



Developing a strong safety culture  
Dewsbury Depot, Arriva Yorkshire

## **Who we are**

Arriva Yorkshire provide bus services across West Yorkshire, South Yorkshire, East Riding of Yorkshire and North Yorkshire. They run 330 buses on a network of some 175 local bus services.

They employ over 950 people at 5 depots - Wakefield, Castleford, Selby, Heckmondwike and Dewsbury.

## **Overview and objectives**

By empowering individuals, teams and a whole depot to lead on innovation to resolve a business challenge, Arriva Yorkshire's Dewsbury Depot saw a remarkable 50% reduction in at fault incidents.

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.

Following consultation with drivers it was clear that the standard disciplinary process had left employees feeling disengaged. It also identified a lack of confidence around being responsible and accountable.

## **Approach**

Consistency was a key part of the training's success, one relief driving instructor was committed full-time to the programme. Over 12 months every driver underwent driver quality monitoring, a total of 150 employees. By having a small team carrying out the assessments it created further uniformity in the scoring. The scoring system also ensured that excellent driving standards were recognised. Drivers would be praised on the spot before the instructor left the vehicle, and this would be followed up with a letter of commendation.

The instructor was also able to spot trends and introduce toolbox talks where necessary. These often took place in the canteen and restrooms where open communication helped further to build trust and improve attitudes.

The support did not replace disciplinary action, but it did reduce the need for formal action being taken. If there was a requirement for a disciplinary, the instructor would take a key role in the process. 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.

The drama-based training module is targeted at multi-incident drivers, as well as all middle management, and union and road safety group representatives. It has been specifically designed by Arriva Yorkshire's management alongside In2Change, a non-profit organisation helping young people

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

## **Results**

The key outcome of the training programme is the 50% reduction in at fault incidents, however it has also helped the depot improve its retention rate and overall employee satisfaction, and in turn customer satisfaction.