



LOGISTICS UK

Virtual Member Briefing

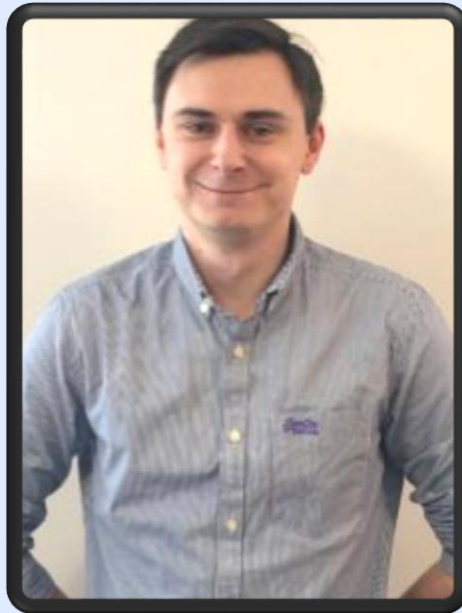
Managing drivers – human factors

April 2025



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Webinar House Rules

- Please keep your microphone/telephone **muted**.
- The webinar will be recorded.
- The webinar will be available on the Logistics UK website.
- We won't be able to deal with technical issues during the webinar.

Questions?

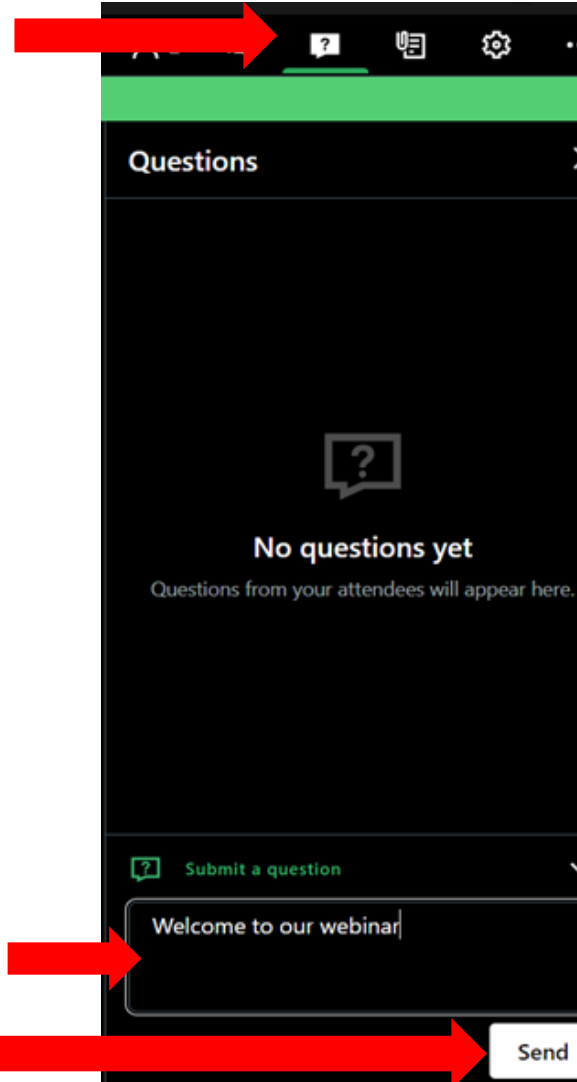
Please use the question box to ask any questions throughout the webinar.

Unanswered questions and answers will be available to view on the Logistics UK website.

Introduction – How to ask questions

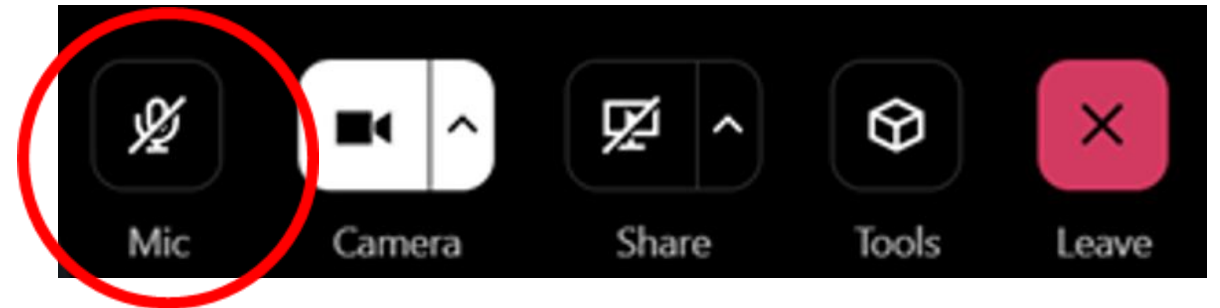
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Open question pane



Type question here

Click to send



Introduction to human factors

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Source: HSE – Reducing error and influencing behaviour

Scenario one

The one where Peter gets stuck

- Accessing local village with RCV.
- Vehicle wheels mount grass.
- RCV slides and sinks into soft ground.
- No injuries.
- Minor vehicle damage.



