

**IAM RoadSmart
Car Skills Day
Instructors Manual**



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1. Introduction

IAM RoadSmart Skills Days offer an opportunity to practice road-based skills in a safe environment and to learn about their personal and vehicle performance in controlled conditions with qualified coaching. The vehicle and the circuit become the classroom with the objective of converting theory into driving skills. We should all feel very proud of what we offer, it is almost a unique product that is not dedicated to developing any racing skills but developing driving skills of real practical use on the roads.

2. A standard approach

The guiding reference document is Roadcraft 2020 The Police Drivers Handbook. The Skills Day focusses on the core skills from this publication. The central theme of the day is developing the system of car control and reinforcing the mantra of our approach of the 'Three R's' – by using Road cars, Road kit and Roadcraft. Customers use their own road legal vehicle, you do not need any special equipment or helmets, and we use Roadcraft and not racing techniques on the circuit. We do however use the correct lines on the circuit corners reinforced by reference cones.

3. Safety

The paramount consideration is always safety, at no time should the safety of the customers, instructors or any third party be compromised. Each driver is responsible for their actions and any consequences that those actions may have. Instructors may need to make positive interventions in order to bring the driver under control.

Before taking a vehicle out onto the circuit please perform a short inspection of key areas and ask yourself if you would be happy to drive that vehicle in that condition on the road. If there is an issue that cannot be rectified quickly please discuss your concerns with the safety officer.

Drivers are given a comprehensive safety briefing during which they are told they must conform to the instructions of our instructors and track officials at all times.

Be vigilant for driver fatigue, instructional overload and please ensure drivers rehydrate regularly.

Dangerous or inconsiderate driving is not tolerated. The Safety Officer has the right to prevent track access to anyone not adhering to our code of conduct.

Instructors must fully understand the circuit specific protocols and marshal flag information. These are contained in Appendix A – Circuit Specifics, and Appendix B – Flag Signals

4. Roles and responsibilities of instructors

As a qualified IMI National Observer your role is to develop driving theory into driving skill. You do this with your own ability and knowledge of Roadcraft together with your coaching skills. Starting with a conversation you will check their current areas of knowledge and capability and seek to understand their own personal learning outcomes for the session. It may be that you offer to give a demonstration drive where you consider it appropriate, that should not be conducted in the customers vehicle but your own.

The IAM RoadSmart Code of Conduct applies to everyone involved in a Skills Day. Please wear an IAM RoadSmart branded polo shirt provided to you and smart casual clothing. Please do not wear local group branded clothing. On a Skills Day we work together as a central team and are ambassadors for IAM RoadSmart.

Instructor primacy – if another instructor is in the car as a passenger conducting a peer to peer review, the instructor in the front passenger seat has primacy and only one set of instructions should be given to the driver. The only exception would be where it is necessary to give an instruction on the grounds of safety.

Please ensure that the customers remain safe and fit to drive. Be vigilant for driver fatigue, instructional overload and please ensure drivers rehydrate regularly. Should there be any issues please report them to the IAM RoadSmart Safety Officer.

The IAM RoadSmart Safeguarding Statement appears at Appendix C.

