

## CASE STUDY

# Jardine Motors Group

## Executive Summary

Founded in 1969, Jardine Motors Group (JMG) are one of the largest motor dealership groups in the UK. A £1.5b turnover business, JMG is an authorised franchisee for 23 car manufacturers, from Ferrari, Porsche and McLaren to Toyota, Honda and Skoda. With circa 70 sites nationwide and employing over 3000 people, protecting the safety and wellbeing of employees across the business is of utmost priority.

JMG chose to partner with an external health and safety consultant to benefit from an independent view of their health and safety performance, ensure continuous improvement and be held to account where required. Vita Safety were appointed in 2012 and over the course of the last few years have become an extension of the organisation, working to reduce incidents, improve processes, coach employees and ultimately improve health and safety culture across the business.

**We caught up with Clare Martin, Group HR Director at JMG, to understand how they embraced the changing landscape of health and safety, as the business went through a period of rapid growth.**



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### Ensuring consistency in standards during a period of rapid growth

JMG faced a decision in 2012. Their incumbent health and safety consultant was due to retire at a time when the business had grown rapidly and was experiencing challenges with ensuring consistent health and safety standards across newly acquired dealerships. With plans to continue to grow through further acquisitions, the company needed to decide whether to recruit an internal team, or source an external consultant, to help them deliver their key health and safety objectives:

- Continuously improve health and safety performance across the business
- Ensure consistency in health and safety culture across new and existing acquisitions
- Future proof processes against changes in health and safety legislation
- Refine internal processes for managing and reporting on health and safety
- Improve health and safety engagement across every site



On the back of rapid expansion, we decided to take on an external consultant due to the complexity of managing health and safety and to safeguard the business against increasing health and safety legislation. We saw it as vitally important to invest in a specialist external consultancy to ensure health and safety continued to be of the highest priority for the business.

We were looking for a range of qualities in a supplier, particularly a consultant who truly understood our business and would hold us to account on where we could improve. We wanted to find a consultancy who would work in partnership with us across the whole area of health and safety.

You could argue, why don't you just employ our own health and safety team? With an internal team, you don't get the same independence achieved by using an external consultancy.

That's what Vita Safety really give us, that independent view.

Whilst you can develop a team's expertise through training, I don't think you can get the same level of experience and up to date best practice that you can by working with a consultancy like Vita Safety, who have real life experience working with businesses in other sectors. You don't get that depth of knowledge.

**Clare Martin**

Group HR Director - Jardine Motors Group



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### Immediate actions to improve health and safety standards

Following appointment, we immediately went to work auditing each site. Where improvements could be made, such as in processes for managing lifting equipment, we recommended actions to the board, and coached employees to improve their performance, along with establishing new processes to evidence compliance.

We revised the overall strategy for health and safety management and reporting, to both improve efficiency and deliver more clarity to the board on areas of risk. We also upgraded processes and developed a new approach to increasing engagement with health and safety from employees across the business.

### Coaching employees to deliver continuous performance improvement

Coaching forms the backbone of our approach to achieving JMG's objective of continuous improvement in health and safety performance. We regularly visit each site to check progress and address concerns and provide access to support by email/phone, whenever anyone needs us. We're collaborative, approachable and supportive and find this approach is much more impactful, than isolated annual audits, which is the norm for some providers. Employees are now proactive in asking for help or recording incidents, safe in the knowledge they will be supported in improving their overall performance. This has shown year on year improvements, better audit scores and lower amounts of high risk priority actions.

Visibility of health and safety performance is vital to the JMG board. We present an annual presentation, which outlines successes and identifies continual improvement objectives for the following year, as well as providing an update on legislation. This feedback gives the board complete clarity of their overall performance, helping them to make strategic decisions for the business.

The board have all completed the new IOSH Leading Safely training course, which Vita Safety are licensed to deliver. This shows the level of active commitment from the top of Jardine Motors Group, underpinning how vital health and safety is as a core value. All dealership heads of business and general managers are also going through the same training course.



All their training is very flexible, practical and delivered in a way to truly engage the audience.



Working with Vita Safety is just like having a team of people in our business that are responsible for health and safety. They keep us regularly updated on changes to regulations and help us develop appropriate processes to maintain our compliance and protect our workforce. They provide that real conscience, keeping us fully up to date through an annual audit for all our sites and a 6-weekly continuous improvement call.

Our entire workforce is engaged with health and safety. We don't have many major issues because people are aware of how important health and safety is to us, but if there is ever an

issue, Vita Safety really do work in partnership with the site to address it, rectify it and avoid it happening in the future.

They also look after everything from a health and safety training point of view. This includes IOSH leadership training and coaching to ensure health and safety is communicated and engaged with across the business. They look after all our Health and Safety Officer training, as well as training on specialist areas such as hand arm vibration, for our workshops. All their training is very flexible, practical and delivered in a way to truly engage the audience.

**Clare Martin**

Group HR Director - Jardine Motors Group

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Successfully managing health and safety requires engagement from employees, but also an efficient system for recording incidents and reporting on performance. We've partnered with DataStation to develop a cloud based health and management system, specifically designed for the motor dealership sector.

With this level of detail, JMG can hold each site to account and escalate non-conformance where required. It also evidences their compliance to the HSE and insurers, helping them to position the company as a well-managed risk, with effective systems and processes.



DataStation has made a real difference to how we manage health and safety in the business, enabling us to automate many health and safety tasks. Before, our reporting system was impractical, difficult to process and overall an inefficient way of managing risk. Now, with DataStation we can log in at any time and see live data on the status of health and safety compliance anywhere in the business. It's perfect for ensuring actions are completed and it's efficient, accurate and gives us much more clarity on our overall health and safety performance. It's far more aligned with how we work as a business than the previous system.

**Clare Martin**  
Group HR Director - Jardine Motors Group



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### Complete accountability of all aspects of health and safety

Since our appointment, Vita Safety have become a trusted extension of the JMG team. Improvements to processes and compliance have been made across the board as well as increasing engagement from employees with the company's commitment to health and safety. Specific achievements include:

- A reduction in red and amber audit scores
- An increase in green audit scores by 19%
- A drop in outstanding actions by 17%
- A reduction in lost employee time caused by accidents
- Follow up visits from previous HAVs Fee for Intervention, resulted in no action and praise
- 100% of staff taking our Health & Safety Officer New Starter training, scored the course 'good' or 'excellent' and would recommend Vita Safety.

#### Comments included:

*"I enjoyed the course and it gave me more knowledge. It was reassuring to know that it's not solely my responsibility and that I don't have to do it all myself"*

*"Vita Safety made it a pleasant learning environment and the information was easy to take in and kept my interest"*



Vita Safety are very agile and have incredible expertise. They take complete accountability of all aspects of health and safety and tick all the boxes for any business looking to recruit an external consultant.

No business has a requirement to have a consultancy supporting them but given the severity of something going wrong, not having the right support in place is insurmountable.

Some consultancies who do not have adequate knowledge of the sector, tend to come into the business and suggest ways of working that don't align with our processes. As a result, they don't get 'buy in' from the team. Vita Safety took the time to understand our business and our processes and really engaged with our people. They really feel like an extension of our organisation, whilst remaining independent at the same time. They are, at times, very challenging and quite rightly so. They take a proactive and conscientious approach to helping us continually improve our health and safety performance.

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Group HR Director - Jardine Motors Group



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