of injury created by site transport activities and following the safe system of work, and in particular those shown in the individual risk assessments:

- Undertaking all training courses provided by the Staff Development Department at induction and further updates, following safe working practices and asking for extra training if they feel that they need it;

- Assessing the task before carrying out any activity to make sure enough precautions are taken;

- Reporting to their Head of Department any risks which they think have not been handled effectively;

- Making sure that Datix incident reports are promptly reported and completed by following the procedure for all incidents involving site transport; and reporting any problems or shortcomings in the risk assessment or safe system to their line manager.

6.8. Occupational Health Department

The Occupational Health Department is responsible for carrying out pre-employment screening and making sure that new staff are fit for the duties involved in their post.

They will discuss with the Departmental Heads any driver related risk which they consider to be significant.

All staff can consult the service, confidentially, on any aspect of health and safety while at work.

7. Workplace health and safety considerations

- Access for the emergency services;

- Ensuring appropriate safe disabled access;

- Safe access, parking and egress for staff, patients, contractors and visitors;

- Ensuring all vehicles (including Fork Lift Trucks, Mini Snow Gritters etc) are all subject to a suitable programme of inspection and maintenance;

- The performance, usage and compliance of site rules and local traffic management procedures, including appropriate signage.

8. Training

The best way of reducing the risk from site transport activities is by putting measures in place which will potentially reduce the risks associated with vehicle movements and driver error.

NHS Shetland Board will provide information, instruction and training in line with training needs analysis derived from relevant risk assessment outcomes, which covers the principles of:

- Legislation and local policy;

- Risk assessment;

- Lift truck driver training (to ACOP L117 Rider-operated lift trucks standards);

- Standards of vehicle driver fitness;

- Safe vehicle driving principles;

- Appropriate use of any associated transport mechanical aids;

- E-Bike rider safety.

Training needs are identified through the risk assessment process for each department and assessment results are recorded within the Health and Safety Control Book system. Risk assessments will identify the type of training required depending upon whether the role can include vehicle driving, vehicle manoeuvring or equipment handling.

All relevant staff will also receive regular refresher training. Timescales for this will vary depending upon the type of training required. However, refresher training is normally every 2 years unless an alternative timescale is determined as part of the specific risk assessment process.

Line managers may identify further training needs and appropriate training will be considered in consultation with the Health and Safety Lead and/or Shetland Transport Group.

9.   Monitoring and reviewing

Outcome and indicators which may be used to evaluate this policy include:

- Is the policy effectively as of widely communicated?

- Are staff aware of the policy and its implications?

- Is the policy addressed in local and organisational induction programmes?

This policy will normally be reviewed three years from its effective date by the Health, Safety and Wellbeing Committee, reporting to Shetland NHS Board. Changes to legislation or operational requirements may prompt an early review of the Policy.

10.   Dissemination and communication

The policy is made available via the Intranet to ensure ease of access for all staff. Paper copies of the policy are also available in relevant departments.

11.   Equality and diversity

An NHS Shetland Rapid Impact Assessment has been undertaken in line with the requirements of the Equality and Diversity Policy. Appropriate disabled parking spaces are available for staff and visitors at all NHS Shetland sites. A full EQIA is considered not to be required.

12.   Local procedures

Anyone who drives on NHS Shetland business must do so in a manner which promotes the principles of safe driving and sustainability. Any member of staff driving vehicles on NHS Shetland sites must comply with this Policy, especially adhering to the individual site traffic management rules.

Transportation activities will be evaluated with regard to the following Hierarchy of Sustainable Transport at **Figure 1**.