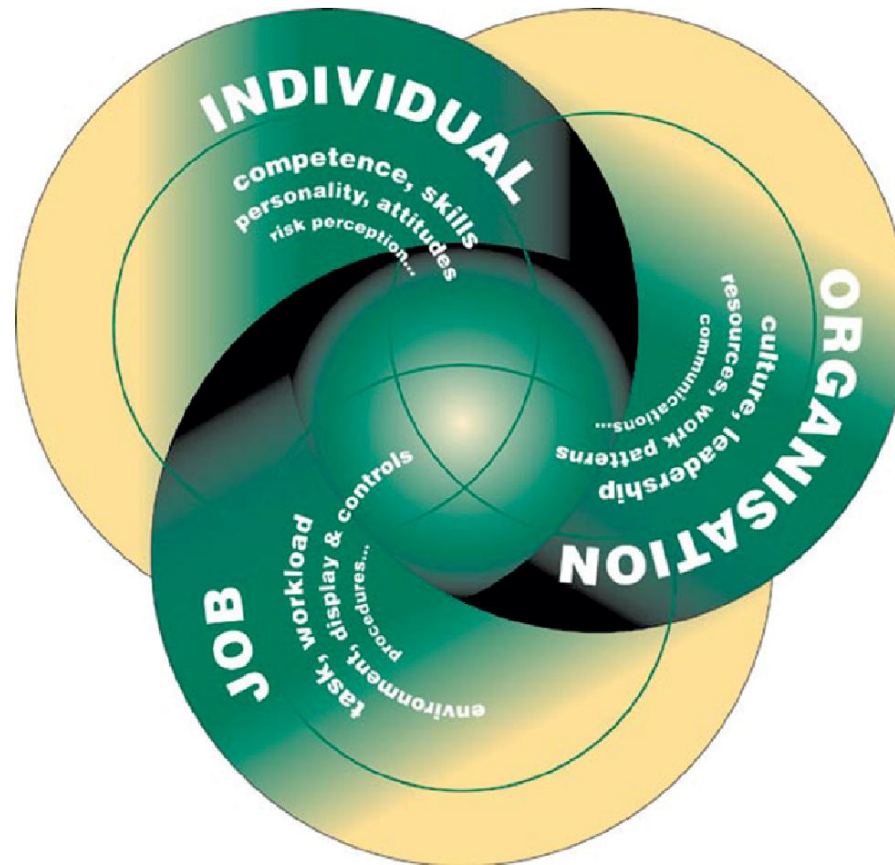
Image: Mark Boyce

What are human factors?

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Peter – The driver

Driving around
the village to
empty the waste
containers



DC Environmental
- The operator

Scenario one - The investigation

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Individual

- Hadn't realised he was that far on the grass verge.
- Reduced vision and wears corrective lenses.
- Undergone induction and Driver CPC.
- Doesn't respond well to pressure or changes in route.
- Known for being 'steady', some call him slow.
- Regular route and wanted to get the job done.
- One or two incidents a year.

Job

- Route plan and clear instructions would have helped.
- Potential consideration of aftermarket sunvisor.

Operator

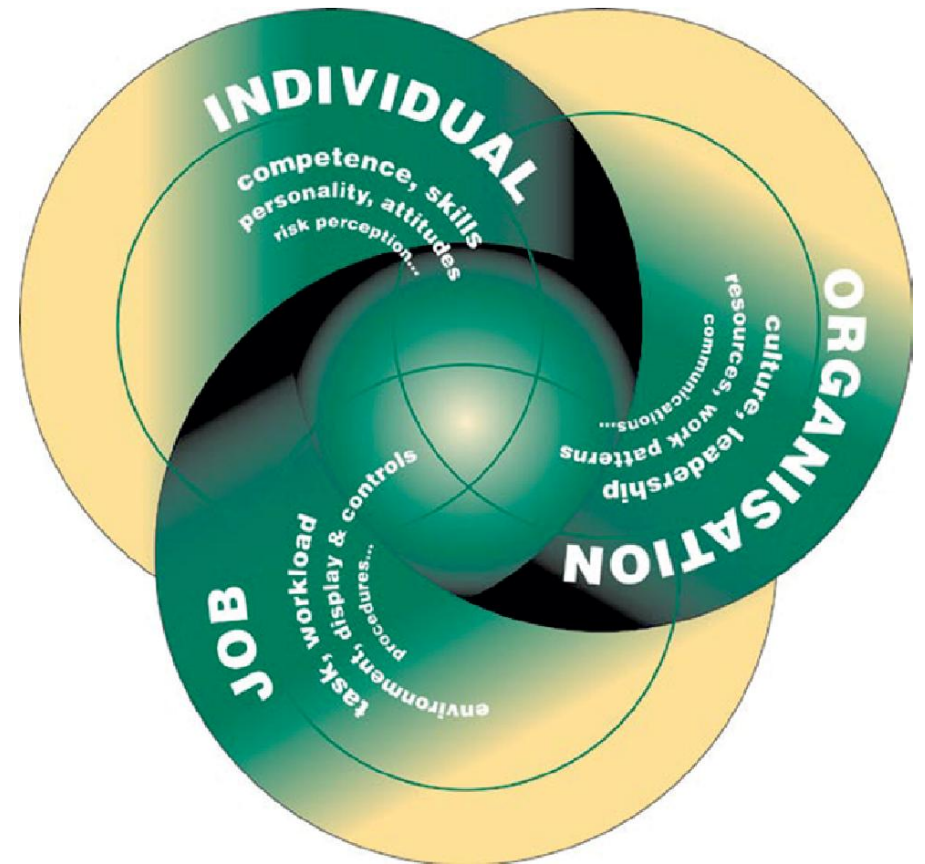
- Knew that Peter doesn't respond well to pressure.
- Encouraged use of the shortest route, not most suitable.
- Cleaning materials locked away due to internal issues.
- No driving assessment.
- Little engagement between staff and management.

