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SUGAR - Train the Trainer Engaging with the industry

Hosted by Transport for London

@ CBI Conference Centre, Centre Point, London WC1A 1DU

2nd December 2010



Made possible by the INTERREG IVC programme

Agenda

Session 1

- Freight Quality Partnerships – Mike Browne
- Workshop – ‘win/win’

Session 2

- FORS (Scheme overview) - Dan Evanson
- Operator viewpoint
- FORS (Future) – Dan Evanson / Glen Davies

Session 3

- London Approach - Transferability



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Freight Quality Partnerships in the UK

Michael Browne

Transport for London

University of Westminster

30 November 2010



Made possible by the INTERREG IVC programme

Research background

- Work carried out as part of EPSRC/DfT-funded Green Logistics project
- Additional support from Transport for London
- Carried out by University of Westminster
- Green Logistics project consists of six universities and many other partners including FTA
- <http://www.greenlogistics.org>

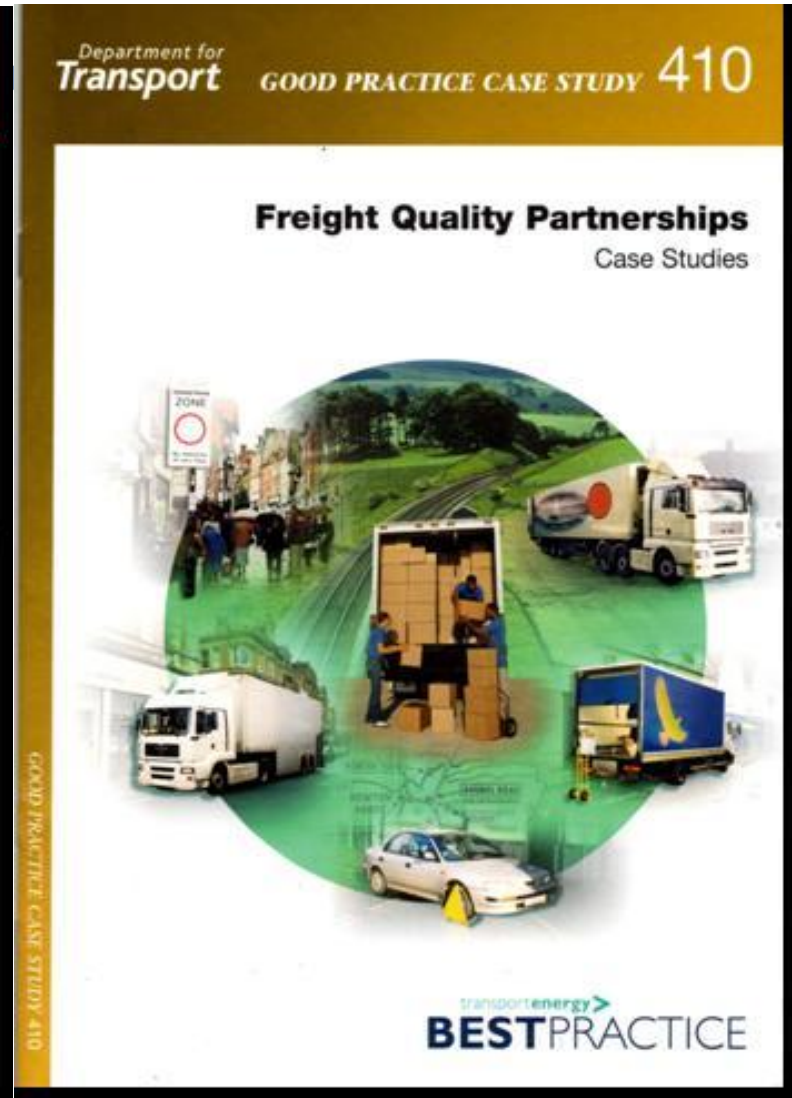
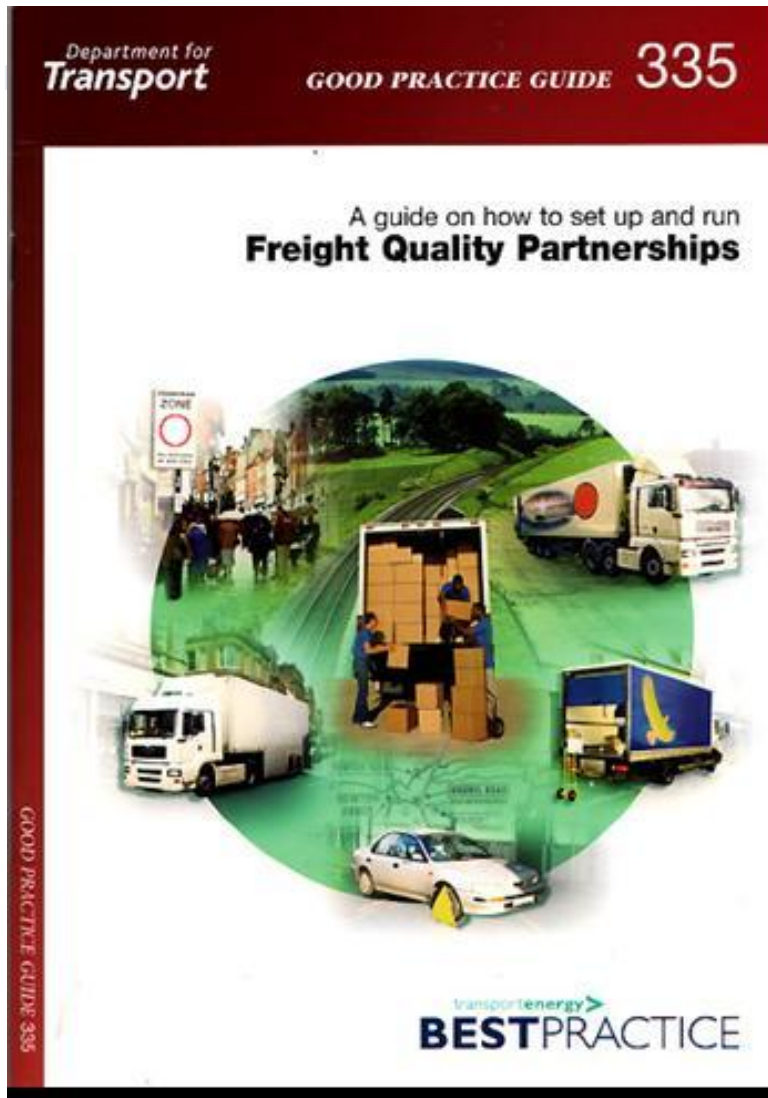
Aims of the work

- Establish number and type of FQPs
- Structure, aims and objectives of FQPs
- Activities and outputs
- Successes and failings
- Views about the FQP concept
- Impact on partnership working
- Steps to improve

Background

- **Concept initiated by FTA in 1996**
- **Government promoting FQPs since 1999**
- **FQPs - facilitate dialogue and action on freight transport between local authorities, freight transport companies, retailers, manufacturers and others**
- **Government guidance: "Freight Quality Partnerships provide local authorities with a means to formalise the consultation and development work undertaken in their sustainable distribution strategy" (DETR, 2000)**
- **Purpose of FQP varies**