Consideration will be given to the priority of the journey and can the delivery be delayed to:

- Improve vehicle utilisation to maximise vehicle capacity to the same destination
- Organise multi-drop transportation routes to maximise efficiency
- Prioritise e-vehicle use over ICE vehicles, where possible the reduce CO2 emissions

All of the above can provide a more sustainable way of achieving the same end result.
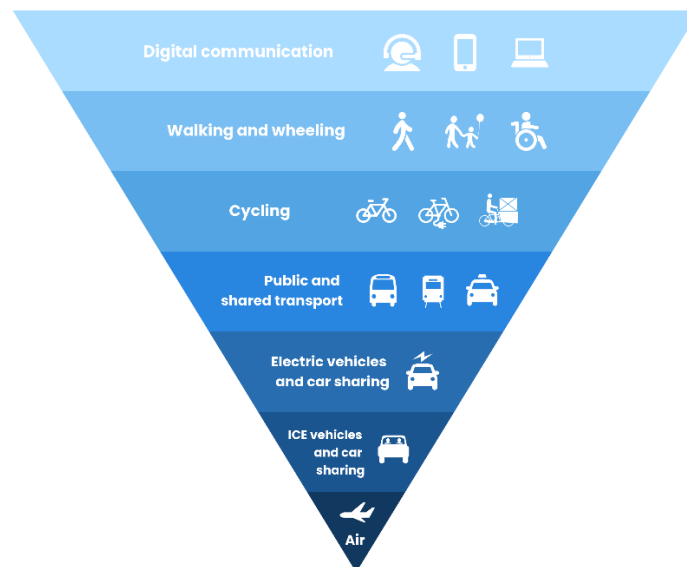

Figure 1 - Hierarchy of Sustainable Transport

12.1. Reversing vehicles

Wherever possible the need for reversing should be removed by setting up one way systems or example using drive through loading and unloading areas. In locations where reversing cannot be avoided "reversing areas" should be planned out and clearly marked to segregate pedestrians from reversing vehicles.

Cars parking in designated parking areas should reverse into a space to eliminate the higher risk manoeuvre of reversing out of the parking space that can have limited vision due to other cars parked either side of the parking space.

Where there is an identified significant risk from reversing van or HGV delivery vehicles and engineering controls are not possible, trained reversing assistants should be utilised to guide drivers and keeping the reversing area free of pedestrians. The reversing assistants will need to:

- Be visible to drivers at all times;
- Stand in a safe position, from which to guide the reversing vehicle without being in its way.
- Use a clear, agreed system of signalling
- Wear high visibility clothing, such as reflective vests, and ensure that any signals are clearly seen.
- Explain to the driver if they lose sight of them, then should stop the vehicle immediately (the use of portable radios or similar communication systems may be helpful).

The following steps should be considered to help reduce the risk of reversing vehicle related incidents or near misses.

- Site layouts can be designed (or modified) to increase visibility for drivers and pedestrians, for example:
  - By increasing the area allowed for reversing;
  - By installing fixed mirrors in smaller areas;
- Reducing the dangers caused by "blind-spots":
  - Most vehicles already have external side-mounted and rear-view mirrors fitted. These need to be kept clean and in good repair;
  - Refractive lenses fitted to rear windows or closed-circuit television systems can be used to help drivers to see behind the vehicle;
  - If drivers cannot see behind the vehicle, they should leave their cab and check behind the vehicle before reversing.
- Reversing alarms can be fitted;
  - If fitted, these should be kept in good working order;
  - Audible alarms should be loud and distinct enough that they do not become part of the background noise;
  - Where an audible alarm might not stand out from the background noise, flashing warning lights can also be used.
- Other safety devices can be fitted to vehicles:
  - For example, a number of 'sensing' and 'trip' systems are available, which either warn the driver or stop the vehicle when an obstruction is detected close to, or comes in contact with, the reversing vehicle.
  - Stops such as barriers or buffers at loading bays can be used. They should be highly visible and sensibly positioned.
  - • Where vehicles reverse up to structures or edges, barriers or wheel stops can be used to warn drivers that they need to stop. White lines on the floor can help the driver position the vehicle accurately.

12.2. Segregation

12.2.1. Segregation – the facts

- By law, pedestrians or vehicles must be able to use a traffic route without causing danger to the health or safety of people working near it.

- Roadways and footpaths should be separate whenever possible.