Investigation outcome

Peter was at fault.
Wasn't he?

Key messages:

- What are the relevant aspects for the individual, job and organisation?
- Considering the human factors when assessing the risks identified from the investigation.
- Ensuring the workforce are included.
- Select effective control measures to prevent recurrence.



Scenario two

The one where Jason drives into a flood

- Driving 7.5t vehicle in regular area.
- Lots of rain and localised flooding.
- Drove through at speed.
- Required rescue by emergency services.
- Flooded engine and wrote vehicle off.



Was Jason set up to fail?

Individuals process information differently:

- Training.
- Design of equipment and procedures.
- Culture of the organisation.

What did the investigation say?

Scenario two – The investigation

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Individual

- Drove through flooded road.
- Been with business since leaving school.
- Engaged with all training.
- Likes to drive fast, has six points for speeding.
- Constantly overachieves on target to receive their bonus.
- Gets back early and other drivers can't see how.
- Knew that water could damage the vehicle.
- Drove past multiple warning signs.

Job

- No policy on driving through flood water.
- Regularly delivered parcels to incorrect addresses.

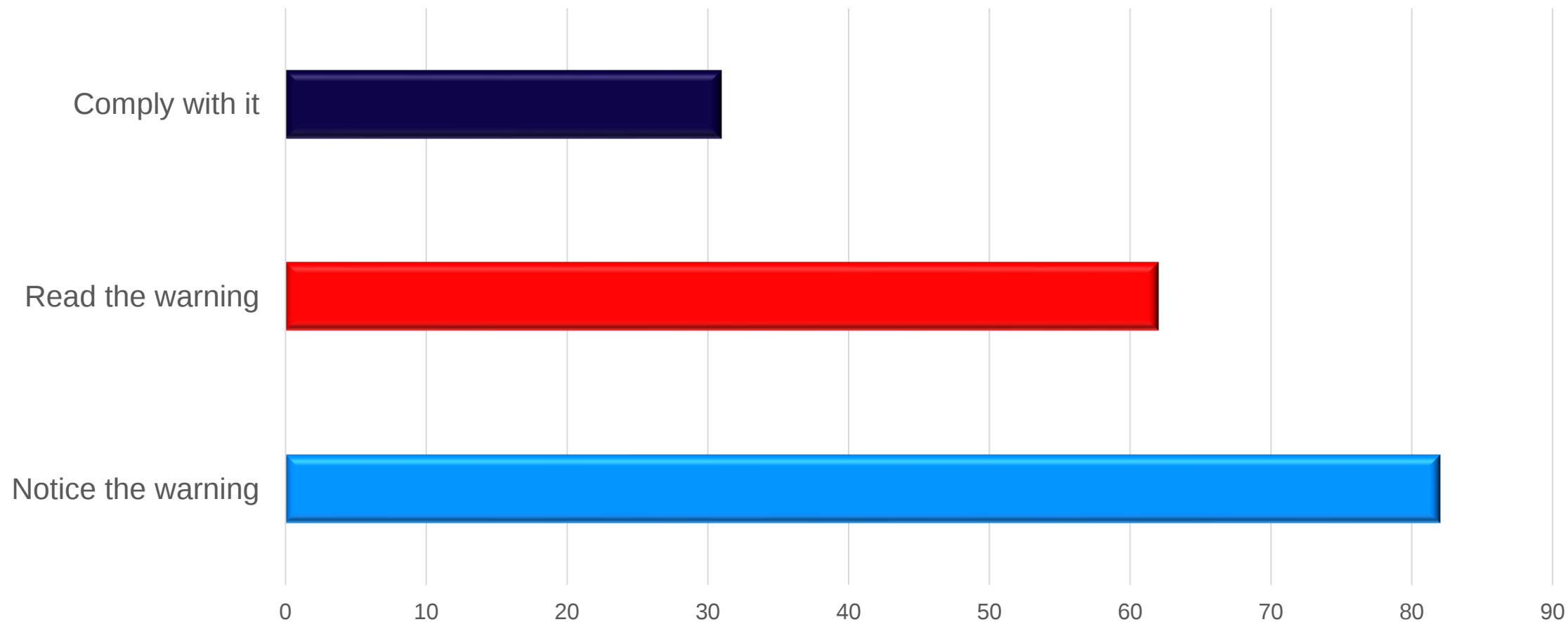
Operator

- Regular speed and harsh braking warnings.
- Regular tachograph infringements for working time.
- Unrealistic journey times in route planning.
- Issues overlooked issues due to high productivity.



Sign attention

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Human failure

Active failures

Drove through flooded road.

Likes to drive fast, has six points for speeding.