Guidance



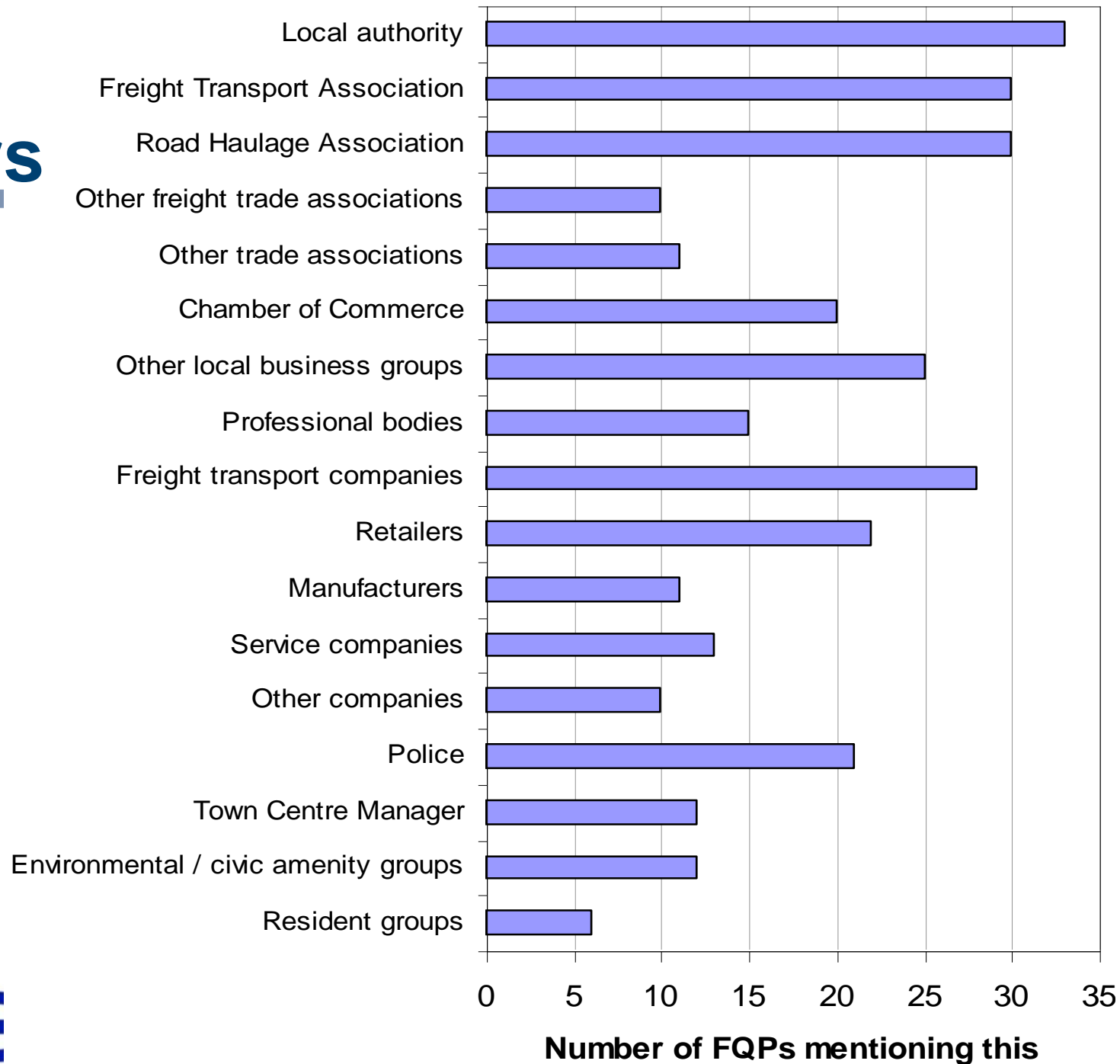
FQP status

Current status of FQP	Number of FQPs identified
Still operating	58
No longer operating	25
Thought to be no longer operating	4
Total	87

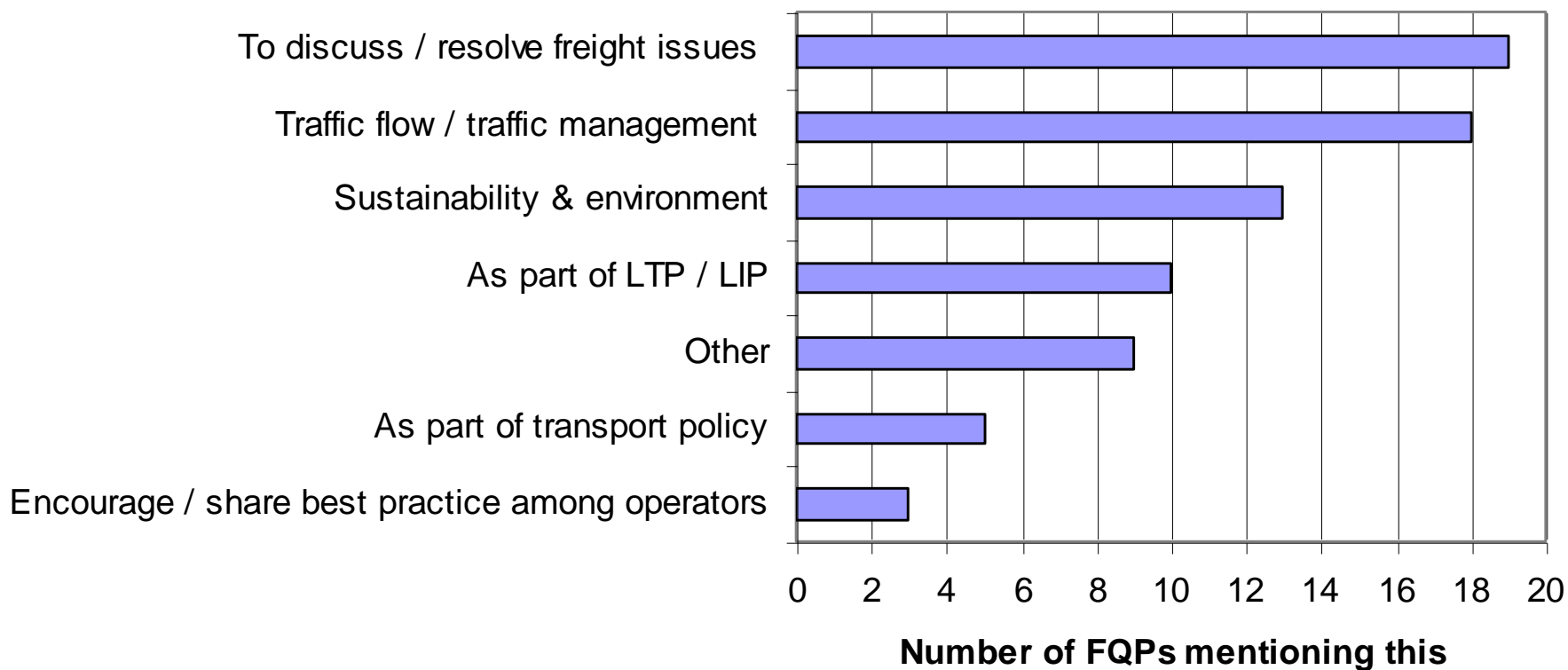
Date established

Periods in which FQP was established	Number of FQPs identified
1996-1997	6
1998-1999	7
2000-2001	24
2002-2003	17
2004-2005	8
2006-2007	13
2008-2009	4
Not known	8
Total	87

FQP members



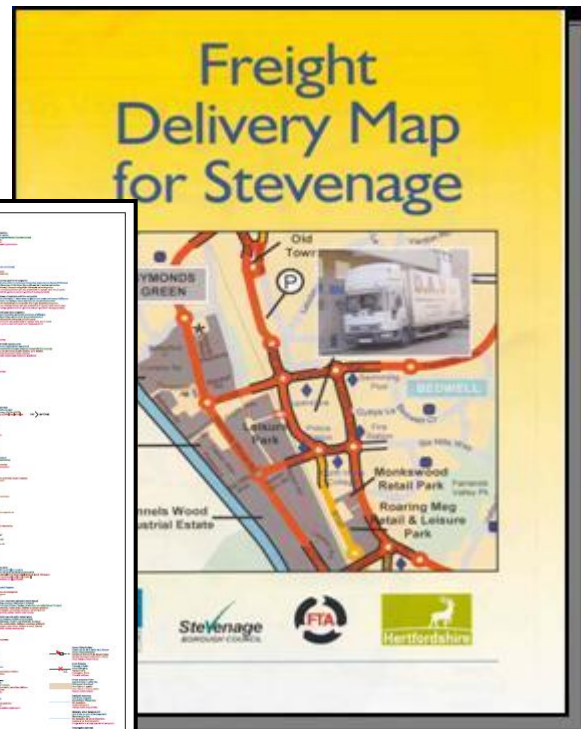
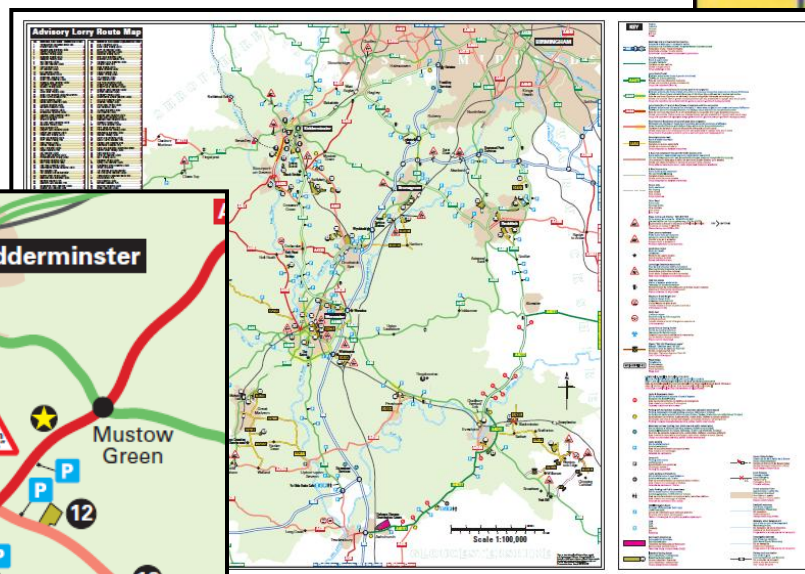
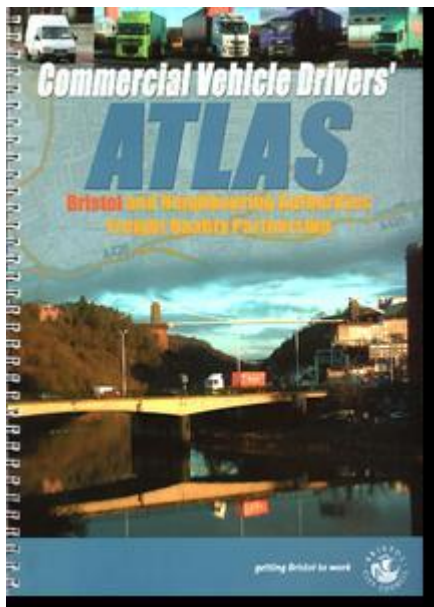
Reasons to establish an FQP



