

From this point it is important to build the motivation in participants to support the thought that possibly a change is needed.

The next step is to encourage participants to develop a plan to make the change they are considering.

Now is the difficult phase that many programs cannot address, unless it is extensive and conducted over a significant period of time. That is the action and maintenance phases. During a program participants are able to develop their plans and the intention to act but the action and the maintenance of that change is conducted post program. It requires participants to return and undergo further engagement in the process. Therein lies the major challenge to behaviour change programs.

Throughout the process the participant must be encouraged to believe they can make the change (self-efficacy).

## Summary

So in summary, the human being is by far the greatest cause of incidents on the road. Changing road user behaviour is often achieved through enforcement and punishment processes, but education and training is an important part of achieving change. Changing behaviour through education and training is not simple but if done well can be effective.

Therefore, education and training in relation to road user behaviour is an important component in the efforts to reduce road incidents. Based on this, there is a strong argument that education and training needs to be implemented on a wider scale as part of the various licence schemes in Australia.

## The Author

*Stephen Lake (Dip. Training Design and Development) is the CEO of Freebott Pty Limited. Stephen began his career in road safety as a motorcycle instructor for nine years where he taught safe riding techniques. From there Stephen began to work for Freebott Pty Limited where he learnt more about the psychology of road users and the development of behaviour change based programs.*

*Freebott Pty Limited has been the contracted provider of the Road Ready suite of road safety training programs in the ACT, outside the school and community based environment, for 14 years. The company also delivers programs for road users convicted of drink or drunk driving in both the ACT and New South Wales and is a provider of the Safer Driver Course for learner drivers in New South Wales.*

*The company developed the current testing tool for Car, Motorcycle and Heavy Vehicle instructors under contract to the ATSB, contributed to the development and trial of the Novice Driver Program and the Sober Driver Program.*

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# Creating a driver safety culture in the not for profit sector: the UnitingCare Queensland Road Safety Program

*By Mark Stephens*

*Fleet Operations Manager, UnitingCare Queensland*

*mark.stephens@ucareqld.com.au*

## The motivation - vehicle crash and infringement history

Since 2008 UnitingCare Queensland (UCQ) has been providing a coordinated driver education program in road

safety. The catalyst for embarking on this program, which was about influencing driver behaviours, was the increasing number of at fault crashes and traffic violations. In fairness to our drivers the environment they operate in and the increased exposure of traffic monitoring equipment are key factors in the increased risks. UCQ has a long history as a

leading provider of community, residential care and health services across Queensland through its service groups Blue Care, Uniting Care Community / Lifeline and Uniting Care Health. The delivery of these services is supported by a fleet of over 2,400 vehicles that travel in excess of 45 million kilometres each year.

The program for Blue Care has now been expanded to all UCQ service groups delivered by the Fleet Operations Unit of UCQ. The initial program was developed to educate staff on the importance of road safety and sharing the road with other road users. The key message delivered through all mediums was and remains that people depend on them when they are driving - and not just other road users, but also their families, partners and friends that want them to arrive home safely after every shift.

A number of significant issues have highlighted the importance of fleet vehicle and road safety as imperative for modern-day fleets. Driven by legislated changes in Europe, Australia has recognised that 'duty of care' compliance encompasses all aspects of working life and should include every part of fleet operations from the purchase and operation of fleet vehicles to staff training in their 'duty of care' to other road users and pedestrians.

## Executive and management support

The success of the initiatives of the Fleet Operations Unit could not have been achieved without the support of the executive of the service groups as well as the UCQ executive team and board. The ongoing support has been just as important, as the Fleet Operations Unit introduces new resources and tools to compliment the program and maintain the focus on road safety. Any rollback of this vital program would see the eventual erosion of the road safety culture.