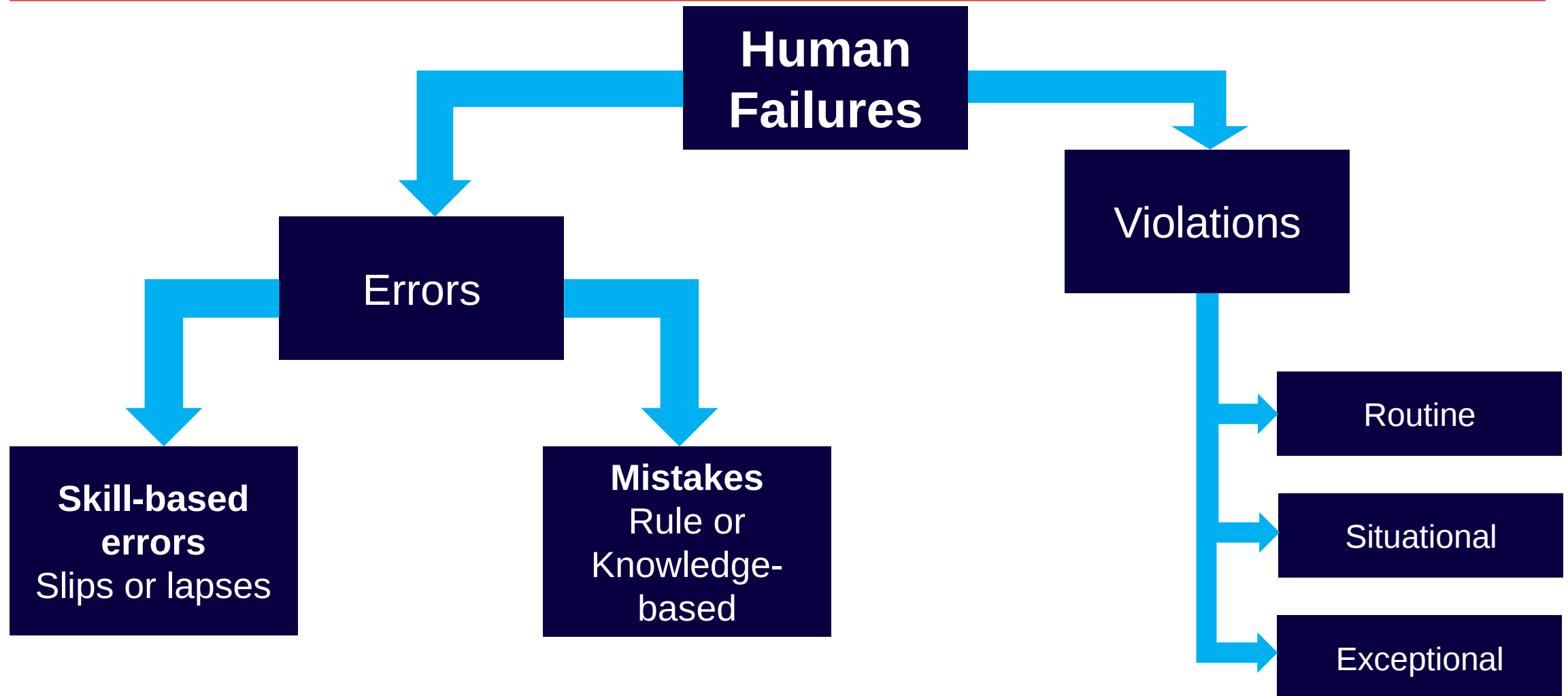
Constantly overachieves on target to receive their bonus.

Latent failures

No policy on driving through flood water.

Issues overlooked issues due to high productivity.

An incident was inevitable



Human efficiency

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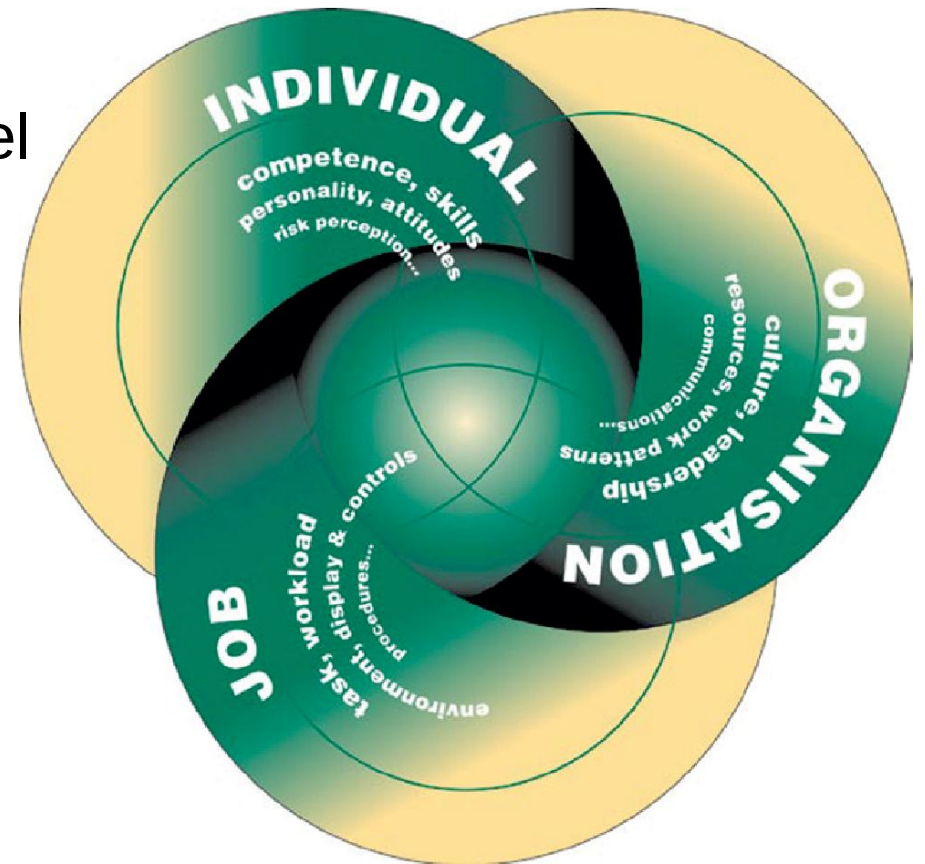
Google Maps