Information provision

- **Advisory Lorry route maps**
- **Local loading/unloading maps**
- **Drivers' freight maps**
- **Online freight mapping**
- **Driver information sheets**
- **Signage improvements**
- **Logistics Toolkits**
- **Guides**

Local mapping initiatives



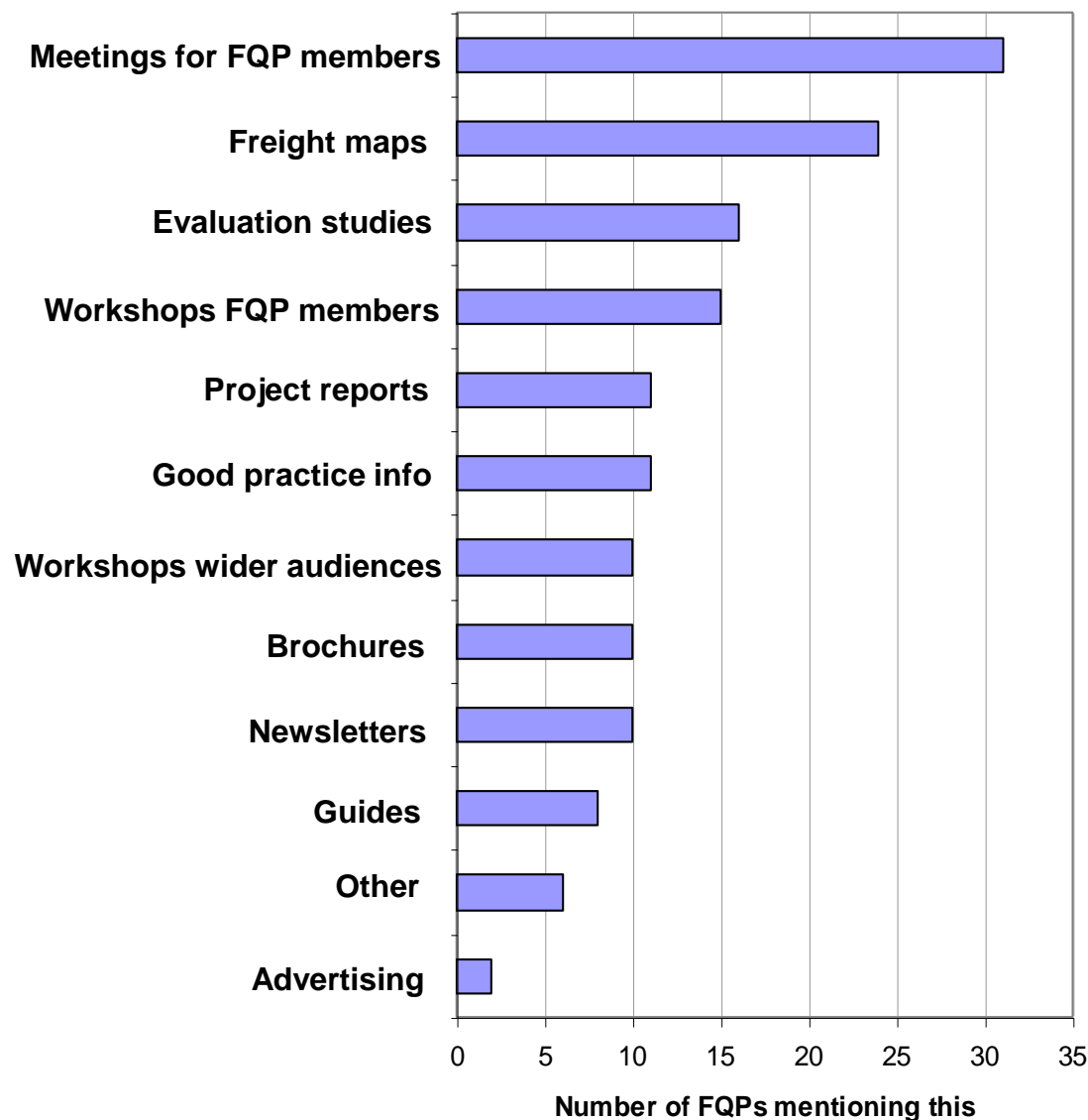
Data collection and survey work

- Freight operator/driver and business surveys
- Overnight lorry parking surveys
- Delivery and Servicing plan surveys
- Traffic volumes/speed data

