

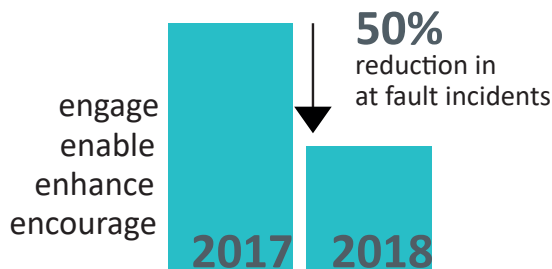
## Developing a strong safety culture

### Dewsbury Depot

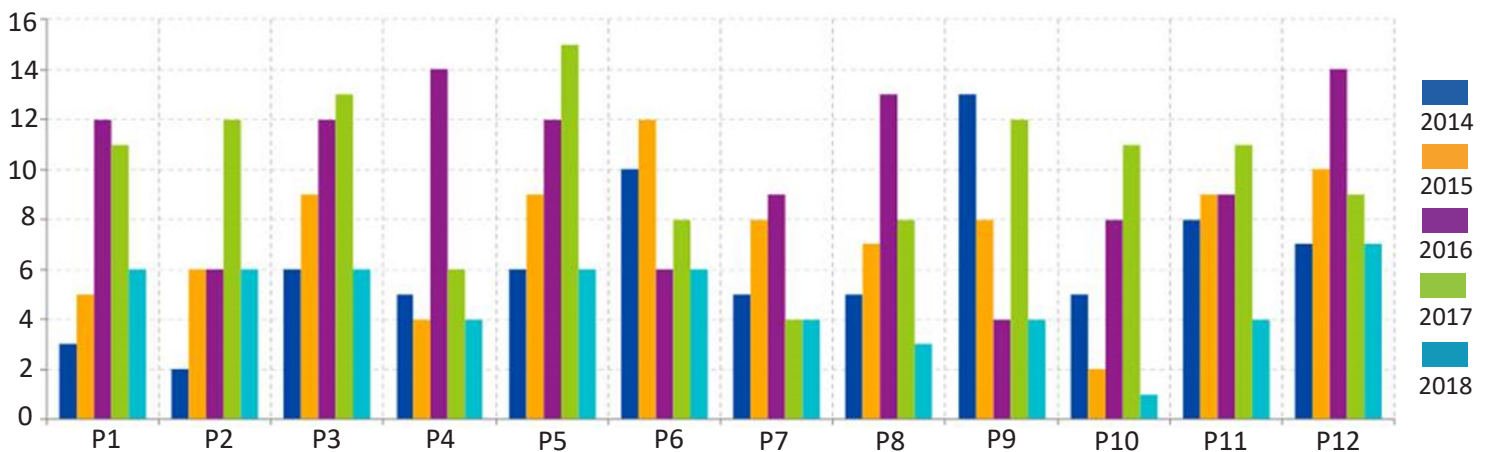
Arriva Yorkshire's Dewsbury Depot's commitment to improve and develop their safety culture has led to an innovative and consistent approach to training.

After just 18 months the results have been remarkable. By following tried and tested methods to empower employees they have had a huge impact on business performance.

"The team developed a training programme which set out to change the cultural attitude around minor incidents. It was a multi-pronged approach that involved, driver quality monitoring, one to one coaching, prompt remedial training and drama-based learning."



**Dewsbury total at fault and part fault incidents (5yrs)**



The whole depot management team was involved in gathering key feedback from drivers about incidents and the culture around safety. The team made sure they were visible and were always on hand to chat through issues.



Roger Bartlett, operations manager, with Dewsbury drivers



Adam Stead, engineering manager, out talking to drivers - and saying hello to passengers too!

## Driver quality monitoring

The driver quality monitoring was deployed consistently by relief driving instructor, Dave Wood. The content and outputs followed a strict process. These driving audits were overt with drivers scored from 1-4, the team wanted to keep the scoring as simple as possible.

### The scoring system



A score of **1**  
Driver displayed an excellent standard.  
Feedback given by the instructor before alighting.  
A follow up commendation letter from the general manager

A score of **2**  
Driver displayed a good standard of driving but missed out on a perfect score of 1 due to...  
(and the reason is listed)  
Feedback given by the instructor before alighting.  
A follow up letter issued by the general manager detailing the feedback once again.