Reference – [Human behaviour and the principle of least effort](#)

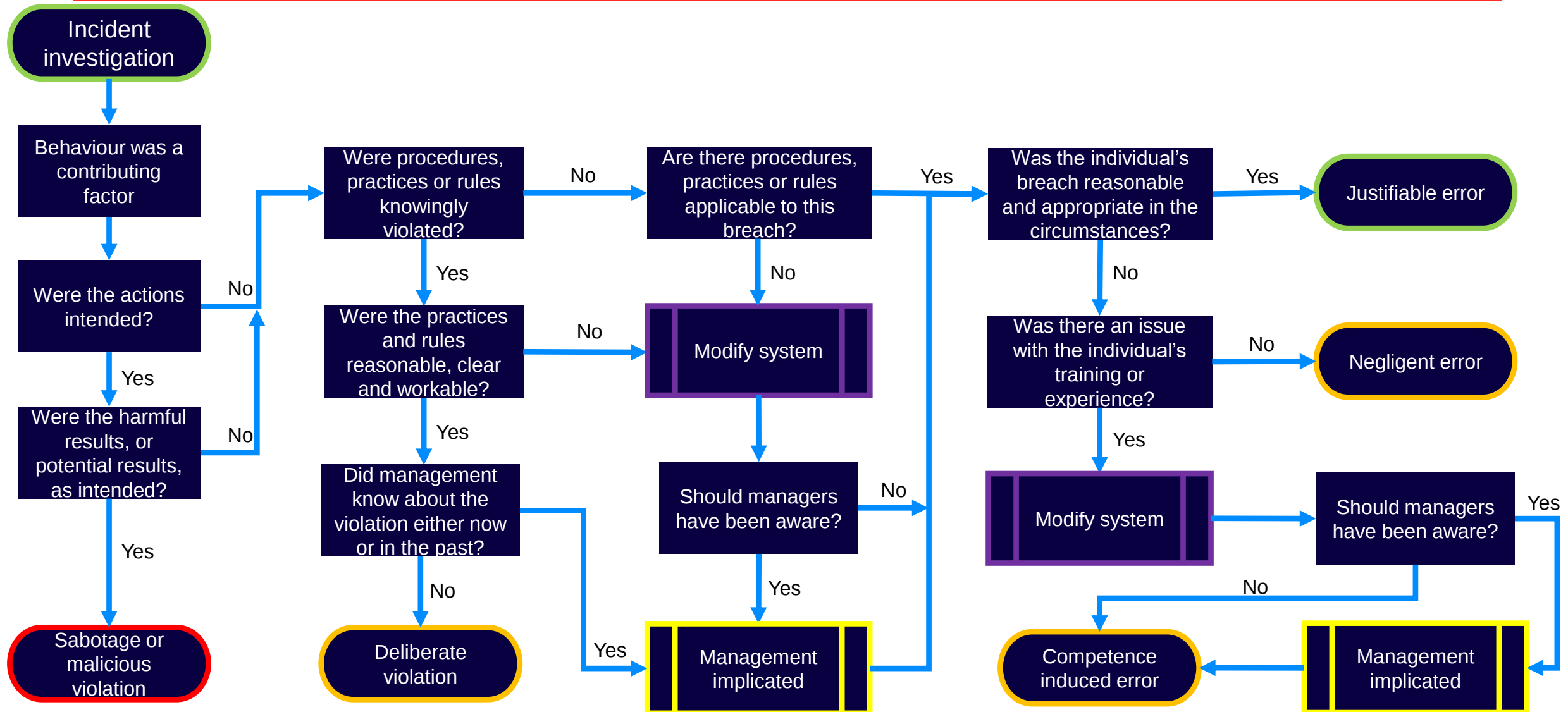
Key messages:

- Everyone can make errors, no matter the level of training or motivation.
- Identify the type of human failure.
- Reducing human error takes more than disciplinary action.
- Pay attention to individual attitudes and motivations, design features and the organisation.



Incident investigation flowchart

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To err is human, to forgive is divine

Alexander Pope – An Essay on Criticism 1711

**INCIDENT
OCCURS**

Training needs

Fatigue

Attitude

Poor communication

Workload

Scenario three

The one where Matt falls over

- Driving articulated vehicle.
- Unladen curtain sided trailer.
- Attempted overtake of slow vehicle.
- Vehicle blew over against reservation.
- Matt suffered broken collarbone.