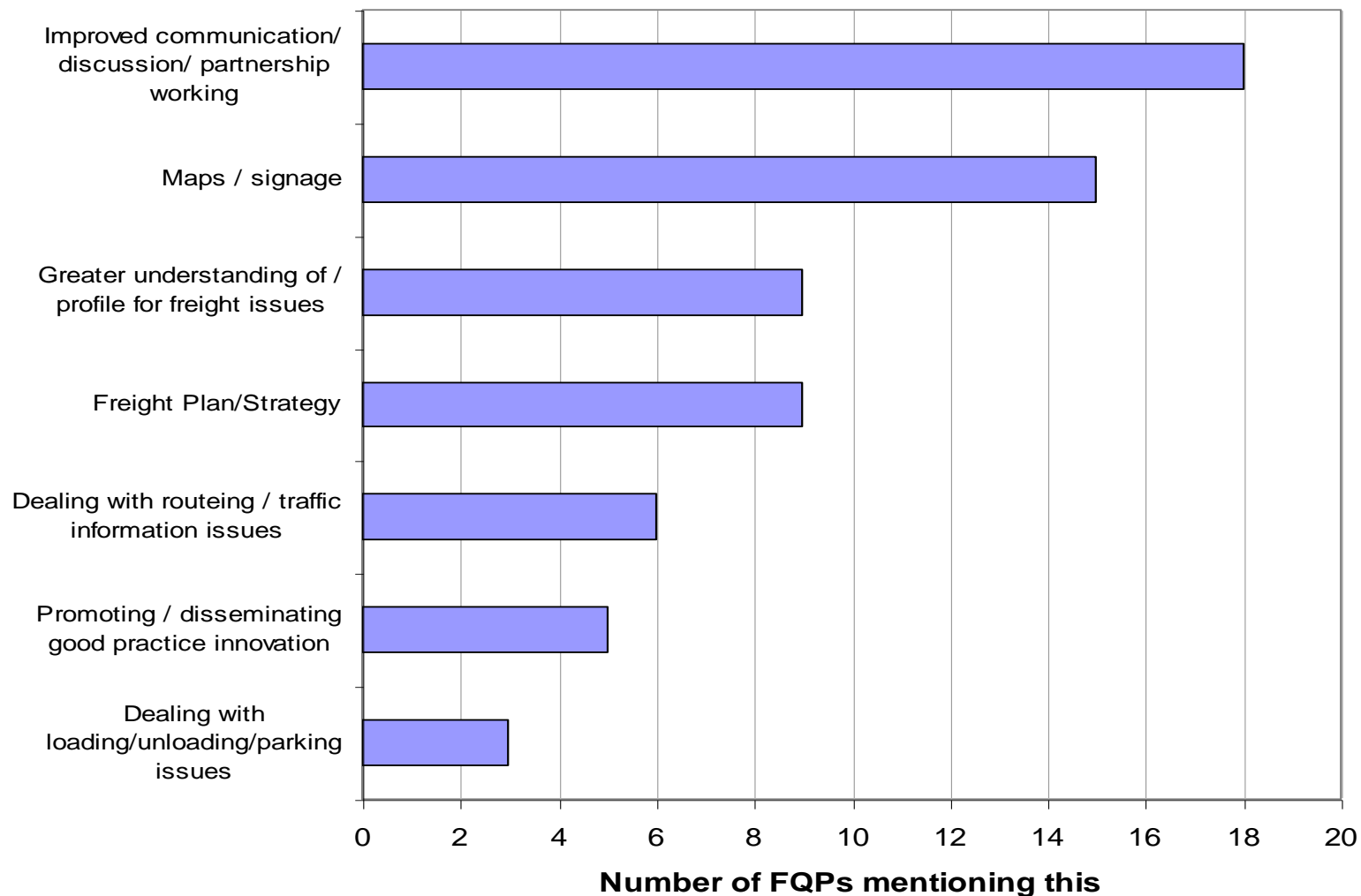
Infrastructure projects

- Driver information boards in lay-bys
- Legal loading streetscape works
- Signage improvements
- Loading bays in town centres

FQP outputs



FQP view most important achievements



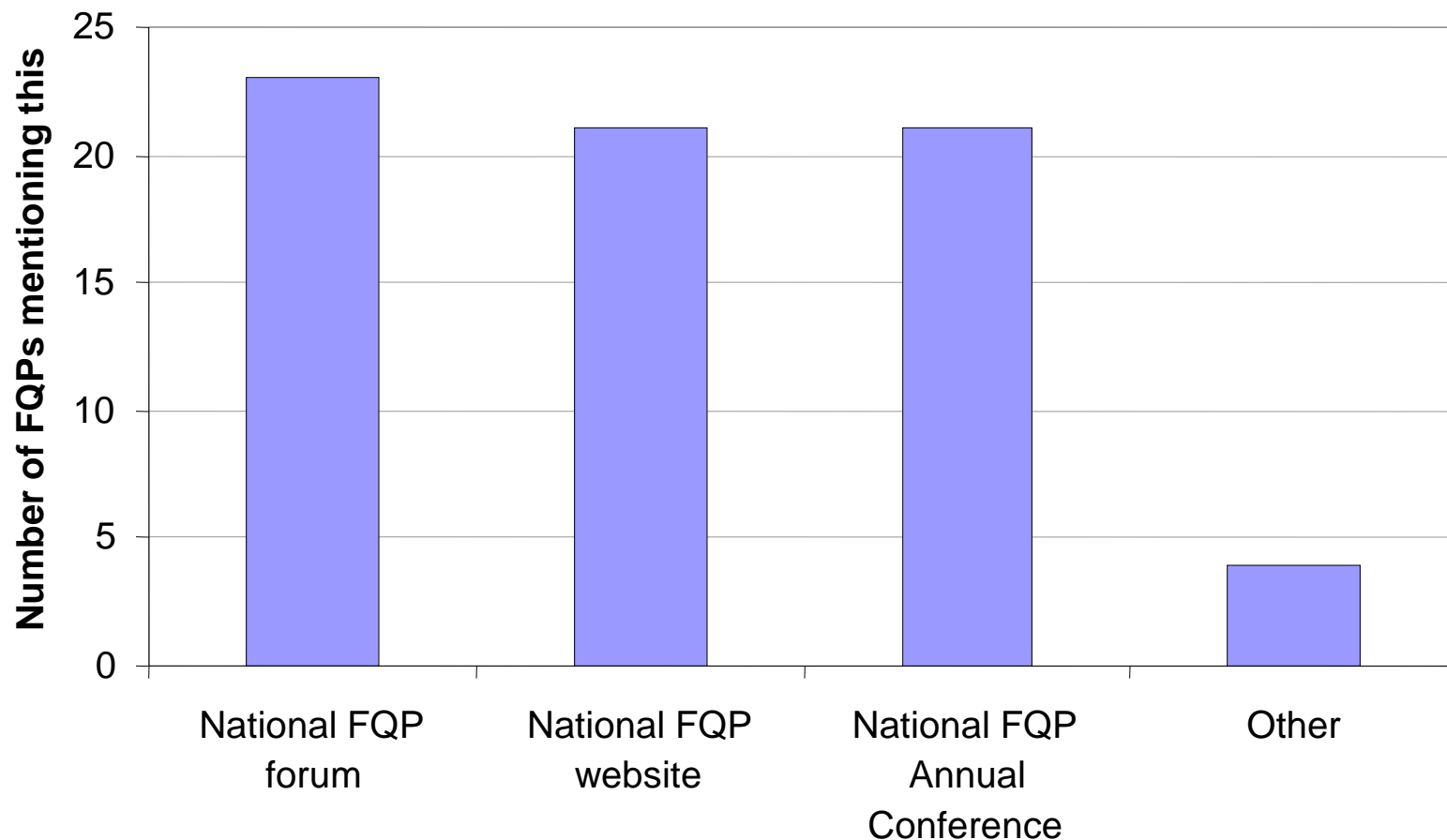
Challenges

Category of challenge currently faced	Number of FQPs mentioning this as among most important challenges
Maintaining interest/focus/momentum	24
Funding / resourcing issues	11
Retaining / attracting members / attendance	9
Lack of public sector understanding / Negative public view of freight	8
Public and private sector relationship problems / lack of agreement	7

Topics where FQPs would like to gain views from other FQPs

Topic	Number of FQPs
➤ Deciding the issues to be dealt with by an FQP	17
➤ Producing good practice information	15
➤ Implementing new/revised policy measures	14
➤ Developing consultation work (i.e. working with freight transport stakeholders on a particular issue)	14
➤ Setting up an FQP	13
➤ Developing non-road freight work (i.e. rail and water)	13
➤ Producing maps	13
➤ Carrying out research projects (e.g. feasibility studies, scoping studies, evaluation studies)	12
➤ Producing guides	12

Actions to strengthen the FQP approach



Conclusions

- **Evaluating (and valuing) the work of FQPs**
- **National research and guidance to inform and support FQPs**
- **The benefits of sharing ideas and information**
- **Combining short term achievements with long term goals**
- **Funding and resourcing issues**

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Creating 'win / wins'

Dan Evanson

Transport for London

2nd December 2010



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Workshop session

Identify the



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The Freight Operator Recognition Scheme (FORS)

Dan Evanson

Transport for London

2nd December 2010



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Objectives

- Explain where FORS began
- Explain FORS' contribution to London
- Understand the FORS membership
- Outline current FORS benefits

Why take Action?

Population

Currently 7.7 million

By 2031 = 9 million

An increase of 1.3 million
(14%)

Employment

Currently 4.5 million jobs

By 2031 = 5.5 million jobs

An increase of 1 million
(20%)

Vehicles

- 2001
 - 512k LGV trips to, from, within London
 - 107k HGV trips to, from, within London
- 2031
 - 25% increase in trips (Vans = 30%)

Objectives

Economy

- Support London's Growth in population and balance the needs of freight with other road users

Environment

- Tackle poor air quality and freight's contribution to CO₂ & emissions

Social & Safety

- Reduce number of 'Killed or Seriously Injured' (KSI) incidents associated with freight and reduce the negative impacts of freight

Introduction to FORS

FORS unique, industry-led membership scheme to transform freight delivery in London

- measure and compare performance
- helps operators improve lawfulness and use of best practice
- links to procurement

FREE TO JOIN, voluntary and open to any company operating vans or lorries within London

3 levels of recognition:



FORS Contribution

Captures performance data to evidence the benefits to operators businesses and Londoners

Economy

Generates efficiencies – average **55%** reduction in parking tickets reported by silver members

Environment

Silver members have recorded a **3%** improvement in MPG and associated reduction in emissions

Social & Safety

Encourages greater emphasis on safety – average **13%** reduction in collisions reported by silver members

Who is involved in FORS?

