

Board and Operational Managers Strategic Questions

Train the Trainer
Rail Modules



Board and Operational Managers Strategic Questions

This module is specifically for **rail board and operational managers**. It can be used alone as a board discussion tool or as part of a broader package of briefing/training, for example in conjunction with the core module **What is Disability?**, to demonstrate the breadth of the term and number of people affected, and the rail module **Rights and Duties**.

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Suggested timings are given below. Depending on delivery and delegate numbers, the content in this module could be delivered in 105–180 minutes.

Learning Objectives



Facilitating discussion of a range of strategic questions about disability and rail travel

Guidance to Accompany Slides

Discussion

Suggested timings: 10–20 minutes

Purpose: To **generate discussion** among delegates about why inclusive services matter to the business, to disabled people and to society at large, what leadership on disability equality means and how lived experience can inform strategy, policy and services.

Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

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For the business, there are legal, business and reputational benefits. For disabled people, independent travel underpins education, employment and access to services. For society at large, everyone benefits if disabled people are able to be mobile, to participate and to maintain their physical and mental health.

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Inclusive leadership involves consciously signalling that disabled staff and passengers matter to an organisation. Leaders need to be aware of their legal rights, understand the business case for disability equality and be confident that policies, practices and procedures are efficient and effective.

Deadline for Vehicle Compliance

Suggested timings: 5–10 minutes

Purpose: Encourage delegates to consider rolling stock **accessibility** and any plans to improve it.

Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

ORR Data on Assistance

Suggested timings: 10–15 minutes

Purpose: To understand data on the frequency and quality of booked assistance and to consider how the company can improve this service.

You could supplement this with company-specific data on assistance and satisfaction and encourage discussion on how to improve performance.

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Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

Staffing Levels and Disability

Suggested timings: 10–15 minutes

Purpose: Encourage discussion about staffing levels and ensuring safety and comfort.

Encourage delegates to consider the role staff play in supporting disabled passengers to feel confident about making journeys and being safe in doing so.

Rail Replacement Services

Suggested timings: 10–15 minutes

Purpose: To **generate discussion** among delegates about the impact of rail replacement services on disabled passengers who are unable to use replacements.

Encourage delegates to consider the impact of changes to vehicles or journey times on disabled passengers and how this can increase symptoms such as fatigue, pain, anxiety, confusion or distress.

Where rail services have to be withdrawn on a planned or unscheduled basis, replacement bus, coach or taxi services must be accessible to disabled passengers and they must be informed of any changes.

For example, if a train is replaced with a coach for a long journey, accessible toilet facilities will not be available.

The company must contact anyone who has booked through Passenger Assist ahead of time if the replacement is scheduled so they can make alternative arrangements if needed.

If it is unexpected, staff at the station must be trained and empowered to make appropriate decisions on the best way for the disabled person to complete their journey with dignity and in safety.

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Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

Accessible Toilets

Suggested timings: 10–15 minutes

Purpose: To **generate discussion** among delegates about complaints and how services for disabled passengers can be improved.

There have been stories in the media about wheelchair users wetting themselves because the accessible toilet on a train was out of order.

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This affects:

- The passenger
- The on-board staff
- Management and the company as a whole, in terms of reputational damage

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Staff need to find a way to let people know in advance that the toilet is out of order on the train on which they are booked.

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If the person has booked assistance, all their details are already known to the operator. Can the system ensure that a message reaches them?

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If a message can be sent through in advance, the passenger has the choice of changing the booking or using a toilet on the station before boarding.

Is it current practice to warn passengers when accessible toilets are out of service? If not, this could be a practice that discriminates.

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Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

Wheelchair Space

Suggested timings: 10–15 minutes

Purpose: To consider management of priority for wheelchair spaces.

It is common for a wheelchair user to find that the wheelchair space on the train has been blocked with other passengers' baggage, pushchairs or bikes.

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This can lead to difficult and sometimes confrontational exchanges between the wheelchair user and the passengers who are causing the problem.

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The discussion can usefully focus on issues such as clarity of policy and communications with the travelling public and staff, and staff training, particularly platform or on-board staff who may be asked to intervene.

Mobility Scooters

Suggested timings: 10–15 minutes

Purpose: To **consider policies on carriage of different sizes and weights of mobility scooter** and other mobility aids and how issues are managed operationally.

Other than Network Rail, operators must set out their policy on the carriage of mobility scooters and other mobility aids for mobility-impaired people on their trains.