5. Learning outcomes

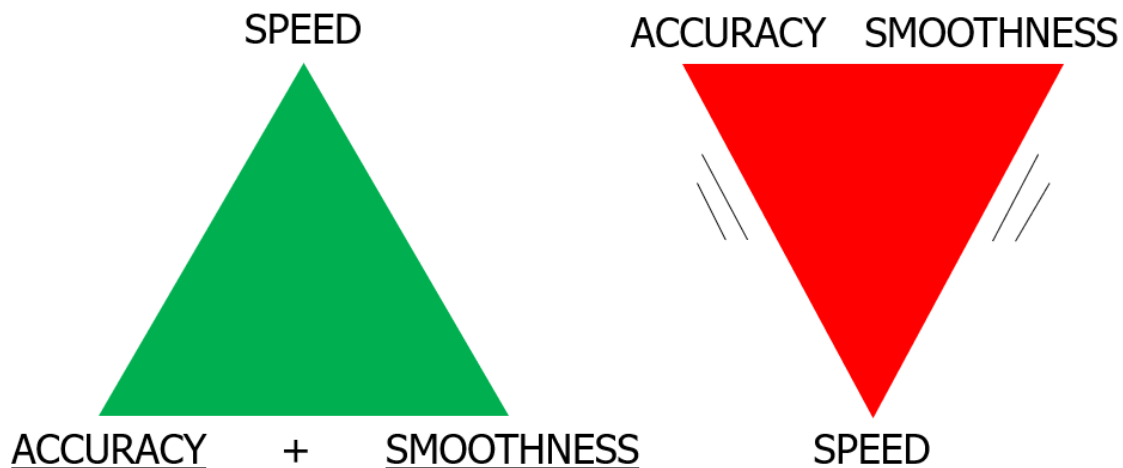
The Skills Day learning outcomes are based on the demonstration and application of the system of car control – Roadcraft Chapter 2 page 23-24. Developing a driving plan is no different even though we are on a circuit-based training day.

Focus Points

1. **I**NFORMATION – vision and lines, head up - eyes on main beam, scan
2. **P**OSITION & **S**TEERING - how your position/steering affects your vehicle control
3. **S**PEED - brake smoothly and progressively
4. **G**EAR – be in a responsive gear for the circumstances
5. **A**CCCELERATION – throttle control, plan to be on a positive throttle in bends

The Precision Triangle

A good graphic that explains the learning outcomes we are trying to achieve is 'The Precision Triangle.' A triangle is most stable when it is on its base. If we focus on developing a driver's accuracy and smoothness, then the speed and confidence will follow. This is represented by the green triangle. If you try to balance a triangle on its point it is unstable, if that represents speed as a primary focus for the driver then it follows that the driver's accuracy and smoothness will be poor. We aim to develop accuracy and smoothness in our driving plan.



6. Core skills development

Underpinning reference document – Roadcraft 2020 The Police Drivers Manual.

Knowledge is power so you need to ensure you have a copy of Roadcraft and understand the key parts to develop the student. There is a theory development presentation after the safety briefing.

Effective development and application of the system of car control is very much dependent on the understanding and development of the core skills of advanced driving. It is vital that the driver has an understanding of and in particular how, the information process affects the entire drive. Please remember that not all customers are advanced drivers so system knowledge may be non-existent therefore some explanation of the basic system phases may be required

Information

Position

Speed

Gear

Acceleration

Improving Your Observations –

Consider focussing your discussions on not only visual skills but also mental skills such as information processing and concentration and how these skills are linked.

The circuit environment gives really good opportunities to emphasise the importance of scanning the environment and how drivers often look at a particular hazard but actually miss other important information.

Whilst sight is the main sense for observation, hearing, smell and also the feel of the vehicle are all important elements of this key skill. Consider using the parc ferme area to show by just lowering the drivers / passenger window how this can improve observations via hearing and possibly smell.

Roadcraft Chapter 3 pages 53–56

The 5 key stages of planning –

Observe – if you fail to observe then the remainder of the key stages become insignificant!

Anticipate

Prioritise

Decide what to do

Act

Roadcraft Chapter 3 pages 48-49

These key stages should be discussed with **Decide what to do** – what I can see, what I cannot see, what I can reasonably expect to develop etc.

Roadcraft Chapter 3 page 52

The purpose of the driving plan (known as the 4 C's) is to put the driver:

- in the **C**orrect position
- at the **C**orrect speed
- with the **C**orrect gear engaged
- at the **C**orrect time

to negotiate the hazards safely and efficiently.

Roadcraft Chapter 3 page 48

Weather conditions and road surfaces

Many drivers fail to appreciate the links between observations, poor weather (reduced visibility for example) and road surface changes, and for the latter the effect on vehicle stability.