Strategic Partners



Key Suppliers



FORS Membership process

Application

Assessment

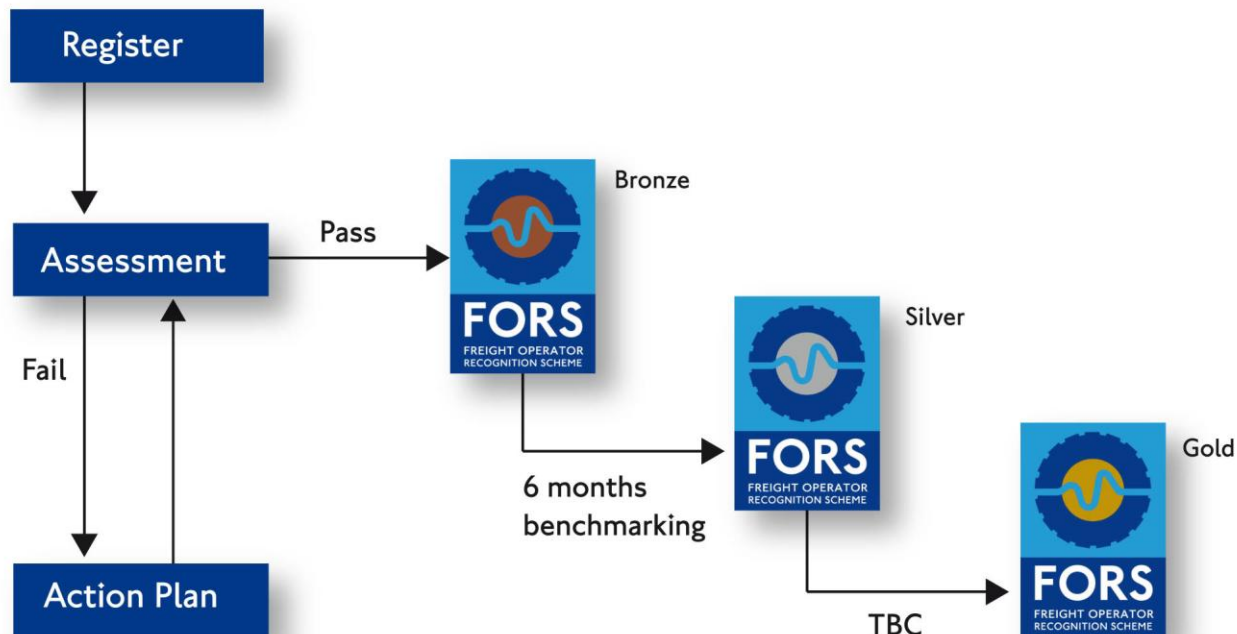
Review

Benchmarking

Further progression



Current membership progression



So, how does it work?

FORS bronze assessments

- Bronze assessments are probably the biggest step an operator takes when joining FORS
- No one expects to fail, but circa 25% do
- Crucial that we provide the guidance they need to achieve the standard
- We provide information pre and post the assessment

Membership figures

- FORS captures **67,513** vehicles operating in London
- **39,228** are operated by bronze members
- **9,209** are operated by silver members

486 registered members

265 bronze

35 silver

FORS Membership

Coca-Cola Enterprises Ltd



Balfour Beatty

ASDA
part of the **WAL*MART** family










moja
couriers



 **KIER**

- Size is not an issue: 5 members have only 1 vehicle
- Largest fleet: One member has registered over 5,000 vehicles
- Almost 2 thirds of London boroughs have registered vehicles

FORS Benefits

	Driver licence checks		Driver profiling		FORS logo
<p>Are your drivers on the road legally? Find out quickly and easily</p>		<p>Use the latest technology to help develop your drivers</p>		<p>Display your FORS status by using our logo on your vehicles and stationery</p>	
	Fuel advice		PCN advice		Bencharking
<p>Practical tools and advice to help cut your costs</p>		<p>Help to limit the impact PCNs have on your business</p>		<p>Move through the FORS membership levels</p>	
	Workshops		Toolkits		Online driver training
<p>Best practice advice direct from leading industry experts</p>		<p>Tailored advice to help improve your fleets performance</p>		<p>Helping your drivers become safer, greener and more efficient</p>	

(For details see: www.tfl.gov.uk/fors)

FORS Workshops and Toolkits

3 workshop/toolkit topics:

- Fuel
- Penalty Charge Notices
- Safety

Each toolkit contains:

- Data collection tool
- Information Factsheets
- Linked to benchmarking
- Supported by workshop content



FORS Seminars



Development of workshops on new topics

- Noise
- CO₂

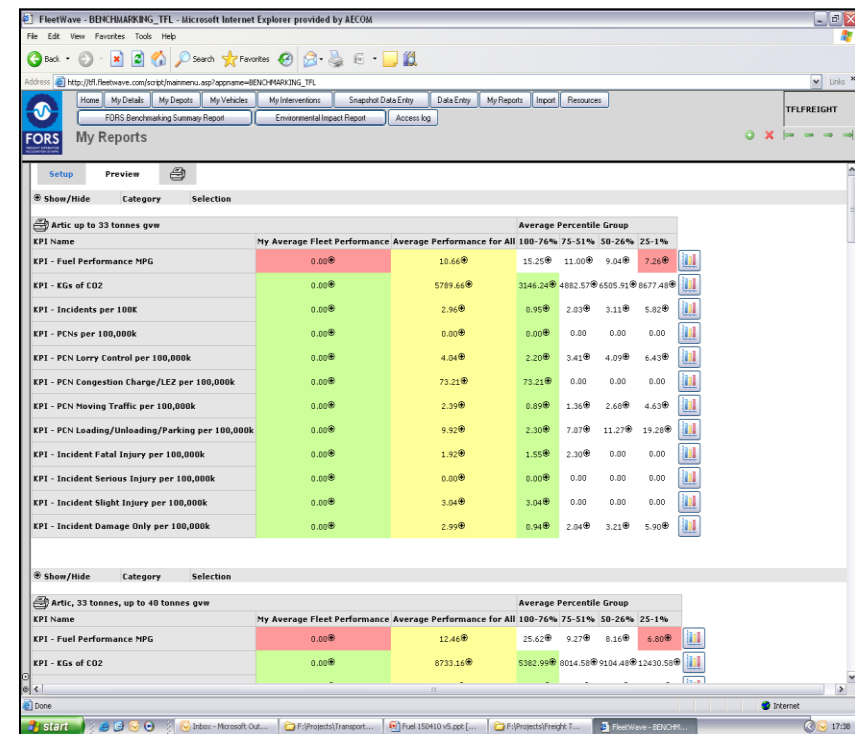
Also arrange seminars, held at members premises. These provide an opportunity to share best practice, experiences and network

Benchmarking

Online Benchmarking

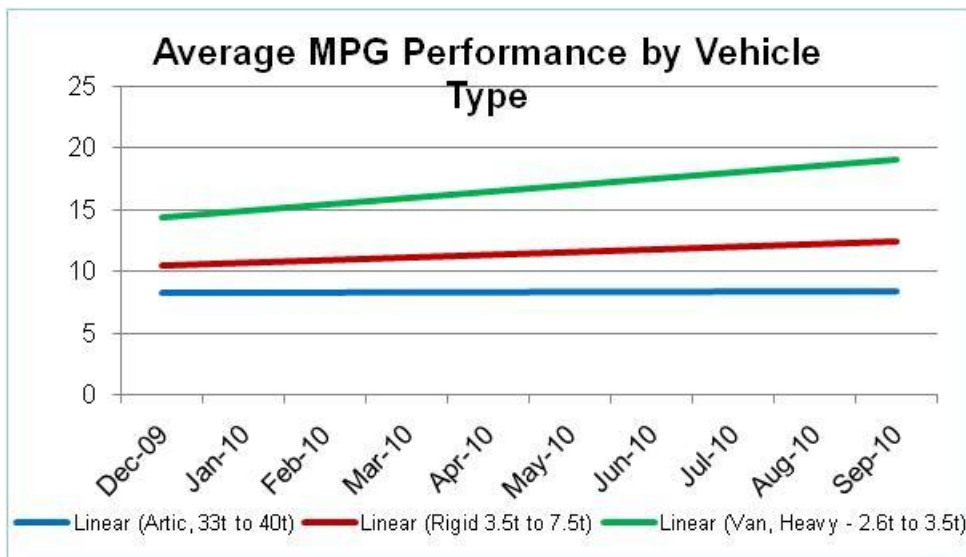
Allows members to move through FORS membership, and:

- Compare their performance
- Identify areas for improvement
- Develop targets
- Demonstrate their efficiency