Operators must make the reasoning behind their policy clear, particularly with regard to any policy excluding the carriage of some or all mobility scooters and mobility aids.

Any exclusion must only be as a result of an evidenced safety or physical restriction on the carriage of scooters and other mobility aids.

Operators may offer a scooter card scheme which that allows passengers to apply for a permit for the carriage of their scooter based on its dimensions and other relevant information reasonably requested by the operator. Rejection of an application must be explained.

Where they do carry scooters on trains, operators must clearly set out whether passengers are required to transfer to a seat, rather than remain seated on their scooter while on board the train and ensure passengers are informed about this.

Differences in policies and practices between operators on the acceptance of mobility scooters are a major cause of confusion and anxiety to passengers who travel with more than one train company.

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Use this slide to explore the policy on the carriage of mobility scooters and other mobility aids for mobility-impaired people. Is the policy clear for staff and is it made clear to passengers? Use the point about different policies to build empathy with, and insight into disabled passengers' experiences.

Audio-visual Announcements

Suggested timings: 10–15 minutes

Purpose: To **consider how services can overcome barriers** for people with sight or hearing impairments.

It is a legal requirement that all stations are announced in advance in both audible and visual formats and that the destination of the train is announced before it has left the station.

Often, the system has not been switched on. Sometimes the guard has forgotten, and sometimes they think that their own announcements are more useful (not realising that they are often inaudible to some passengers and not helpful to anyone with hearing loss).

Use this slide to explore the current provision of audio-visual announcements where they exist and/or future plans or additional measures or alternatives during journeys.

Staff Training

Suggested timings: 10–15 minutes

Purpose: To **generate discussion** among delegates about training needs in relation to disabled passengers.

Operators must make the following commitments in their Accessible Travel Policy in relation to staff training, setting out a plan for how these commitments will be delivered:

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By 31 July 2021 all new staff, including senior and key managers, must, as part of their induction, receive relevant disability-awareness training or disability-equality training in a predominantly classroom-based setting that delivers specified mandatory training outcomes.

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In addition, by 31 July 2021, all frontline staff who interact directly with passengers at any time as part of their duties must, as part of their induction, receive training that delivers specified mandatory training outcomes.

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To achieve consistency of approach across operators for the benefit of passengers, operators must be able to demonstrate by 31 July 2021 that all current frontline staff have met the specified mandatory training outcomes.

Staff must receive refresher training within two years of receipt of disability-awareness or disability-equality training, and as a minimum every two years thereafter. The exact scope and format of this training will be for operators to determine, but operators will be expected to demonstrate on an ongoing basis that staff are able to deliver the specified mandatory training outcomes.

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By 31 July 2021, operators must make reasonable efforts to ensure the lived experience and expertise of people with a range of disabilities are used in disability-awareness or disability-equality training course development and delivery. In particular:

- Staff must hear from disabled people about their lived experience of using the railway and they must be provided with a safe space to explore the issues raised
 - Course content and material must be developed in consultation with disabled people
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By 31 July 2021, where reasonably practicable, agency staff and staff contracted on a temporary basis who interact directly with passengers at any time must receive a condensed version of the disability-awareness or disability-equality training, to deliver, as a minimum, mandatory training outcomes on Passenger Assist, communication and providing safe assistance.

Where reasonably practicable, anyone employed at a contact centre who provides information or advice directly to passengers on behalf of the operator, whether directly employed by the operator or not, must receive a condensed version of the disability-awareness or disability-equality training to deliver, as a minimum, mandatory training outcomes on Passenger Assist and communication.

You may wish to supplement this discussion with specific training needs analysis data or draw on service data, complaints and other evidence of service performance.

Depending on numbers, this can be a whole-group discussion or in smaller groups and then whole-group discussion.

ORR Accessible Travel Policy

Staff Training Objectives

Suggested timings: 5–10 minutes

Purpose: To **set out ORR requirements** for the content of staff training on disability (with which this training package complies).

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Your Role

Suggested timings: 5–20 minutes

Purpose: Summarises the role and responsibilities of board and operational managers.

You can use it as a summary slide, or to encourage discussion about current levels of delegate knowledge on disability law and good practice, confidence that policies and practices are compliant, and staff understanding of how to comply with the law and provide a good level of service to disabled people.



REAL

Respect

REAL

Empathise

REAL

Ask

REAL

Listen

REAL Passenger **REAL** Person



Department
for Transport