Consider asking the question “have you ever failed to spot a problem on the road surface that affected your tyre grip or vehicle handling?”

Roadcraft Chapter 4 pages 74 – 78

Acceleration, gears, braking and steering – are all linked and can have a significant effect on the stability of the vehicle.

One of the most significant area for development for many drivers is **“tyre grip trade off”**.

Roadcraft Chapter 4 page 91.

Drivers are often unaware of the comparatively small amount of tyre that is in contact with the road surface at any one time and the relationship between tyre grip and acceleration, braking and steering forces. Circuit based development is an ideal opportunity for drivers to explore in a safe environment these relationships.

The Skills Day customers vehicle may be EV, PHEV or Hybrid with regenerative braking systems. The driver may be unsure how these systems will affect the stability and have concerns over their operation.

Roadcraft Chapter 4 page 95

The key points for **Braking on Corners and Bends** is a great talking point and practical opportunity. Few drivers rarely realise the potential of the vehicles braking system. Explore **emergency braking**. It is always better to experiment and find out the vehicles braking capabilities before a time that it is needed. **ABS operation** can be introduced as a further learning point.

Roadcraft Chapter 4 pages 115 – 117

Maintaining vehicle stability is an area of driver development that has changed considerably in recent years with the introduction of active safety features.

As always **“A vehicle may skid when one or more tyres loses normal grip on the road”**.

Roadcraft Chapter 7 page 136

The real cause of a skid may be the driver – explore the reasons for a skid.

Roadcraft Chapter 7 page 141

With rapid changes in technology its vital the drivers refer to the manufacturers handbook to know what safety features are fitted to their vehicle.

At all times during an IAM RoadSmart Skills Day, all safety systems fitted to the customers vehicle must remain active. Additionally, there should be no attempt to replicate skid control training.

With your expertise, discussions during the off-circuit periods will provide an opportunity for the driver to consider their own vehicles technology.

Understeer and oversteer – this could occur as the session pace and progress increases dependent on whether the vehicle is front wheel, rear wheel or all-wheel drive.

Roadcraft Chapter 7 page 146

Positioning - Whilst it is not possible to explore this subject in respect of road hazards and junctions on circuit-based development there are points that can be practiced and considered.

The five advantages of the following position and the two second rule – this can be developed and easily discussed and demonstrated.

Roadcraft Chapter 9 page 167

Positioning on bends – When approaching a bend, position yourself to get the best possible view of the road ahead. Take information on the approach to the bend to help you decide on the best position.

Roadcraft Chapter 9 page 168

Cornering, the crucial area that many drivers need to develop:

The development of this skill is very reliant on the driver being able to not only understand but also put into practice **the 5 Key Principles for Safe Cornering**:

- Make sure your vehicle is in the correct position on the approach
- Travel at the correct speed for the corner or bend
- Select the correct gear for that speed
- Use the accelerator to maintain a constant speed through the bend
- Be able to stop safely in the distance you can see to be clear on your own side of the road

Roadcraft Chapter 10 page 176

For many this can appear a difficult and daunting skill to acquire – it's quite simply system application with the added safety margin of the **safe stopping distance rule**.

Roadcraft Chapter 5 page 112

The circuit gives you an ideal opportunity to explain (and allow the drivers to demonstrate) how **Cornering forces** act on the vehicle and their effects.

Roadcraft Chapter 10 page 177

Our customers at an IAM RoadSmart Skills Day arrive with a variety of vehicles – the **vehicle specification** has a significant effect on the handling characteristics and with that the stability of the vehicle. This also then links into the effects of **camber and superelevation**

Roadcraft Chapter 10 pages 179 - 180.

