



Fleet Operator Recognition Scheme

Annual Report 2015



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FORS – setting the standard



John Hix
Director, FORS
Community Partnership

▲ 32%

Increase in the number of
FORS accredited organisations

50

Fully trained FORS auditors
by the end of 2015

Welcome to the FORS Annual Report for 2015. The report sets out the activities, development and growth of the Fleet Operator Recognition Scheme (FORS) and serves as an important record of our first year under the management of the FORS Community Partnership.

In 2014 Transport for London (TfL) decided to transfer FORS, which had been run by TfL since its inception in 2008, to be operated through a concession arrangement with the remit of expansion of the scheme beyond London. With the appointment of the FORS Community Partnership (FCP), led by AECOM, as the concessionaire, the FORS opportunity is now available to other authorities and transport buyers across the UK to take up the option of benefiting from arguably the world's most forward-thinking best-practice scheme for fleet operators.

Authorities and transport buyers across the UK can now ensure that their supply chain will operate industry's best practices at every level, raising the standards of their operation beyond the minimum statutory requirement. FORS also provides the industry with an opportunity to unite around

a single set of best-practice standards, therefore cutting through the potential multiplicity of operating standards.

This report describes the remarkable growth in the number of organisations achieving FORS accreditation — over 30 per cent up during the year together with increasing numbers of both managers and drivers undergoing FORS training. And the audit team, in many ways the face of FORS, has grown from 23 to 50 fully trained FORS auditors.

The FORS Community Partnership recognises that we are privileged to have been selected to drive the development and growth of the scheme. This privilege brings with it an immense responsibility in safeguarding and upholding the FORS Standard which has been developed and evolved since 2008. We have therefore been busy on a number

of fundamental tasks to ensure that the expanded FORS builds on sound foundations and continues to grow its reputation for independence and excellence amongst authorities, transport buyers and operators.

Our main aims for our first year of operation were to ensure that we maintained the support base of our members and supporters and continued the excellent work of our predecessors in managing the scheme to ensure progression in growth and development of the scheme. The impressive growth of our membership is a demonstration of the industry's continuing support for FORS as a force for good which constitutes the set of standards to embrace. We are also immensely encouraged by the continuing support from our members and organisations specifying FORS as a prerequisite for fleet operators wishing to join their supply chain.

We have been particularly privileged to have a very large body of responsible and forward thinking operators and local and national authorities supporting our Governance and Standards Advisory Group (GSAG) ably led by Steve Agg Chief Executive of CILT until 31 December 2015. I am delighted to confirm that Steve has agreed to continue to lead the FORS Governance and Standards Advisory Group in 2016.

Much has been done in our first year by our professional and competent team of helpline staff, trainers, auditors, programme managers, technical and development and support staff from AECOM, CILT and Fleet Source who form the FORS Community Partnership concession team. However, we are mindful that much more remains to be done and we are only at the start of a long journey to ensure FORS becomes completely synonymous with the highest operating quality mark well beyond its current sphere of operation.

Our vision is to enable all fleet operators to attain and maintain the best possible level of productivity and efficiency with the least impact on society and the environment, and to facilitate continuous improvements in operating standards. FORS silver and gold members are now achieving a 17 per cent reduction in collisions and a 4.3 per cent improvement in fuel use over the previous years' figures. We hope to further improve on these advances.

The depth of support for FORS across the UK has been overwhelming. Without this commitment from individuals and organisations to champion standards and seek continuous improvement there would be no FORS. On behalf of the FORS Community Partnership I would like to thank the entire community of FORS operators, suppliers and supporters for their ongoing support.

John Hix
Director, FORS Community
Partnership

February 2016

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John Hix, Director, FORS
Community Partnership

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FORS – assured and accredited

FORS — the Fleet Operator Recognition Scheme — sets best practice at the heart of commercial vehicle fleet operations. It encompasses all aspects of safety, fuel efficiency, economical operations and vehicle emissions. By a combination of fleet audits, personnel training and advisory support FORS helps improve operators' performance in each of these areas.

Critically, it provides customers with the assurance that a FORS operator is committed to the best possible standards of safe and compliant operation. In practical day-to-day business reality this has meant that many contracts are now subject to the fleet operator being required to achieve FORS accreditation. And that accreditation not only provides the tools to help operators become safer, greener and more efficient, but proves to existing and potential clients that the fleet has credentials as a high performing operator which adheres to high quality standards. And all of this process contributes to greater efficiency, lower costs and improved performance.