A score of **3**  
Driver displayed bad habits or errors.  
Feedback given by the instructor before alighting.  
A follow up letter issued by the general manager detailing the feedback once again.  
They would also be advised that a follow up driver quality monitoring session would take place within the next 2-4 weeks. If no improvements were made and the next session still resulted in a score 3 then one to one coaching would take place with the instructor in order to proactively and further support the required improvements.

A score of **4**  
Driver displayed a dangerous driving standard resulting in the driver being removed from service and retrained.

The open and honest way the monitoring was carried out really helped push safety up the agenda. Although in some instances some tough conversations had to happen, the instructor still managed to create an environment where everyone wanted to do their bit to help improve the situation.

Some drivers proactively asked for the driving instructor to ride on their bus in order to advise, support, coach and help them in improving their overall driving standards.

**150** drivers assessed  
in 12 months

Relief driving instructor Dave Wood was instrumental in achieving the results. His style of training and the commitment he demonstrated was commendable.





### Additional monitoring

Inspector Idrish Pandor undertook specific monitoring at Dewsbury Bus Station. He checked reversing manoeuvres, the outputs led to toolbox talks to pick up on and correct any errors that were identified.



### Team spirit

The 6 team challenge was introduced alongside the other activity. The idea was to create some friendly rivalry in the depot and at the same motivate everyone to provide an even better service.

*Here's how it worked:*

The depot was split into 6 teams led by an inspector or relief trainer. Each team started the year with 1000 points. Points were added or deducted as below:

- Avoidable collisions or passenger incidents -5 points
- Driver attitude related customer complaints -2 points
- Metro H&S compliance fines whereby driver is deemed at fault following investigation -2 points
- On the day absence (any reason) -2 points
- Reporting late and part day absence -1 point
- Customer commendations +5 points
- Social events entered were also included

*"It created a fantastic sense of team spirit and was fiercely fought!"*

*Team names:*

Leopards

Gazelles

Ospreys

Soldiers

Pandas

Warriors

### Training as part of the disciplinary procedure

This training would take place immediately after the formal meeting. Depending on the individual training requirements this could be carried out over an afternoon or it may only require 30 minutes to advise, coach and help rectify those bad habits.

*"The instructor would attend the final stages of the meeting where they would discuss possible corrective training. This would then take place straight after the formal interview whilst the driver was still stood down from duty."*



An example from general manager, Paul Flanagan:

*"If the driver had clipped a parked car on his/her nearside then this could suggest that the driver required additional support and coaching on the use of his/her nearside wing mirror and may only require half an hour with the driving instructor. A post coaching report would be submitted by the driving instructor to place on the driver's file for future reference and proof that coaching support had taken place. Each step on the disciplinary ladder would result in increased retraining and coaching time. With a final written warning resulting in one full day in training school."*

The team at Dewsbury were instrumental in setting up a partnership with the charity In2Change, South Yorkshire Police, South Yorkshire Safer Roads and John Lawrence a local magistrate. Paul Flanagan, general manager worked closely with John Lawrence to tailor the live interactive training to the depots, and wider company's requirements.

"This ground breaking course is a high impact, thought-provoking session which follows a narrative based around a serious collision between a bus and a cyclist. It takes place on various film-like sets, the roadside, the courtroom and finally in the cells."

The course is designed to be hard hitting and highlights how one lapse of concentration can potential change a driver's life and his/ hers family's forever. The training is based in warehouse which houses a whole town, pubs, post office, library etc. It is used for schools as part of their Crucial Crew life skills programme. Arriva Yorkshire has been given permission to use the facilities outside of school terms.

## The narrative

### KEY CAST

**Police officer** - Pete Burke, South Yorkshire police officer

**Magistrate** - serving South Yorkshire magistrate, John Lawrence

**Cell mate** - Hanif Mohammed served 10 years for manslaughter

**Bus driver** - actor

**The video introduction** A carefully selected video showing a harrowing road traffic incident that took place in Australia. This video sets the scene for the session.

**The roadside** The 20 employees are invited to enter the first room. There's a bus, a bicycle, bloodied rags, a police officer and a bus driver.

The bus driver is being breathalysed. Emotive language is used at all times.

"I didn't see him", "He was just there", "Is he going to be ok".