JordanCrosby / Shutterstock.com

Scenario three – The investigation

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Individual

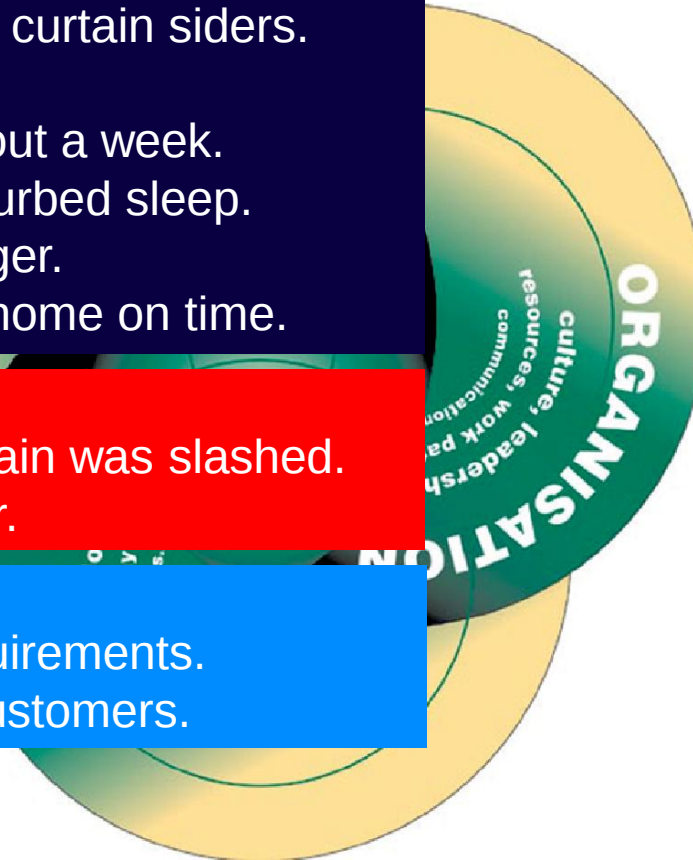
- Long driving career, experienced with curtain siders.
- Reliable, thorough and disciplined.
- Works shifts, often number of nights out a week.
- Had requested a late start due to disturbed sleep.
- Received number of calls from manager.
- Wife had called to remind Matt to be home on time.

Job

- Parked in services overnight and curtain was slashed.
- Delayed start of shift waiting for repair.

Operator

- Refused late start for operational requirements.
- Called Matt for update on to inform customers.



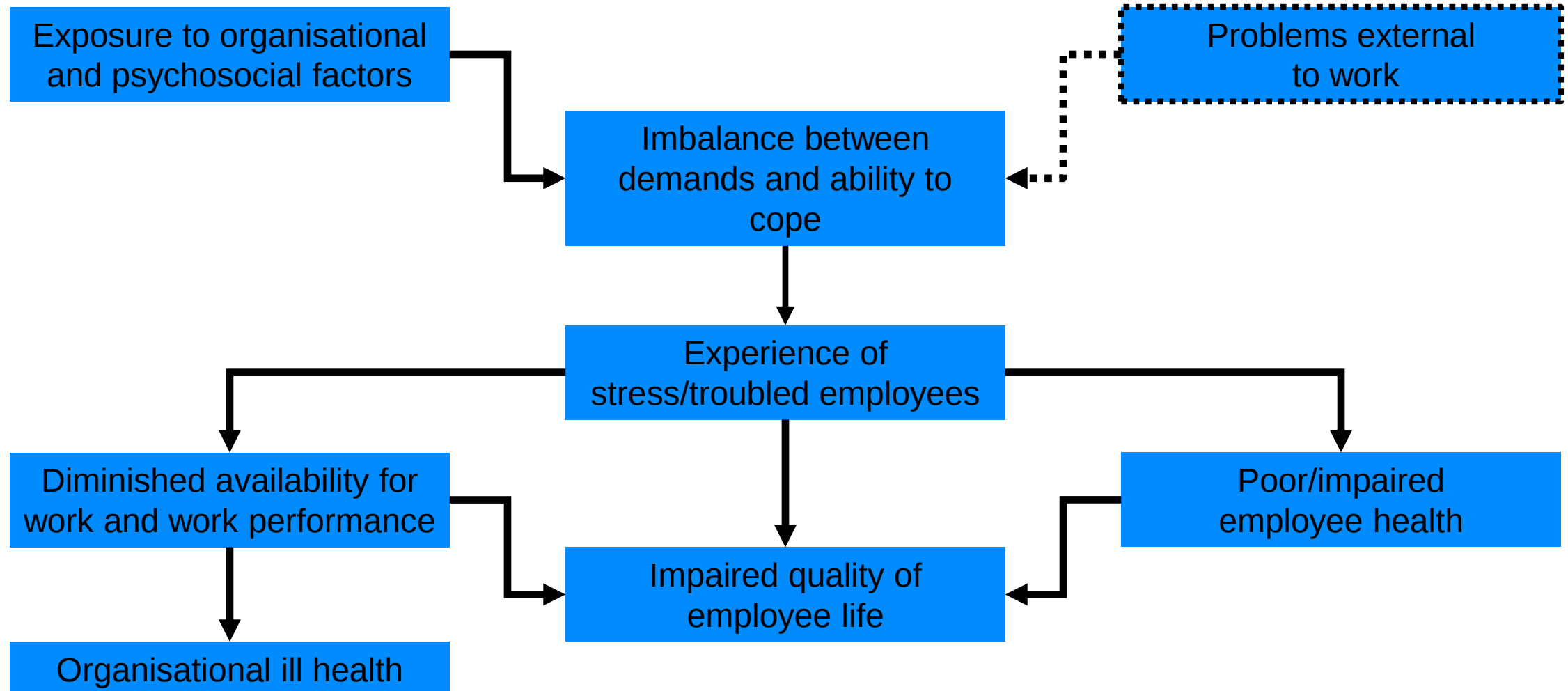
The reaction that people have to excessive pressure or other types of demands placed upon them. It arises when they worry that they can't cope.

