



# WARBURTONS, ENFIELD CUT ACCIDENT RATE

## introduction

Thomas and Ellen Warburton started baking bread in their grocery shop in Blackburn Road, Bolton in 1876, and that shop is still there today, right across the road from the headquarters of Warburtons, which has now grown to be the country's second biggest grocery brand\*. The company is still run by the fifth generation of Warburtons and produces and distributes two million grocery products each day. They opened their eleventh bakery in Enfield in Essex in 2003, and currently have fourteen bakeries across the UK.

When new Transport Depot Manager, Vince Fanning arrived at the Bakery Distribution Centre at Enfield in 2007 he found the whole transport depot was completely populated by agency drivers which resulted in a high level of accidents and compliance infringements.

He set about completely changing that around by employing all drivers on a permanent staff basis. He was aware of the driver training work Van Hee were doing with the Newcastle upon Tyne bakery of Warburtons and engaged us to plan and carry out a specially tailored training programme for all Enfield drivers and those at the Paddock Wood distribution depot in Kent. The combined delivery fleet of both depots totals 100+ vehicles of trunks and vans.

\* Nielsen's "Britain's 100 Biggest Grocery Brands", The Grocer, March 2009

## programme objectives

- have all drivers trained to the same level of competency
- cut number of accidents
- improve compliance record by eliminating infringements
- improve fuel efficiency and reduce the cost of running the fleet
- create a fundamental understanding of tachograph and drivers hours
- improve customer service
- teambuild

## special challenges

- one of the most challenging issues was a shift pattern that started at 4:00am, well outside the normal working day
- all drivers were new to Warburtons
- no established training culture at the Enfield transport depot
- drivers sceptical about classroom work and paperwork, feeling driving was all about handling the vehicle

## people involved

- 42 trunker and van sales drivers signed up in Enfield
- 60 drivers signed up at Paddock Wood

## van hee training strategy

Use training as the basis of teambuilding the newly recruited driver team.



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## special challenges in London

There are unique challenges for those involved in driving commercial vehicles in the Greater London area and so a special training programme has been devised. The course involves a week long (35 hours) classroom based training programme followed by an assessment of how well the drivers put that theory into practice in their daily work.

The course covered the following modules:

- customer service skills
- maintaining the safety and security of the load
- contributing to reducing the threat of terrorism
- sharing London's roads safely with others
- pre and post-journey procedures
- transporting goods and materials in London
- route planning in London (includes congestion charging, low emission zone and London Lorry Control Scheme)

## NVQ driver assessment

The second part of the course follows standard NVQ qualification assessment of how well the learner has interpreted the theory in their daily job.

The Van Hee Assessor went out with the drivers (including the 4:00am starts) over one complete shift, thereby not interrupting their existing work schedule. They assessed knowledge and observed ability, identifying where the driver needed further guidance. Then after a sufficient period to address any issues, the assessor joined the driver for a second full shift for final assessment.

## outcomes

The Enfield drivers completed both parts of the programme gaining a nationally recognised qualification.

- 42 drivers gained an NVQ Level 2 qualification and will be Driver CPC qualified until the end of March 2019

Certificates were presented by Executive Director, Brett Warburton on 3rd November 2009.

- 60 drivers at Paddock Wood currently undergoing training for the standard NVQ Level 2 qualification



## benefits to client

**“This programme has improved our service to customers, giving us greater flexibility of resource, and we estimate it will return considerable fuel savings across the year. The drivers work well now as a team and feel responsible for their vehicles and their performance which shows up in the vast reduction of accident levels and infringements. That may well have a positive effect on our insurance costs.”**

Vince Fanning  
Depot Manager, Warburtons Enfield Bakery

## costs

Van Hee arranged the whole programme to be on a fully funded basis under the Train to Gain programme.

## timescale

Over 12 months and on-going.