



Part of TTC Group

Whitepaper

The importance of a supportive company culture in driving transformational change



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About us

Licence Bureau provides a number of Driver Licence Checking services to our customers using services provided by the DVLA (Driver & Vehicle Licencing Agency) through our advanced award winning IT systems. Saving you time managing your work related road safety risks and enabling you to manage your fleet professionally and compliantly.

Licence Bureau is part of TTC Group and is the market leader in driver and fleet management.

Founded in 2003 by ex-Police Officers and I.T. experts our award winning services are used by 23% of the FTSE-100 and thousands of smaller companies eager to reduce to the hassle, cost and risks associated with managing drivers and vehicle fleets.

Licence Bureau:

- Treats quality seriously – ISO 9001 compliant.
- Manages personal data securely – ISO 27001 compliant.
- Provides you with a named, dedicated, account manager so your problems are managed together.
- Founded in 2003 by ex-Police Officers and I.T. experts.
- Clients include 23% of FTSE 100 company's.
- Provides each client with a customisable user interface and reporting system.

Licence Bureau's compliance journey provides you with an ongoing automated process where you can simply set the rules and deal with exceptions.

Our aim is to make you safe and compliant.



The importance of a supportive company culture in driving transformational change

Transformational change is difficult. It's especially challenging when trying to alter the behaviours of other people. It requires focus, clarity and commitment and, most importantly, the resources to support the employee's capability to change, not just their commitment to it.

Changing driver behaviours

- Every company has a legal requirement, under health and safety legislation, to ensure people who drive for work are assessed and then, where appropriate, offered training
- For a transformational change, leadership must show commitment through actions not words
- Communication must be focused on the employees' capability, not commitment, to change
- The programme should answer the 'What's in it for me?' question through targeted communications and a two-way dialogue
- Post-training information should be provided to drivers to ensure they retain and act on the new insights and knowledge they have gained
- Full engagement by the company, from the start of the programme through to the point where the programme has become part of the business culture is key



'Culture eats strategy for breakfast'

Peter Drucker

Management Guru

These words, attributed to Peter Drucker in 2006, are profound. What he was saying is that however good the strategy is, if you don't have the right culture your strategy simply won't work.

This approach is true when introducing a work-related driving programme or any type of change management.

Part of an employee safety and well-being strategy

As driving for work^[1] is one of the most dangerous activities many employees undertake regularly, every company has a legal requirement, under health and safety legislation, to ensure that people who drive for work are assessed^[2] and then, where appropriate, offered training.

While, in itself, a work-related road safety programme has value, it can also support an organisation's drive to raise the profile and acceptance of safety in general within an organisation. This additional benefit can bring significant gains for the employees and the company alike.

A driver safety programme can also be used as part of a Corporate and Social Responsibility (CSR) initiative, where the organisation can demonstrate, through actions and words, that it cares about its employees' well-being and safety while driving.



Leadership role models

A vital part of any successful change management is business leadership and organisational culture. The phrase 'the top sets the tone' is well recognised as it confirms that if senior leadership are committed to a project, they will support it. If they don't it is more than likely to fail.

Leadership must lead by example. They need to get involved in the communications plan, take an active part in the programme, and communicate their commitment to the rest of the organisation. Actions speak louder than words. A culture that recognises and rewards active participation in a new programme will succeed by encouraging everyone to get involved.

Line managers also have a vital role to play in implementing a successful programme. Training them so that they understand the goals of the programme, as well as their legal and health and safety responsibilities, is key.





Employee buy-in

Many change management programmes fail because they don't answer the fundamental question of 'what's in it for me?'. Every employee needs to understand why they need to participate and the benefits of doing so. It needs to be a two-way dialogue.

Some organisations use health and safety messages to support their road-risk programme. They choose a programme name to help in communicating the safety benefits, for example, 'SafeDriver.' Others focus on the 'life skills' that driving education can deliver, for example, 'Drive for Life.' Each programme needs to match the culture of the business and explain how employees can benefit personally by taking part. This engagement could take the form of a simple thank you in personal reviews, or being name-checked as a programme 'champion.'