Benefits of benchmarking

Benchmarking data allows us to quantify some of the benefits of FORS to both operators and London:



- Measure improvement
- Distinguish between vehicle types
- Analyse KPIs or industry sectors

Offers and discounts

A range of benefits with a safety theme:

Current partners:



Prospective partners:

- Vehicle Manufacturer
- Maintenance Services
- Fuel Card
- Recovery Services
- Insurance
- Freight Exchange

Free FORS On-line Driver Training

Covering 3 topics:

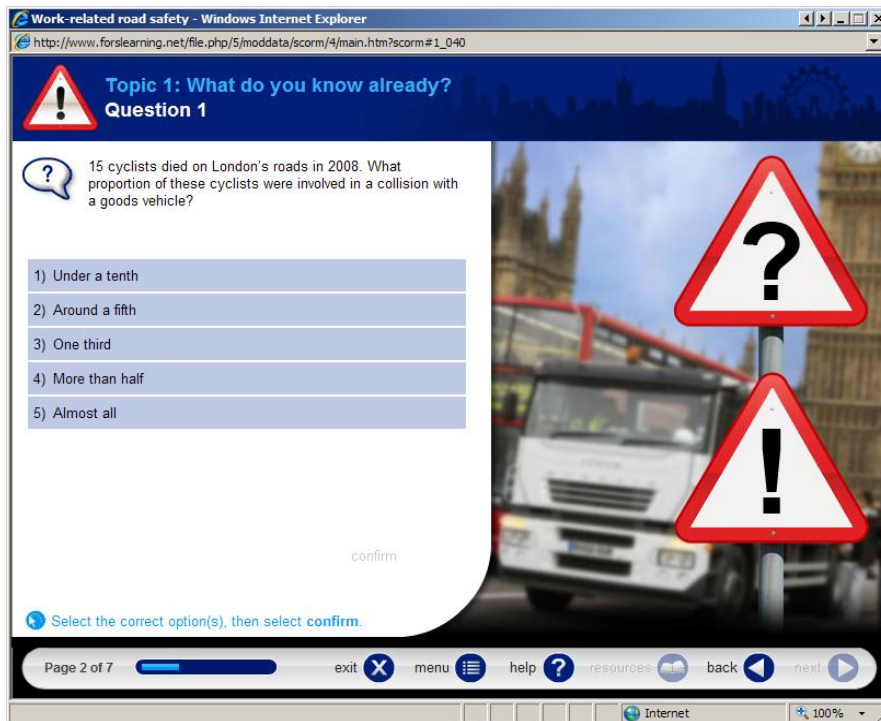
- Safety
- Fuel
- PCNs

Consists of:

- Short quiz
- 30min training module
- Test
- Certificate

Advantages:

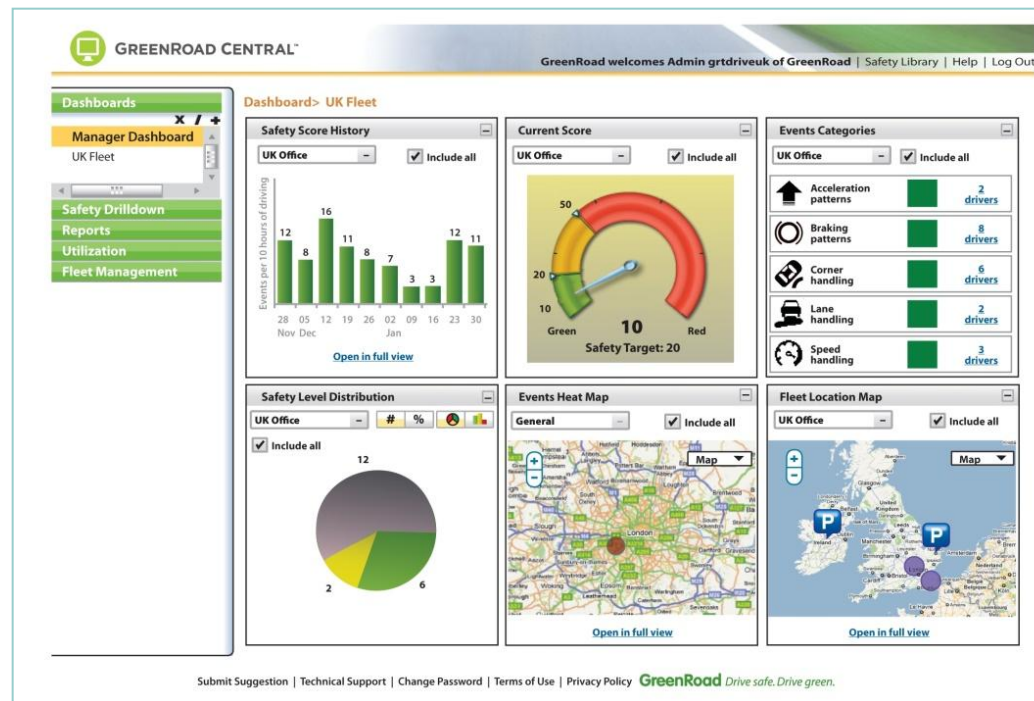
- Allows fleet manager to assess the standards of their drivers
- Free, easily accessible training
- Paced to suit the drivers abilities



Driver Profiling

Aims to provide drivers and fleet managers with insight into behaviours and patterns.

- 3 month free trial via FORS
- New features released online very regularly
- Enables implementation of lasting safety and efficiency improvements



Driver Licence Checking Service

Aims to provide an affordable means of verifying that drivers are on the road legally and reduce the time spend checking drivers' credentials

- Costs £4.95 per check
- Secure, comprehensive licence check using information direct from the DVLA
- Quick access to driver data 24 hours a day, 7 days a week
- Telephone alert service to warn you about any urgent issues

Funded Driver Training

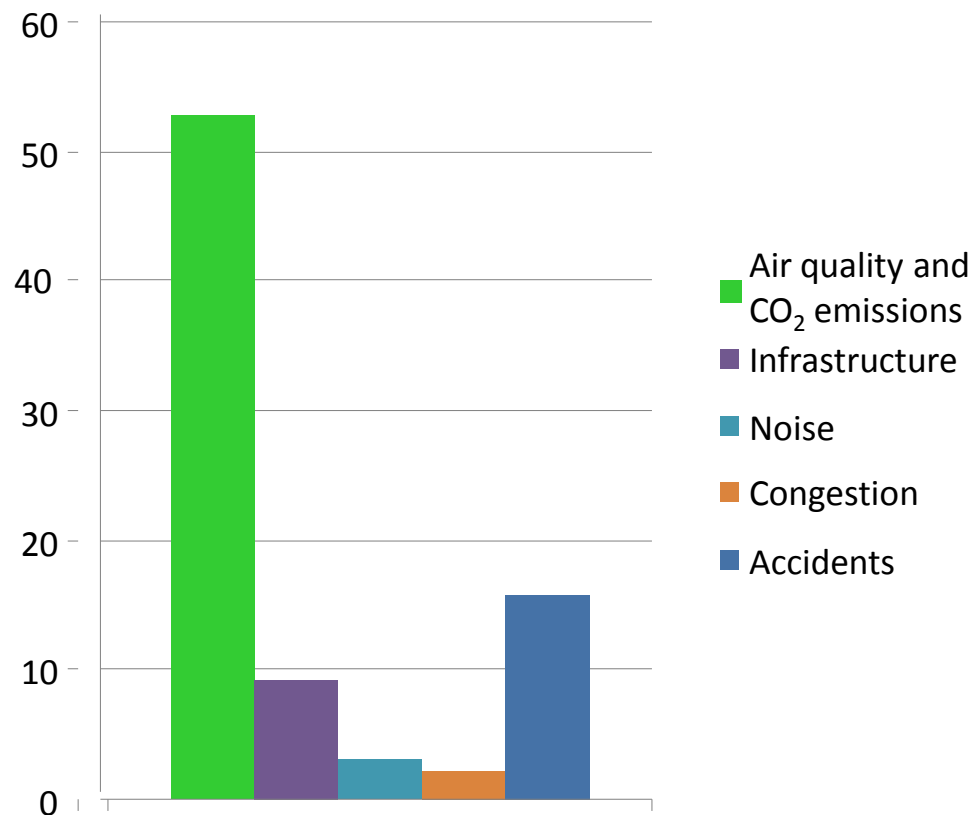


- Developed in collaboration
- Suits multiple interest groups (drivers, cyclists, lobbyists)
- Proving to be popular and cost effective
- Over 90% of attendees stated that their actions will change as a result

FORS Costs

	2008/09	2011/12	2015/16
Bronze Assessments		£200,000	£50,000
Benchmarking		£85,000	£75,000
Training and workshops		£90,000	£70,000
Helpline		£25,000	£20,000
Total	£1,780,000	£400,000	£215,000

Monetised benefits (£m) (not including Business benefits)



Total benefits 2008-2016 50% uptake

Benefit:cost ratio

2008-2016 12:1

FORS

Any Questions?