**The courtroom** The magistrate remains in his professional character throughout. The most senior manager on the course is asked to take the stand and has to answer questions that would be asked in a real life court scenario. The driver is being charged with manslaughter. The driver is handcuffed and taken down to the cells.

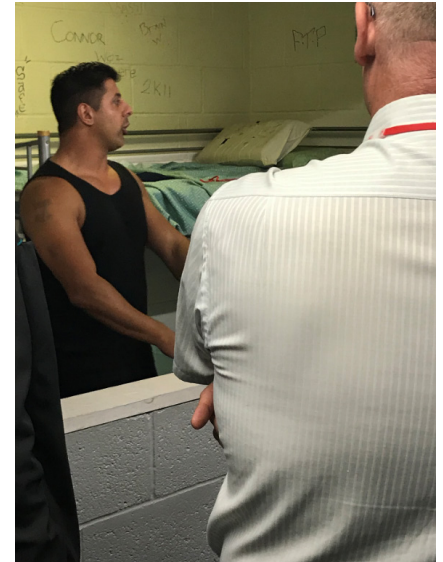
**The cells** The driver is taken to a cell where his cell mate awaits. The cell mate is violent and abusive and intimidates the driver in a very harrowing scene. The drivers wife is called on a mobile phone she is threatened and tasked with trafficking drugs in order to protect her husband.

"The training is targeted at multi-incident drivers, as well as all middle management, union representatives, and road safety group representatives."



**60** employees have taken part so far





## Drama for learning - feedback

"Stop, think. Be aware of the consequences of taking risks."

"I will strive to maintain concentration levels whilst driving."

"The cell scene really hit home and the court made you really think – the shock factor!"

"I think all drivers should attend this as part of CPC course so it's compulsory."

"Fantastic course which I thoroughly enjoyed and learnt from – recommended for all Arriva staff – a real eye opener!!!!"

"It was an honest scenario that effectively highlights the ease of how a memory lapse of concentration can lead to such consequences."

"Take an extra second to think of most decisions and try to pass on today's learnings."

"A fantastic experience and real life with examples."

"I will definitely share and not be put off telling someone when I think they are acting unsafely."

Arriva Yorkshire SAFER DRIVING AT WORK COURSE  
Wednesday 22<sup>nd</sup> August 2018 LIFEWISE CENTRE

### Evaluation Form

We would appreciate please if you could spare a couple of minutes to complete the following questions which will assist us with future course content and delivery.

What did you like best about the session today?  
THE REALITY CHECK OF THE COURTROOM AND PRISON SCENARIO.

What did you like least about the session today?  
NOTHING.

What will you do differently as a result of what you have seen/learnt today?  
THINK TWICE BEFORE I ACT, ENCOURAGE OTHERS TO BEHAVE IN A PROPER MANNER + HIGHLIGHT FAULTS.

Please give your overall rating on today's session:  
1 being poor, 10 being excellent  
10

Please give any additional comments or suggestions on how the course content/day could be improved

FANTASTIC COURSE WHICH I'VE THOROUGHLY ENJOYED + LEARNT FROM. RECOMMENDED FOR ALL ARRIVA STAFF. A REAL EYE OPENER!!!  
Thank you – your feedback is important to us!

Course  
rated 10/10

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### Evaluation Form

We would appreciate please if you could spare a couple of minutes to complete the following questions which will assist us with future course content and delivery.

What did you like best about the session today?  
HARD-HITTING, FACTUAL INTERESTING AT ALL TIMES, THE FLOW OF THE PROGRAMME WAS EXCELLENT.

What did you like least about the session today?  
NOTHING - THE WHOLE SESSION WAS EXCELLENT.

What will you do differently as a result of what you have seen/learnt today?  
STOP, THINK, BE AWARE OF THE CONSEQUENCE OF TAKING RISKS.

Please give your overall rating on today's session:  
1 being poor, 10 being excellent  
10

Please give any additional comments or suggestions on how the course content/day could be improved

THIS COURSE SHOULD BE FED OUT TO EVERY EMPLOYEE OF ARRIVA.

Thank you – your feedback is important to us!

The training had an effect on the whole depot performance, the Arriva Yorkshire depot of the year accolade was awarded to Dewsbury Depot in October! By month 10 the competition, which is based on KPI performance, had already been determined through the team's excellent scores.