- Factors intrinsic to the job.
- Work overload.
- Other people at work.

What equipment does the organisation have in place already to make things easier?

Stress flowchart

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‘Body clocks’ regulate our body functions.

Tell us when to be active and when to rest – **Circadian rhythm**.

These clocks don’t change, even when environment changes, including:

- Lights.
- Noise.
- Temperature.
- Changes in meal times.

The opposite of human error, it is the probability of successfully performing a task.

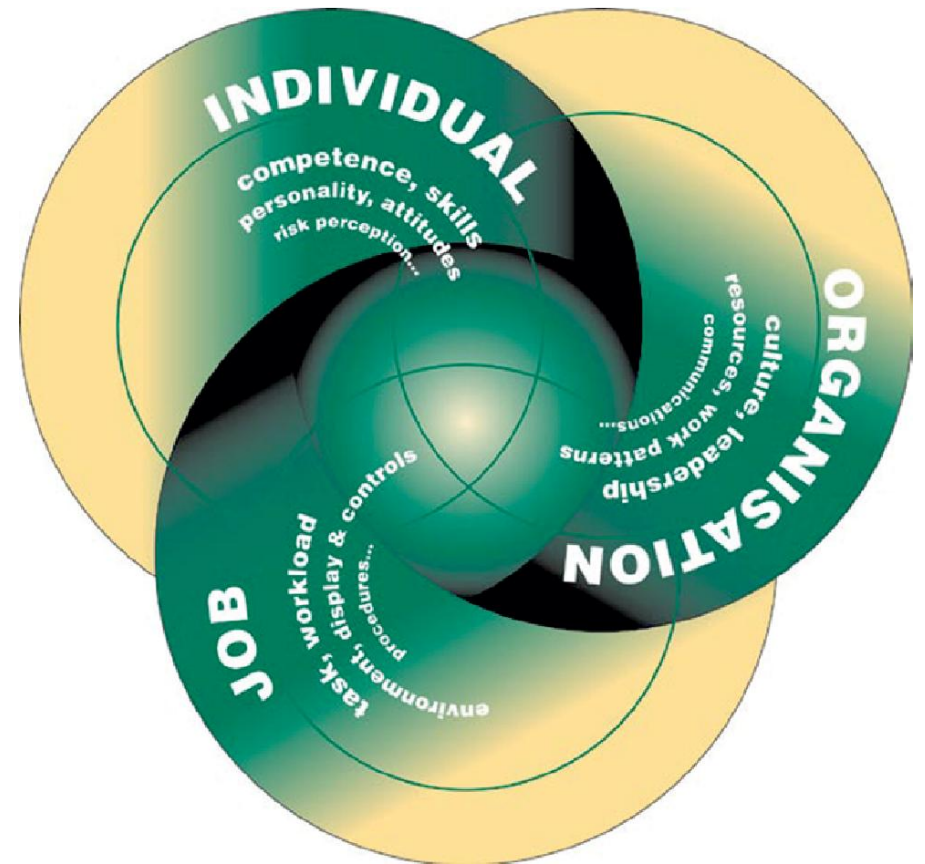
In this example, we could consider:

- How many times have vehicles been driven in high winds and blown over?
- What was the loading condition of that trailer?
- Were the sides open or closed?
- What warnings were available to alert the driver?



Key messages:

- Consider the impact of stress, shift work and fatigue on operatives.
- Pay attention to concerns and discuss issues when they are raised.
- Look at trends and timings of incidents and near misses. There are often warning signs.
- Design in equipment or processes to reduce the probability of incidents occurring.



Upcoming activities and events

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Events

- Face-to-face member briefing - [Briefing](#)
 - 29 Apr – 3 Jun
- Fleet Engineer – [Fleet Engineer](#)
 - 3 Jun, Warwickshire
- Transport Manager – [Transport Manager](#)
 - 17 Sep – 2 Dec
- Logistics Awards – [Logistics Awards](#)
 - 11 Dec, London

Member engagement

- Member meetings - [Councils](#)
 - 30 Apr – 22 May – 13 regional councils over the UK
- Engineering forum - [Engineering](#)
 - 22 Apr – 7 May – four meetings across UK



Logistics UK support

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Weekly enews



2 April 2025

Your weekly member email from Logistics UK sharing the latest updates addressing industry-relevant developments, legislation and compliance updates and campaigns to help you stay informed.