Communication approach

A core part of a successful change management programme is communication. Relevant, appropriate and targeted communication must be delivered to the individual stakeholder, whether that's the driver, the line manager or leadership team.

It's vitally important the target audience is also segmented, so the messaging resonates with each different audience. For example, the details of the cost savings achieved by a successful road risk programme may be relevant to a leadership team but not to the drivers. Saying that, it would still be useful for drivers, line managers and leadership to understand their individual responsibilities under health and safety law.

Gartner, the research company, says 'Communications teams that focus on driving employee commitment to change, rather than on increasing employee capability, will create more stress for employees and harm performance. Employee commitment to change does increase performance; the capability to change has over three times as much impact.' The message is clear – focus communication efforts on an employees' capability, not commitment, to change.

Also, communication must showcase success and highlight the importance of the programme as well as show progress, success and lessons learnt. In fact, communication is the backbone on which the programme is built.



Knowledge reinforcement and retention

It's well established that many training messages are forgotten within days if they are not reinforced in some way. It's particularly important, when looking at behavioural change, the trainee can reflect on any new knowledge acquired and then make a conscious decision to drive differently in future.

Knowledge reinforcement, through regular communication with training delegates, over a period of time, is vital to embed the new way of working. As a result, knowledge and new behaviours will be retained and become part of the new culture of the business. It's hard to change behaviours instantly, but by constantly reinforcing messages and nudging people to act differently through rewards (and sometimes sanctions), behavioural change can become permanent.

Keeping the programme alive

A successful driver safety programme can run over several years, so it's important to keep the benefits of the programme in sharp focus. Keeping it alive is normally achieved by ensuring each training intervention is relevant, interesting and personalised. In this way, each driver will learn something new and useful on a regular basis.

Some companies like to make it competitive with 'driver of the year' competitions or create league tables between different departments or operating divisions. This 'gaming' approach is usually very successful if it supports the company's culture and is recognised as a positive influence on the business.

What's important is that regular communication about the programme is maintained, positive behaviour is championed and success is rewarded. That's what keeps a programme alive!

Key Performance Indicators (KPIs)

The value of any programme can be measured in several ways. The most obvious, but sometimes most difficult to measure, are the financial benefits or return on investment (ROI). These benefits can be a reduction in the number of collisions per annum, the severity of collisions per annum and also how many are at-fault crashes as opposed to third-party ones. Other gains may be lower repair costs, reduction of time a driver takes off work or lower temporary recruitment costs, not all of which are obvious.

If the training provider is involved in creating meaningful and supportive KPIs, the programme can be managed more easily, and an agreed definition of success can be identified upfront.

Programmes can often offer value in different, and sometimes, unexpected ways. It can provide a culture of support and safety, employee well-being as well as supporting the brand as a whole. While less tangible, these valuable benefits can be very useful, providing an additional outcome of a successful programme.



Supplier relationship

To keep the programme alive and vibrant, regular meetings between the organisation and the supplier are vital. When dealing with lots of employees, often being asked to provide personal data, problems will occur. That's why it's so important that both a formal and informal dialogue is maintained between the company and their training partners throughout the programme.

Accurate, timely and relevant data is key to this. By identifying areas where things aren't going to plan quickly, actions can be taken to make sure the programme remains on track. If the programme stalls, it's often difficult to get back running quickly as momentum can be lost. That's why regular management is key to success.



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Examples of Licence Bureau delivering tangible business benefits to clients

Kier Group aims for 30% accident reduction following Licence Bureau partnership

The Kier Group completed a driver licence audit of nearly 20,000 employees in 12 months after appointing Licence Bureau as its licence checking partner.

It is part of the construction and support service group's four-year plan to maximise safety for employees and the general public across its 10,000 plus fleet and reduce accidents/incidents by 30%.