## Partnerships and the development of the Driver Safety Campaign

A road and vehicle safety program was designed and delivered in consultation with internal stakeholders and peak bodies. This ensured acceptance by staff and the embedding in organisational culture from the top level of management to the drivers at the coalface. Both CARRSQ and the RACQ have had long relationships with UCQ and were obvious partners to designing, developing and in implementing the program. CARRSQ's involvement started as a research program with Australian Research Council funding in 2006. This research program contributed to the first interventions, with CARRSQ providing technical

assistance in the development of slogans and the review of resources during the development phase of the program.

The RACQ has for many years provided road side assistance to UCQ. Currently, UCQ uses a number of the RACQ services to develop and review road safety and the operation of fleet vehicles. The RACQ road safety education unit has been pivotal in providing the technical support to develop internal education resources and in delivering the education sessions.

With the assistance of RACQ and CARRSQ the Blue Care marketing team's graphic designers developed a range of posters aimed at protecting the driver and also reminding them of their responsibilities to their families and the public. These posters were designed from the driver view of the road, reinforcing that as drivers, people are depending on them. Other communication and dissemination strategies included stickers and driver safety handbooks, brochures, newsletter contributions, e-mail reminders, fleet safety as an integral component of zero harm at work, and constant reminders in electronic communications.

UCQ has furthered its commitment to road safety through its membership and direct involvement with the National Road Safety Partnership Program (NRSPP) as an inaugural member of the steering committee and by its continuing involvement in promoting road safety. The NRSPP made up of leading companies and organisations is committed to promoting road safety across fleets in Australia and New Zealand.

## Challenges and road blocks

Sadly the main challenge to the success of this program was not gaining acceptance of the executive or managers but more so the cost of the program. The NFP sector is reliant on government funding and client contributions, which can result in a tightening of available funds for this type of program. Early in the development of the program we realised that our greatest roadblock was going to be the cost of training and resources and that if a manager had to pay for the training out of their budgets then this type of training could take a lower priority. This funding issue was addressed by the creation of a fleet safety training budget.

The other major challenge has been getting access to the drivers to run the education sessions. Follow-up sessions and individual sessions were often required to ensure the road safety training and message was delivered to all staff.



**SLOW DOWN. MONITOR YOUR SPEED.  
PEOPLE ARE DEPENDING ON YOU.**



## Responsibilities of the modern fleet manager

In the ever-changing corporate environment the modern fleet manager's responsibilities have now become critical for the directors or owners of any company or organisation operating vehicles as part of their business. With a raft of new laws and regulations either in place, or pending, company directors should be mindful of their obligations in regard to the safety of their drivers. This means that:

- Gone are the days of treating the company vehicles as just a medium to get the employee to the next job or sale opportunity;
- Gone are the days of using the excuse that if a person has a license then they are competent to operate the vehicle;
- Gone are the days of ignoring speeding infringements or allowing the infringement to be hidden as a corporate fine;
- Gone are the days of ignoring the accident in a company vehicle and treating it as just an insurance cost;
- Gone are the days of handing the driver a set of keys without carrying out due diligence on their driving history or level of competence to operate the vehicle and;
- Gone are the days of selecting vehicles based on what the driver wants.

Sadly there are fleet managers in both the profit and not-for-profit sectors that continue to be hobbled by directors who believe that the costs of operating fleet vehicles can be passed onto the customer. Instead, they should be looking at their legal, moral and social responsibilities as an opportunity to not only make money out of fleet operations, but also additionally address their duty of care to their employees and their social responsibilities.

Using these new responsibilities to change the shape of the fleet and educate drivers will not only add value to the fleet but just as importantly, reduce the operating cost of the fleet.

## Outcomes

While UCQ has achieved overall reductions in “at fault” crashes, fail to give way, and reversing crashes, the significant achievement is that road safety as a culture is now firmly embedded. With a fleet of over 2,400 vehicles that now includes vehicles across the Northern Territory the risk of drivers making a mistake will never be fully mitigated. Our responsibility is to continue to promote Road Safety to our drivers and all our staff - not just through existing resources but through constant reinvention, risk analysis and interventions.