Cornering and the position phase are a partnership. When **positioning the vehicle for cornering**, the driver needs to consider:

- **S**afety
- **S**tability
- **V**iew

In summary **the factors that determine the vehicles' ability to corner** are:

- the specification and condition of your vehicle, including the tyres
- the vehicles speed
- the amount of steering applied
- the amount of acceleration or braking
- the slope across the road surface – camber and superelevation
- the road surface and how the weather has affected its grip

Roadcraft Chapter 10 page 181

The circuit environment may provide opportunities to develop overtaking skills more easily than during practical on road development sessions. The **single stage and three stage overtakes** are still relevant and the circuit allows discussions and development without the conflict of oncoming vehicles to take into consideration. Chapter 11 page 204 and 207 – 216.

Please review the graphic below. The key point of overtaking is OAP. Anticipation of an overtaking opportunity occurs in the white sector, upon entering the bend, and planning to execute the overtake as you exit the bend. Overtaking takes place in the green acceleration sector and must be fully completed by the end of the green sector. We do not attempt to overtake into a bend i.e. the red danger sector.

Remember – **always be patient and leave a margin of safety to allow for errors**.



7. Driver management

Drivers must drive within their own capabilities and exercise judgement when determining the safety of their actions. To encourage learning you may suggest trying different techniques. The first driving session on circuit should be limited to a maximum of 70 mph as the customer familiarises themselves with the circuit environment.

We must never encourage or tolerate poor driving, it is a road skills day and therefore the speed limit is set at 90mph. The instructor must control the session and give clear directions at all times.

If a driver is unwilling to respond to your guidance on a clear safety related issue, then return to the pit lane for a discussion. If you are unable to resolve the issue please bring it to the attention of the IAM RoadSmart Safety Officer immediately.

Please remember to give feedback after each session, be positive and encouraging as you develop their skillset.

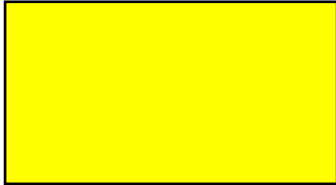
8. Appendix A - Expenses

Expenses payable for instructors.

	Car	Bike
Mileage – HMRC rates to venue & return	45ppm	24ppm
Breakfast if necessary	Provided or receipt to value of £7.50	Provided or receipt to value of £7.50
Evening meal if necessary	Provided or receipt to value of £20	Provided or receipt to value of £20
Accommodation if required (Depending on distance from venue)	Booked by IAM DB&B rate	Booked by IAM DB&B rate
Track mileage HMRC rates - Thruxton	42 miles = £18.90	120 miles = £28.80
Track mileage HMRC rates - Croft	35 miles = £15.75	110 miles = £26.40
Track mileage HMRC rates - Mallory Park	N/A	100 miles = £24.00
Track mileage HMRC rates - Blyton Park	35 miles = £15.75	100 miles = £24.00

9. Appendix B – Flag Signals

Flag signals used at circuits:



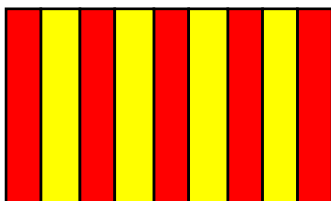
YELLOW FLAG – Danger hazard on track. If waved, significantly reduce speed. No overtaking is allowed. If held stationary at every marshal post a Virtual Safety Car situation exists, continue at reduced speed, no overtaking permitted.



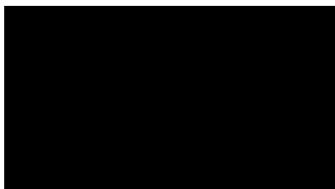
RED FLAG – Session stopped, significantly reduce speed and return to pits. Remember emergency vehicles will take the shortest route to the scene of an incident.



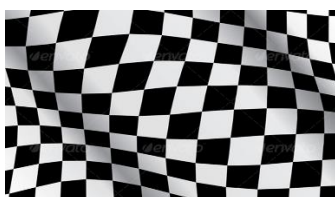
GREEN FLAG – The course is clear (post incident) Also used on the first 2 laps of Skills Day sessions to indicate to drivers where the marshal posts are located.