Freight Operator Recognition Scheme

An Operators View



Tradeteam is the UK's leading drinks logistics business. It was formed in 1995 with the sole aim of offering brewers, drinks brand owners and retailers cost savings through a number of tailored services.



Introducing Tradeteam

Number of Operations 27

No Employees 2,300

No Vehicles 600+

No Product Lines 2,000+

Customer Deliveries More than 30,000 to 'on trade' outlets each week, more than 7,000 primary 'off trade' trips each month

50 million items picked each year with a 99.88% accuracy

Tradeteam are part of the DHL group of companies



Introducing Tradeteam

Tradeteam deliver to pubs and clubs etc across the UK

Health and Safety of our Dray crews and the public is a concern when delivering into urban areas, every account is risk assessed prior to its first delivery.

Often the recommendations from the risk assessments put us in conflict with parking regulations, Tradeteam are former members of the PCN millionaires club !

Tradeteam only have a small window of opportunity to deliver due to noise and customer preference, normally between 07:00 & 19:00, we are often subject to noise abatement orders when we deliver outside of these times.

All our Draymen are highly trained, and any agency staff used by Tradeteam can only be used after completing a comprehensive training programme, the minimum period required to train a Drayman before they conduct their first delivery is two weeks.

Introducing Tradeteam

Transport for London



FORS
FREIGHT OPERATOR
RECOGNITION SCHEME

The future of London freight

Certificate of membership

Silver level

Tradeteam Ltd (Enfield)

December 2009

Membership number: 000011

A handwritten signature in blue ink, appearing to read 'David Brown', positioned above a horizontal line.

David Brown
Managing Director, Surface Transport
Transport for London

MAYOR OF LONDON

Transport for London



FORS Membership (Bronze)

To achieve the Bronze standard all FORS applicants are assessed against set standards related to transport operations and fleet management.

It's a great opportunity to have your fleet management systems audited and checked by somebody independent of our company.

The exit meeting allows both the assessor and the operator a chance to review what their operation is doing well and which areas they need to concentrate on to improve.

The assessors are happy to give operators examples of where they could potentially fall foul of regulations and suggest ways of implementing improvements.



FORS Membership (Bronze)

Some of the areas that the assessors check are, Fuel Management, driver licence checks, Health & Safety, training records, daily vehicle checks, driver handbooks, etc.

Once the suggested improvements are imbedded into operators processes the FORS assessor will revisit the operator, and if they are happy that all the areas covered in the assessment are in place and working correctly they will be awarded the Bronze membership.

Bronze membership promotes “Best Practice” within the freight industry so to be accepted as a member means you are among the best operators in the business.



FORS Membership (Silver)

To move to the next level we were required to produce six months worth of data relating to our day to day operation.

Firstly we attended a benchmarking training course supplied through FORS, which took us through the on-line benchmarking system.

Recording and analysing the data helps operators focus on areas of their business that require improvement, operators can also see how they measure against other similar operations.

Tradeteam entered six months of data and achieved FORS silver membership and were proud to be amongst the first group of companies to achieve this accolade.

Tradeteam has continued to record its data and is looking forward to progress to gold membership.



FORS Membership Benefits

Without doubt one of the major benefits to Tradeteam has been the FORS workshops and education of our line managers.

The workshops concentrate on areas that are important to maintaining legal, operational and safety know how for the freight operator.

There are also cost saving to consider, fuel saving workshops help operators to focus on the areas that can reduce fuel consumption and emissions.

The PCN workshops are a great example of “best practice” at work with most FORS members reducing their costs by adopting the FORS guidelines to avoid PCNs, Tradeteam for instance has reduced its exposure to receiving PCNs in Westminster by over 90%

FORS Membership Benefits

Being a member of FORS can also be a benefit when tendering for new contracts, customers are more likely to look at awarding a contract to the company who takes pride in running their business the right way, FORS membership can be used as proof that you can be considered amongst the best in your business.

Tradeteam and the FORS team have also been involved in safety trials with the testing of new style cameras and close proximity sensors on our vehicles to improve cyclists safety.

A cyclist safety video was also made using our driver training assessors and actors to promote safety awareness between cyclists and freight operators, another example of FORS and freight working towards a safer London.



FORS Membership

Tradeteam are proud to be pioneer members of FORS and will continually strive to improve our operations with the help of Transport for London and the FORS team to ensure we run a healthy company and provide first class service to our customers





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FORS, part 2

Barriers and lessons learnt

Glen Davies and Dan Evanson
Transport for London
London 2 December 2010



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Barriers to Success

As we've seen FORS can make a difference but there have been many barriers to overcome including:

- Culture & managing change
- Organisational resistance
- Available resources
- Existing process & procedures
- Generating sufficient expertise within the scheme

Communicating FORS

How do we promote FORS to operators?

Several simple messages:

- Operational Confidence
- Distinction
- Operational Efficiency
- Access to Advice and Guidance
- Offers and Discounts



Building on the FORS Brand

How successful are we?

- FORS is a recognisable brand
- FORS is supported by the Mayor of London
- FORS appeals to all industry sectors
- Benefits to business and to London can be proven
- FORS is relevant, useful and industry led as TfL responds to feedback from members
- But - assumes we continue to secure resources to deliver!

The key lessons

Keep it simple:

- » One simple message modified for multiple audiences – not multiple messages!!

Accept that operators are commercially led:

- » What seems obvious and attractive to the transport Authority may not be a priority for operators

Never too early to collate data:

- » Operators may believe that they have accurate data..... but often they don't. Without data, you can't prove the scheme's value



The Future

Three priorities:

- Wider recognition of the FORS standard
- Enabling others to assess an operator's suitability for bronze standard
- Enhance the offers and benefits to increase scheme attractiveness while becoming more cost effective

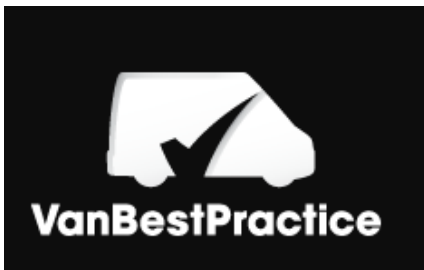


A single recognised standard ?

- Currently a confusing number of schemes and initiatives
- Sponsored by a wide range of organisations

Clear need for a recognised accreditation standard covering all forms of **fleet** assessments

- Increase understanding
- Increase compliance



Care4Air
South Yorkshire Clean Air Campaign



Assessment of the standard

Variety of existing schemes covering similar content

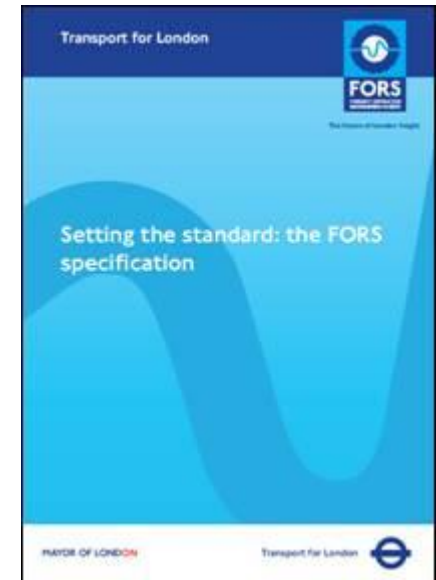
- Different emphasis; e.g. safety, air quality, fuel management etc

By widening assessment methods

- Reduce costs to TfL
- Helps to widen recognition
- Increases membership

Issues:

- May require a modular approach
- Need to ensure that accredited assessments are readily available and transparent



Enhancing the Benefits

FORS requires benefits that:

- Attract new members
- Encourages existing ones to adopt best practice

Future benefits:

- Cost-neutral or better
- Stimulate the uptake of best practice
- Easy to understand and capture benefits
- Simple
- Provide a benefit to operators and London

Conclusion

- Not an easy journey – but FORS is now a proven brand, and is transferable
- Developing FORS elsewhere will be quicker and will involve far less cost
- Crucial to be aware of other initiatives to avoid duplication of effort or competition
- Working in full partnership is critical to success