- Consideration must be given to protection for people who work near vehicle routes. Also consider the Hierarchy of Road Users – The Highway Code has introduced new regulations in 2022 called 'The Hierarchy of Road Users'. In the Hierarchy of Road Users, those at most risk in the event of an accident are at the top of the hierarchy. The idea is for drivers of larger vehicles to look after more vulnerable road users. The hierarchy is detailed in the image below at **Figure 2**:
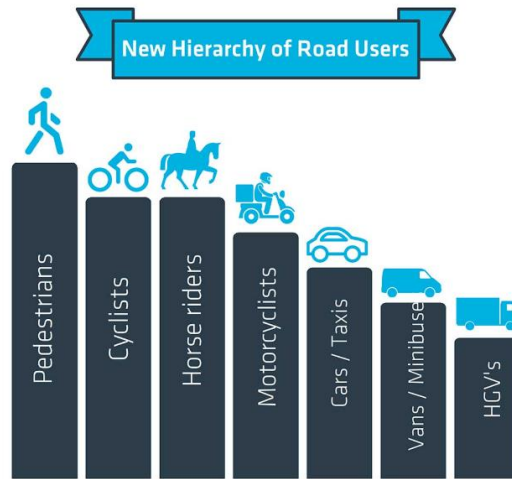
Figure 2 - New Hierarchy of Road Users

It is intended to alter motorists' behaviour behind the wheel, so they are more aware of the disparity in risk, and potential to suffer injury, between different road users in the in event of a collision.

- By law, traffic routes must also keep vehicle routes far enough away from doors or gates that pedestrians use, or from pedestrian routes that lead on to them, so the safety of pedestrians is not threatened.

12.2.2. Segregation – questions that should be considered

- How are pedestrians kept away from vehicles?

- How are vehicle operating and pedestrian areas marked out and signed?

- Where do vehicles and pedestrians have to use the same route?

12.2.3. Segregation – potential ways to segregate vehicles from pedestrians

- Separate vehicle and pedestrian access to the site, if possible.

- Kerbed footways.

- Coloured surfacing.

- Bollards.

- Pedestrian's crossing/paths.

- Signage.

- Road and walkway markings.

- Cyclists are not to cycle on pedestrian walkways or pavements and are to dismount their cycle at the NHS site entrance.

12.2.4. Segregation – medical gases and delivery of cylinders

The regular delivery of cylinders and collection of empty cylinders takes place at the rear of the Gilbert Bain Hospital. The gas stores are located three quarters of the way along the service road that eventually leads to the laundry facility. The cylinders are unloaded/loaded onto the delivery vehicle using a forklift truck that is stored in the area.

When gas cylinder exchanges take place, the area is cordoned off with the use of barriers to prevent pedestrian access while these lift truck operations take place. Once completed, the barriers are removed to enable normal access to the area.

12.3. Site inspection / walk rounds – things to remember

- Check that vehicle and pedestrian routes are clear and useable (remember cyclists).

- Make notes of areas used by both vehicles and pedestrians where segregation is not possible.

- Assess existing controls for effectiveness.

- Consider inspecting your site at different times of the day and in different weather conditions, for example, during peak delivery times, visiting hours and when there has been heavy rain or snow/ice or high winds.

- Carry a site map with you along with any existing Risk Assessments and/or Action Plans.

- Take photographs as a reference.

- Pay particular attention to areas where "near misses" have occurred.

- Assess blind corners.

- Don't ignore any non-compliance with this policy that you may observe during your inspection/site walk around.

- Produce an action plan based upon the result of the inspection.

13.   Site map – Gilbert Bain Hospital

The following map provides a basic site layout for reference purposes.