CAUTION FLAG – Slippery surface, oil, or other debris on the track. Exercise caution.



BLACK FLAG – A problem with your vehicle or driving. Return to the pits immediately and report to the Safety Officer for a discussion.



CHEQUERED FLAG – Session over, slow down and return to the pits.

10. Appendix C

IAM RoadSmart Safeguarding Statement

Purpose

The purpose of this statement is to protect people, particularly vulnerable adults, or young people, from any harm that may be caused due to their contact with IAM RoadSmart employees and associated personnel (as defined below):

A young person is, as defined by The Children Act 1989:

'a person under the age of 18 years'

A vulnerable adult is:

'a person who needs community care services by reasons of mental health or other disability, age or illness' and 'is or may be unable to take care of him/herself against significant harm or exploitation'.

IAM RoadSmart is committed to protecting the safety and wellbeing of young people and vulnerable adults and this statement outlines the commitments made by IAM RoadSmart and informs employees and associated personnel of their responsibilities in relation to safeguarding.

This policy does not cover:

- Sexual harassment in the workplace – this is dealt with under IAM RoadSmart's Anti Bullying and Harassment Policy
- Safeguarding concerns in the wider community not perpetrated by IAM RoadSmart or associated personnel

What is Safeguarding?

In the UK, safeguarding means protecting individual's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

Scope

All employees contracted by IAM RoadSmart

Associated personnel whilst engaged with work or visits related to IAM RoadSmart, including but not limited to the following: consultants; volunteers; contractors; trainers and programme visitors including journalists, celebrities and politicians.

Context

IAM RoadSmart believes that everyone we encounter, regardless of age, gender identity, disability, sexual orientation or ethnic origin has the right to be protected from all forms of harm, abuse, neglect and exploitation. IAM RoadSmart will not tolerate abuse and exploitation by staff or associated personnel.

Best Practice

Always:

- Work in an open environment, avoid private or unobserved situations and encourage open communication with 'no secrets'
- Treat all vulnerable adults and young people equally, with dignity and respect

- Put the welfare of vulnerable adults and young people first
- Build relationships based on mutual trust and empowering vulnerable adults and young people to share in the decision-making process
- Be an excellent role model including not smoking or drinking in the company of vulnerable adults and young people
- Request written carer consent before you transport vulnerable adults and young people in your car
- Avoid private or unprofessional communication with vulnerable adults or young people by phone, text, letter, social media or email and do not grant vulnerable adults or young people access to your personal social media profiles

Never:

- Engage in rough, physical or sexually provocative games
- Allow or engage in any form of inappropriate touching
- Make sexually suggestive comments to a vulnerable adult or young person, even in fun
- Allow allegations made by a vulnerable adult or young person to go unrecorded or acted upon
- Take a vulnerable adult or young person to your home where they will be alone with you

Reporting

IAM RoadSmart will ensure that safe, appropriate, accessible means of reporting safeguarding concerns are made available to employees and associated personnel.

Anyone reporting concerns or complaints through formal whistleblowing channels will be protected by IAM RoadSmart's Whistleblowing Policy.

IAM RoadSmart will also accept complaints from external sources such as members of the public, partners and official bodies.

How to report a Safeguarding Concern

Employees who have a complaint or concern relating to safeguarding should report it immediately to a member of the Senior Management Team or their line manager. If the employee does not feel comfortable reporting to a member of the Senior Management Team, or line manager (for example if they feel that the report will not be taken seriously, or if that person is implicated in the concern) they may report to any other appropriate person such as Head of HR.