Thank you

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~ break ~



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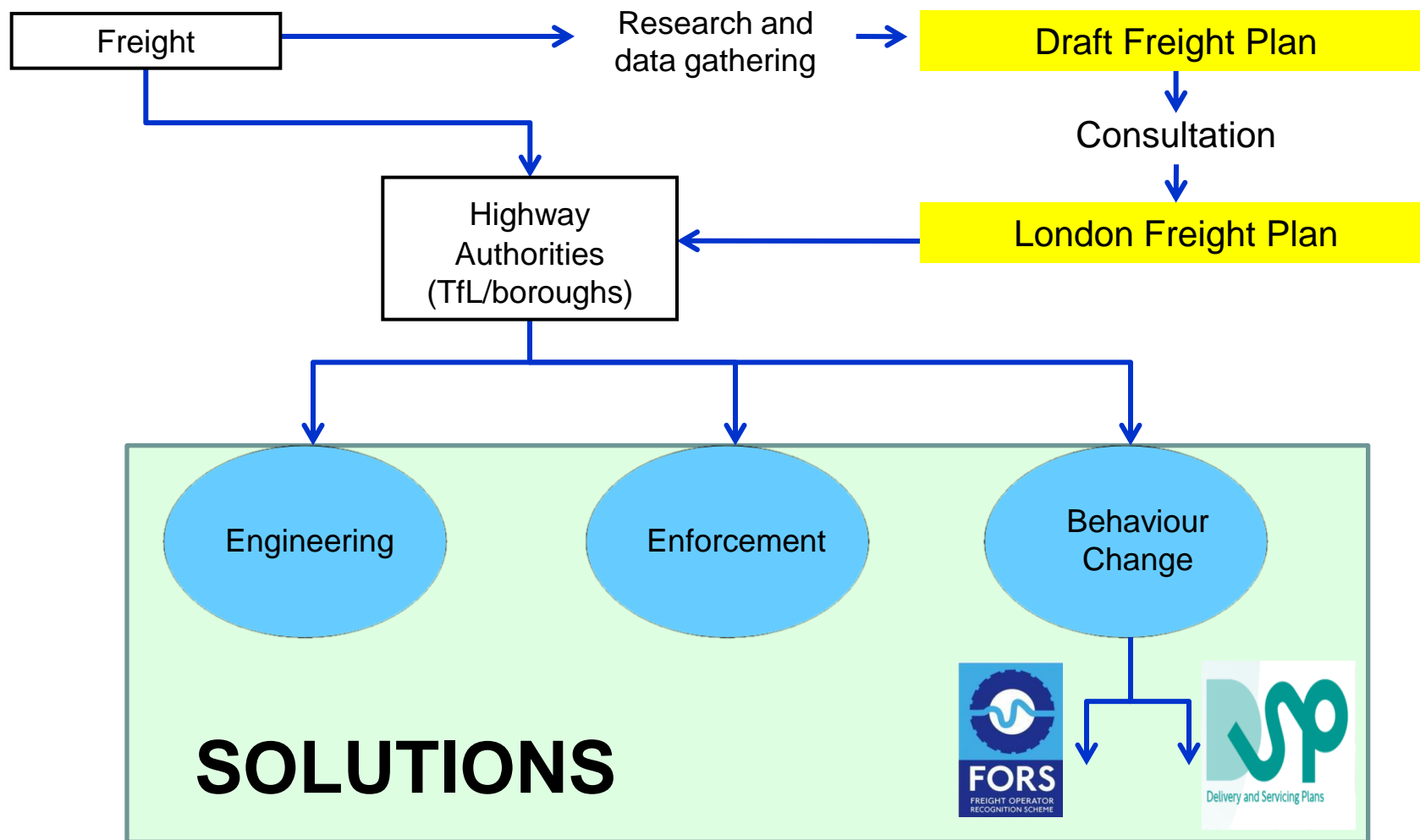
London Approach – Transferability

*Transport for London
3rd December 2010*

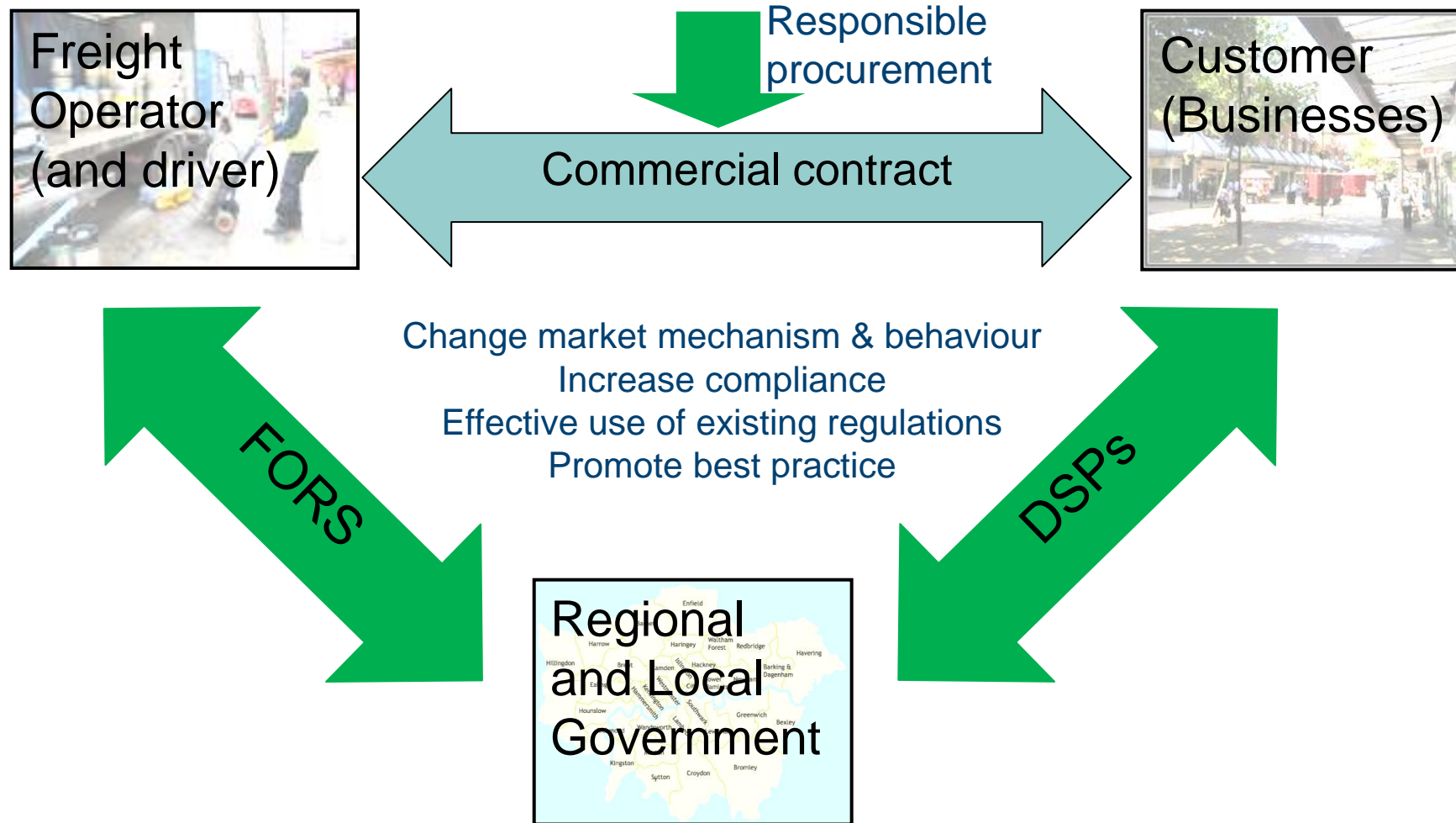


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The London approach



How new approaches work together



Transferability ?

What are the barriers to transferability?

- It wouldn't work here
- It's too expensive
- Industry won't support it
- Trucks don't vote
- Politicians will only support people movement
- How do we know what to do first?
- Why not?
- Look to partnerships
- 1 in 6 vehicles in London now in FORS
- } Get the 3 parties talking
- Up to you!

Strategies to encourage transfer

- Build the evidence base
 - » something is wrong
 - » something can be done
 - » a reason for doing 'something'
 - » that the benefits can be measured
- Partnership
- Policy
- Leadership



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~ lunch ~



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