Gilbert Bain Hospital – Workplace Transport Site Plan – Pedestrian Walkways
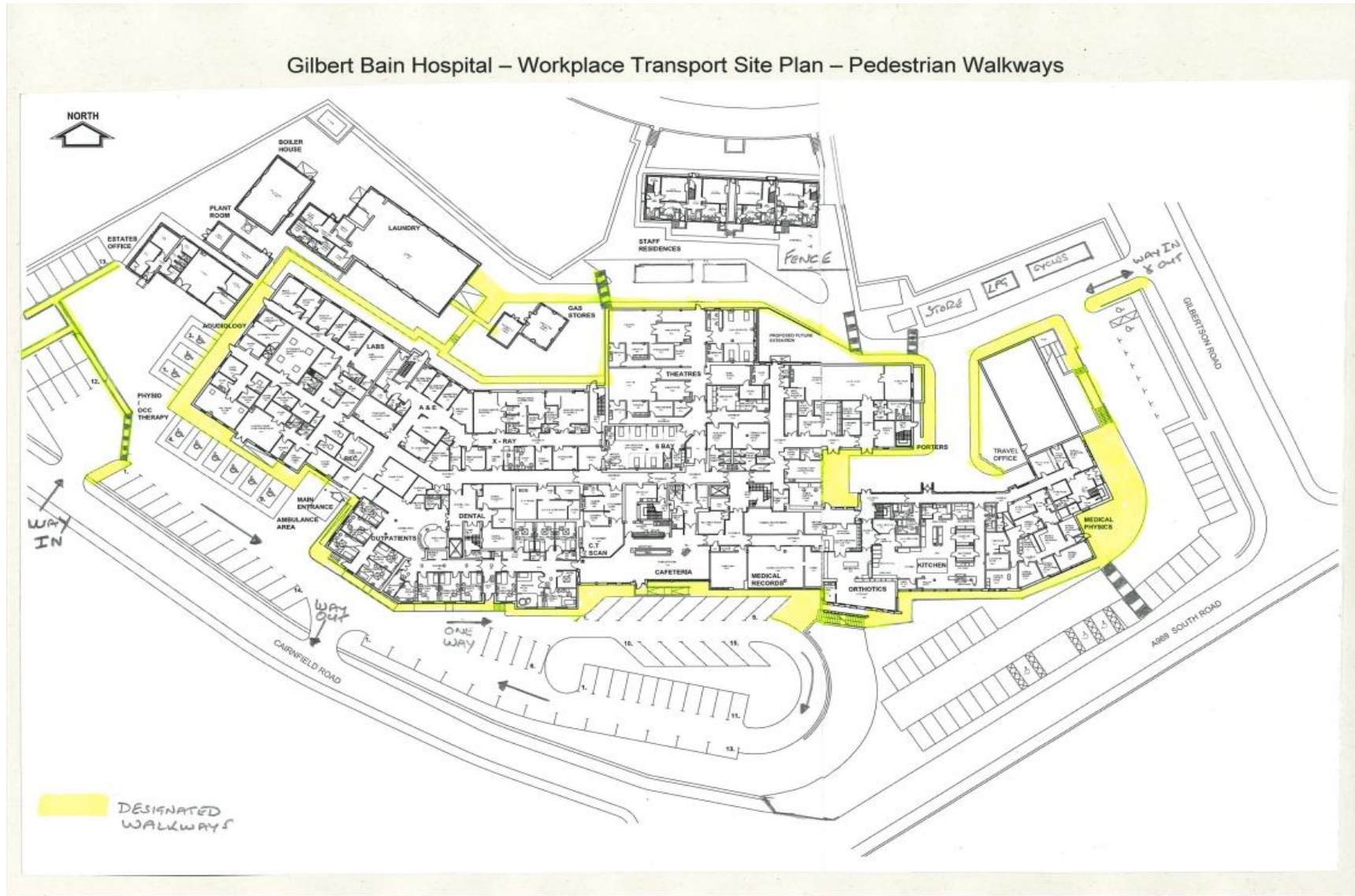
Appendix 1 – Legislative and professional guidance documents

Health and Safety at Work etc Act (1974), Chapter 27

Management of Health and Safety at Work Regulations (1999)

Provision and Use of Work Equipment Regulations (1998)

Lifting Operations and Lifting Equipment Regulations (1998)

L117 Rider Operated Lift Trucks - Approved Code of Practice (2013)