In this issue:

- Road transport legislation in Parliament – recordkeeping and drivers' hours on international journeys.
- Truck plug-in grant extended for another 12 months.
- One month to go before the end of the grace period for TfL's Direct Vision Standard.
- Brock deployment for Easter holidays.
- National Highways have extended the Lorry Park Facilities Improvements scheme until 31 March 2026.
- Independent Review of the Windsor Framework - opportunity for members to provide feedback.

magazine

Logistics

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NewsFeatureseNewsCompliance

"Momentous" Lower Thames Crossing decision, says Logistics UK

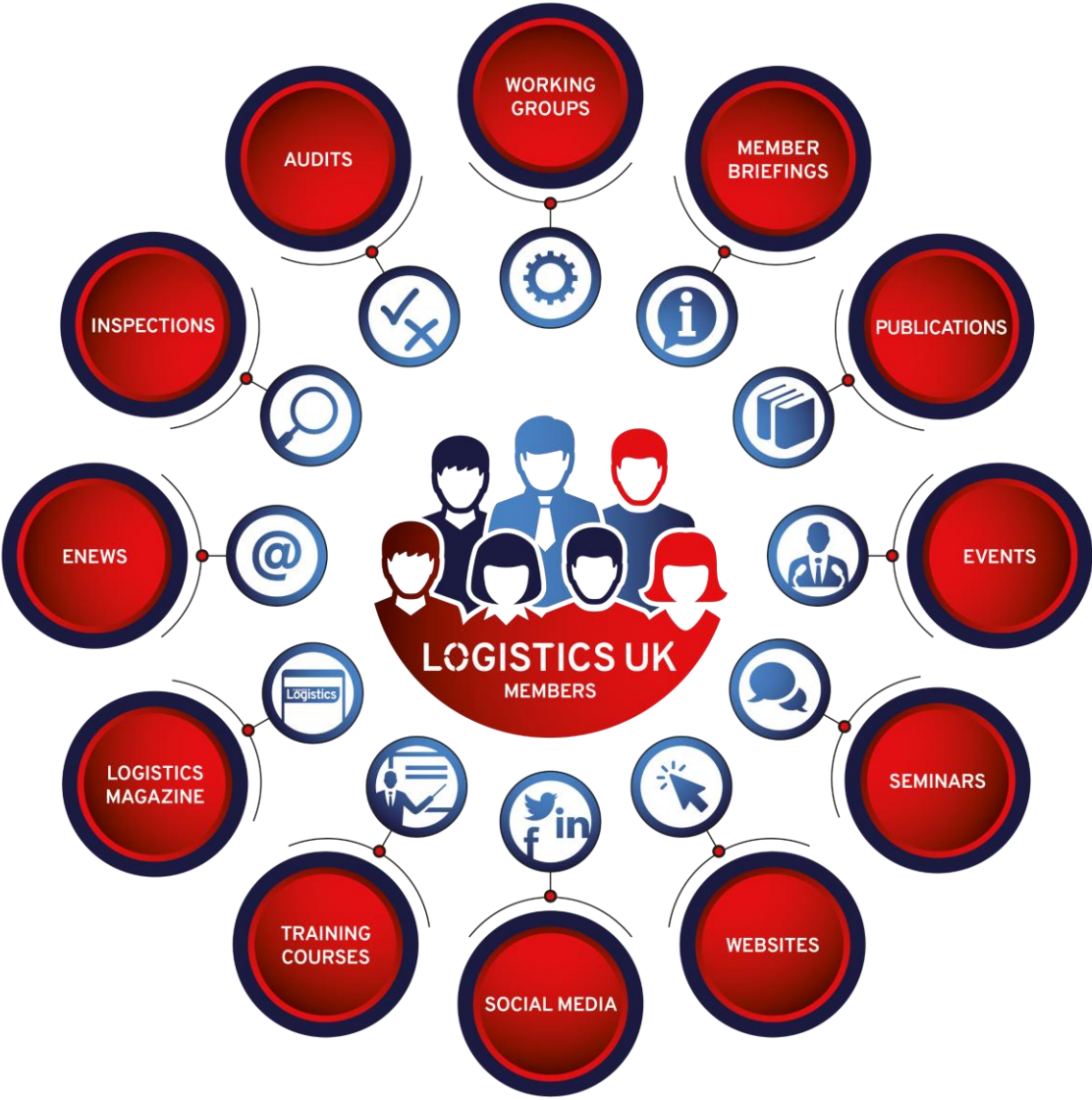


Following the announcement by Secretary of State for Transport Heidi Alexander to approve the Development Consent Order (DCO) for the Lower Thames Crossing, Logistics UK Chief Executive David Wells OBE says it will drive growth across the whole economy:

"Businesses up and down the country are currently hamstrung by delays crossing the Thames, so the government's decision to approve the Lower Thames Crossing Development Consent Order (DCO) is excellent news.

"The scheme has been in the planning stages for over a decade, and this is a momentous decision: industry is united in its backing for this vital trade route. When completed, it will unlock UK logistics, drive growth and help keep supply chains moving across the whole country."

READ MORE >>



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