"We have spent the last year transferring all employees on to the Licence Bureau driver compliance portal. Whether the employee is riding a bicycle reading meters, driving a refuse vehicle or a grey fleet driver driving on company business we need to know the status of every employee and their licence," explained Rusty Clarke, director of Kier Group.

"Year two's audit is all about maintaining a gap analysis of any training requirements based on the changing job roles of drivers. The Licence Bureau system automatically identifies driver risks and then classroom and or road based training is then introduced based on its findings.

"When you have such a large and diverse fleet of vehicles driven by thousands of drivers scattered across the UK knowledge is power. We like to combine the automated reporting provided by Licence Bureau flagging up any risk issues, with supervisors and managers using the information proactively to work personally with their colleagues," said Rusty.

The Licence Bureau portal flags up if drivers reach eight points or more on their licence and the employee immediately receives personal intervention.



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Rusty Clarke Director of Kier Group





Licence Bureau supports stowe school in achieving 100% driver compliance

Stowe School employs over 250 staff. Helen Bagby (Head of Support Services) and Rebecca Donaldson (Health and Safety Manager) look after the vehicle and driver management for Stowe ensuring driver compliance is maintained and any areas of risk identified and controls put in place.

Helen comments: "Early last year we identified a need to ensure all staff who drive on business for Stowe were properly checked and that we understood where potential risks might be."

"Some of our staff and volunteers transport pupils to activities and we have a driver team who only drive electric buggies so our risk management solution needed to encompass a wide range of driver and vehicle types."

"We needed to first understand our overall risk level and that our drivers understood their obligations and that we managed our own duty of care responsibilities correctly."

"Working closely with Licence Bureau, Helen and Rebecca started the process by auditing all staff members to understand the complete picture of driver risk. This was mainly an electronic process with drivers completing the audit online – backed up by a paper audit, both processed by Licence Bureau. Soon after the audit was complete they set about gaining driver consent and undertaking licence checks online."

"This gave us the most accurate picture of driver risk we've ever had and enabled us to start putting processes in place to identify and mitigate any areas of non-compliance. Licence Bureau provided experience, guidance and recommendations to ensure we gained full compliance with the minimum amount of employee intervention."

The next phase of the compliance process is to undertake grey fleet checks and identify areas of driver training education and policy review which will ensure the school meets its compliance obligations in full.

"Licence Bureau's guidance, experience and range of compliance services has meant this process has gone incredibly smoothly and ensured driver safety and risk mitigation in this critical area for the school is in safe hands."

“

We needed to first understand our overall risk level and that our drivers understood their obligations and that we managed our own duty of care responsibilities correctly.

Helen Bagby Head of Support Services



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Hillcrest Housing Association introduces licence checking for the first time

Hillcrest Housing Association is one of Scotland's largest housing associations with over 5,500 homes. No licence checks were being carried out before Licence Bureau started working with Hillcrest mainly due to the association's complicated group structure.

Hillcrest Housing Association's quality and performance administrator, Kelly Banner talks more working with Licence Bureau to introduce a new system.

"Licence Bureau set us up on the portal after understanding our needs and after undertaking an initial driver compliance check. Now licence checks are done in a timely manner while taking the pressure off our small fleet team. We are much more confident our drivers, who represent our company, are thoroughly verified and as up to date as possible. Public safety is always a top priority for us and Licence Bureau has helped us achieve this."

"I check the portal daily and have never encountered any issues with it. If there are works to be carried out, we are warned of these in advance before we even sign in. The risk alerts are straight forward."

"The Licence Bureau staff are very friendly and there is never anything that they can't assist with. Their guidance as we settled into the system was superb and they are always happy to answer questions both big and small. The team really know their system inside out!"



Conclusion

The success of a driver training programme depends on helping staff to embrace new ways of working and helping them understand how important it is to their personal safety and well-being and the business. Sponsorship, and active participation, by the leadership teams and management is crucial as well as communicating progress, success and championing people who demonstrate behavioural change. Full engagement by the company from the start of the programme through to the point where the programme has become part of the business culture is key. Success is when the programme is accepted by everyone as part of the company's core way of working or DNA.