Associated personnel should report it immediately as follows:

- Volunteers – report to the Chair of their Group (ASDMs will be available to offer advice to the Chair)
- Trainers – DDR to Driver Education and Development Manager
- Trainers and Examiners – to ASDMs (ASDM team will seek advice as required from Head of Field Service Delivery or Head of Driving and Riding Standards)

Responding to a Concern

If you are made aware of a concern, you should:

- Stay calm
- Contact emergency services if there is a need for any medical attention or protection – ensure they are aware this is a safeguarding issue
- Reassure the accuser they are not to blame, and they were right to tell you
- Listen to them and show that you are taking what is being said seriously
- Keep questions to a minimum, although you must have a clear and accurate understanding of what has been said. The law is strict, and an abuse case can be dismissed if it appears a vulnerable adult or young person has been led or words and/or ideas have been suggested
- Record what has happened
- Report what has happened as soon as possible

If you suspect that a vulnerable adult or young person may be the subject of abuse, it is not your responsibility to decide whether abuse has occurred/is occurring, but it is your duty to report your concern.

IAM RoadSmart Response

IAM RoadSmart will follow up safeguarding reports and concerns according to procedure, and legal and statutory obligations.

IAM RoadSmart will apply appropriate disciplinary measures to any employee or associated personnel found in breach of the statement.

IAM RoadSmart will offer support to victims of harm caused by an employee or associated personnel, regardless of whether a formal internal response is carried out (such as an internal investigation).

Confidentiality

It is essential that confidentiality is maintained at all stages of the process when dealing with safeguarding concerns. Information relating to the concern and subsequent case management should be shared on a need to know basis only and should always be kept secure.

Date: February 2021

11. Appendix D

IAM RoadSmart Zero Tolerance Statement – Abusive or Aggressive Behaviour

We are committed to providing a professional and fair service to everyone we work with and in return we ask that members respect our staff.

IAM RoadSmart will not tolerate threatening, abusive, or violent behaviour. Under these circumstances our staff and volunteers should not be required to or feel obliged to deal with any person either face to face, over the phone or in email or written correspondence.

About this position statement

This position statement enables us to deal with unacceptable behaviour, professionally, consistently, and fairly. It lets staff, volunteers and members know what we consider to be unacceptable and outlines the steps we will take to deal with such behaviour.

What behaviour is unacceptable?

For the purposes of this position statement, unacceptable behaviour is defined as:

Behaviour or language (written, verbal or online) that we consider may cause staff or volunteers to feel intimidated, afraid, offended, threatened, or abused.

Examples of this include (but are not exhaustive):

- **Communication** that we consider to be unreasonably demanding, or unreasonably persistent in its frequency, type, and nature. By this we mean face to face, telephone, email, online or through social media.
- **Inflammatory/derogatory statements**, remarks of a racial, xenophobia or discriminatory nature and unsubstantiated allegations.
- **Violent behaviour** - Physical contact made in an aggressive or threatening manner. This includes pushing; jostling; kicking; punching; physical restraint; sexual assault; spitting and use of weapons
- **Threatening behaviour** - Words or actions that cause a person to be concerned for their safety, the safety of colleagues, or the safety of their property. This includes visual threats or gestures; aggressive stance; sexually explicit or threatening language or body language; abusive phone calls; on-line bullying, use of aggressive dogs and obstruction or aggressive use of vehicles.
- **Abusive behaviour** - Words or actions that cause a person to feel harassed, intimidated, or distressed. This includes offensive gestures; aggressive stance; abusive, provocative, or obscene language and inappropriate use of social media.
- **Wilful damage to property** - This can belong to IAM RoadSmart, its employees, contractors, or volunteers. And includes buildings; fixtures; fittings; equipment and vehicles.

What action will we take?

Anyone giving verbal abuse to members of staff or volunteers, either in person, over the telephone or by email, will be sent a letter advising that this behaviour will not be tolerated. Any future violation of this policy will result in termination of their membership. There will be no appeal process.