References

1. European Transport Safety Council (ETSC): Press release – June 2017 <https://etsc.eu/up-to-40-of-road-deaths-in-europe-are-work-related/>
2. <https://www.drivingforbetterbusiness.com/wp-content/uploads/2018/04/DfBB-Risk-Guide-2018.pdf>

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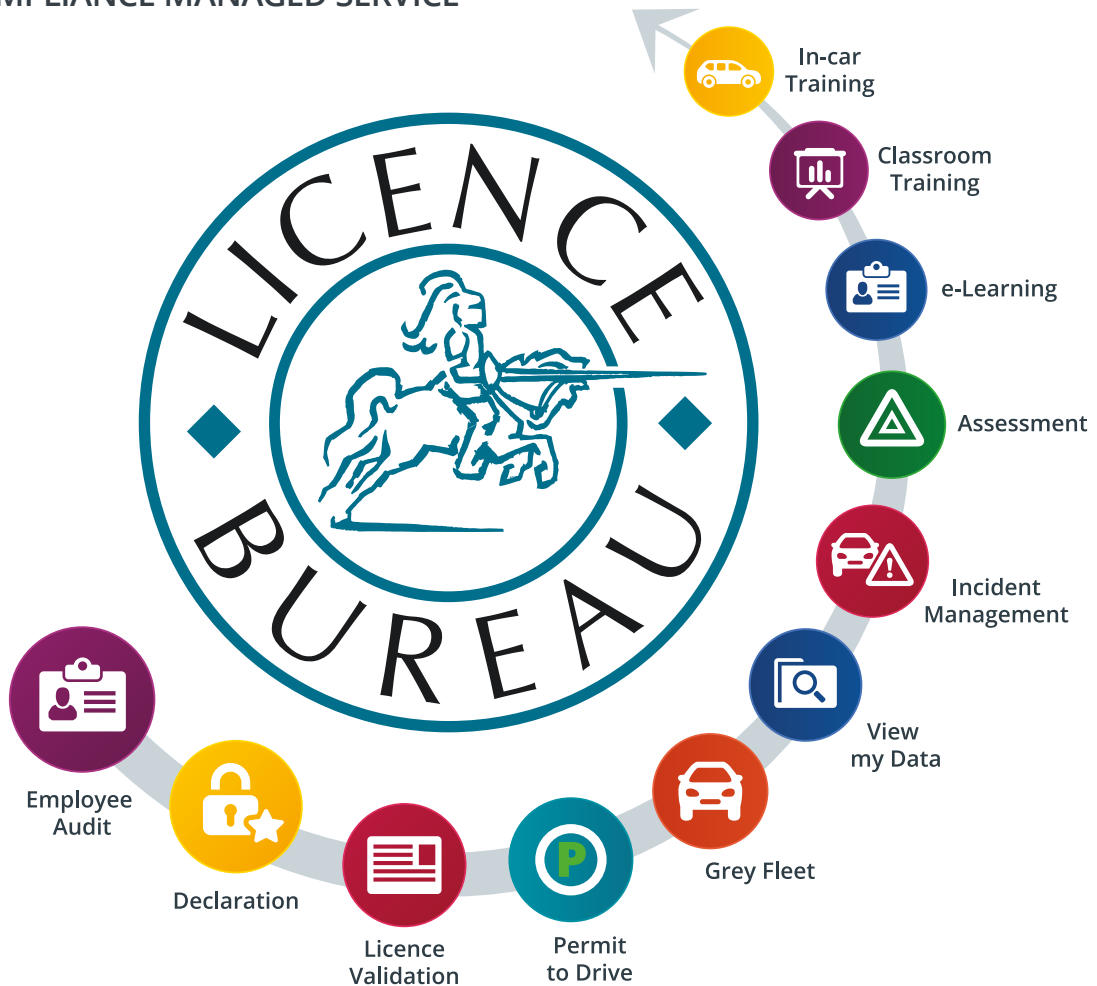
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