Date: June 2021

12. Appendix E

IAM RoadSmart Skills Day Instructor Selection Criteria

It is essential we select the right candidates to join the team. A mentor from the team will be appointed and this will be the prospective instructors point of contact throughout this process. Becoming an instructor on a circuit-based skills day is not as simple as saying that someone is competent on the road so they must be okay on a circuit. As an instructor you will have a duty of care to our customers and so your skill level must be suitable to operate in a circuit-based environment.

A prospective instructor:

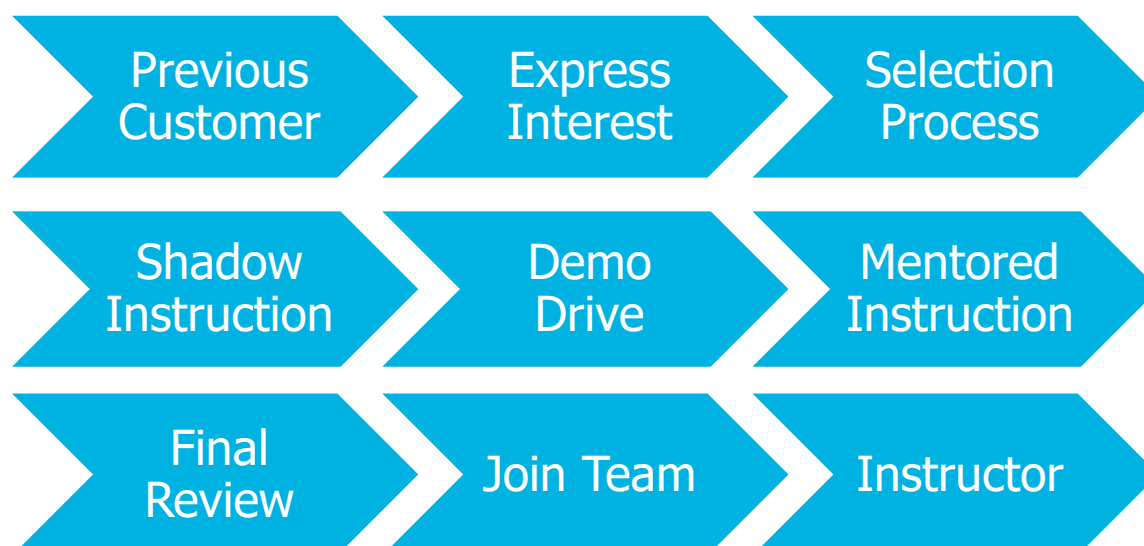
- Must be a National Observer and Masters qualified driver. However, Police qualifications and/or Auto Cycle Union/Association of Racing Driver Schools qualifications are also considered to replace the Masters. An IMI Examiner qualification may replace the National Observer requirement.
- Must be an active IAM RoadSmart volunteer, committed to the values of the organisation, one who gets involved for the good of others.
- Must be a previous Skills Day customer to understand the unique delivery method of an IAM RoadSmart circuit-based Skills Day.

What is the process of selection?

- A prospective instructor will be invited to a Skills Day instructor training session which is held at the commencement of each Skills Days season. This session may be online.
- A prospective instructor will be invited to attend a Skills Day and shadow an instructor. (*Note – no Instructor expenses can be paid*)
- On this initial shadowing day, the prospective instructor will deliver a demonstration drive on circuit with an ASDM.

- If successful, a prospective instructor will then be invited to instruct, shadowed by a mentor instructor (*Note – no Instructor expenses can be paid*)
- If unsuccessful at any stage a personal development plan will be discussed with the prospective instructor and mentor. There is no guarantee of success.
- If successful at the final review stage, will be invited to join the Skills Day instructor team and instruct whilst developing experience in the delivery of an IAM RoadSmart Skills Day. (*Note - Instructor expenses can now be paid*)
- It is important to note some feedback may well be given to help develop your skillset to operate in this unique environment. This feedback will form part of your personal development plan and be recorded in your instructor portfolio.

The instructor selection process flow:



Richard Gladman – Chief Examiner IAM RoadSmart.



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