FORS accreditation comes at three levels — bronze, silver and gold — providing the operator with an opportunity to demonstrate a continuous process of operational performance including reductions in fuel consumption, carbon output and incident and collision rates, together with increases in staff training and promotion of the FORS Standard.

To become FORS bronze accredited, operators must prove that they meet safety, efficiency and environmental standards above the regulatory baseline and

this is checked during a formal company audit carried out on their premises by an independent FORS certification body. Maintenance of the accreditation is dependent on an annual review either through physical audit or submission of evidence. Organisations which either purchase or set the specification for fleet services increasingly demand that their suppliers are FORS accredited.

A progressive range of standards allows and encourages the operator to continuously improve performance. Progression to silver or gold accreditation is not mandatory but may help to comply with more rigorous procurement conditions.

Silver requirements are aimed at drastically improving the overall safety of an operator's fleet vehicles. Meeting FORS silver in turn ensures compliance with both the CLOCS Standard for Construction Logistics and TfL's own Work Related Road Risk (WRRR) contract conditions. Gold requirements primarily involve best practice measures, including operators promoting the FORS Standard to their supply chain, and demonstrating meaningful improvements against the baseline data gathered in FORS silver.

The FORS Standard is recognised as appropriately safe and professional for an industry which conducts much of its work on the public highway in close proximity to vulnerable road users, workers and members of the public. Commercial vehicle fleets recognise the financial and operational benefits of high standards of legal compliance and

productive performance within a mechanism which allows them to display and claim credit for their best practice accomplishments. The scheme has promoted the commercial benefits of safety and best performance, achieved without cutting corners for reasons of economic savings or operational convenience.



FORS 2015

In 2006 Transport for London (TfL), recognising the value of improving vehicle operations in one of the world's leading cities, conceived the idea of an accreditation scheme which would acknowledge the safe and compliant operation of participating vehicle fleets and certify their status as a suitable company, worthy of public respect and fit to do business with.

With the appointment of the first permanent FORS Manager, 2007 saw a period of research, development and laying the foundation for the scheme as it stands today. A Pioneer Partnership of 44 forward thinking fleet operators was established to ensure an industry led approach to the scheme, help define levels of recognition and advise on the support and guidance needed to promote industry best practice. A FORS audit team was appointed, made up of Metropolitan Police traffic officers from the Commercial Vehicle Education Unit and the first FORS best practice workshops were developed and delivered. After engagement with the British Standards Institute and the DfT's Freight Best Practice scheme, the initial FORS bronze standard was developed and published.

As such in 2008 FORS, then known as the Freight Operator Recognition Scheme, was launched

as an accreditation standard for commercial vehicle operations serving Greater London. Subsequently it has established an appropriate standard of operation for vans, lorries, mini-buses and coaches, and is designed to provide sound vehicle management procedures which support safe, economic and efficient operations combined with confidence and peace of mind for the customers they contract with that they take safety and compliance seriously.

Although its conception, birth and application were all in London, by 2015 the process had proved so effective that it was extended across the whole UK. With around two thirds of accredited operators already based outside the M25, and FORS approved fleets located all over the UK, indeed with some operators in Europe, that decision was inevitable.

Accordingly, in January 2015, and following an extensive and thorough procurement process, Transport for London appointed the transport specialist consultancy AECOM to manage FORS for the next five years thus enabling FORS to become a national scheme using a sustainable business model to cover operating costs and future development. This was followed by the creation of the FORS Community Partnership (FCP), comprising AECOM, the Chartered Institute of Logistics and Transport (CILT) and Fleet Source, established to administer, promote and manage the scheme. As well as the day-to-day management of FORS, the partnership is responsible for the development of the scheme nationally, making FORS accreditation available to fleet operators across the country.

Within the partnership AECOM is responsible for management of the concession and development of benefits for members as well as operating FORS Online and the FORS Helpline.

CILT is responsible for governance of the scheme and the creation and monitoring of standards, together with communications and the provision of workshops and training.

Fleet Source is responsible for certification — for audit management and delivery, and for workshop management and delivery.

The announcement of the FORS Community Partnership formally triggered the transition period and mobilisation plan to transfer the scheme to the new concession arrangement. The transition process covered all aspects of the scheme, from detailed administrative requirements to broad communications informing operators of the new arrangements, as well as establishing a new Governance and Standards Advisory Group (GSAG).

It was FCP's aim to maintain 'business as usual' during the immediate handover stages. At each stage of the transition process, FORS operators were informed of key developments through the weekly eNews bulletins. Detailed FAQs were posted and updated on the FORS website and there were wider communications to the trade press.

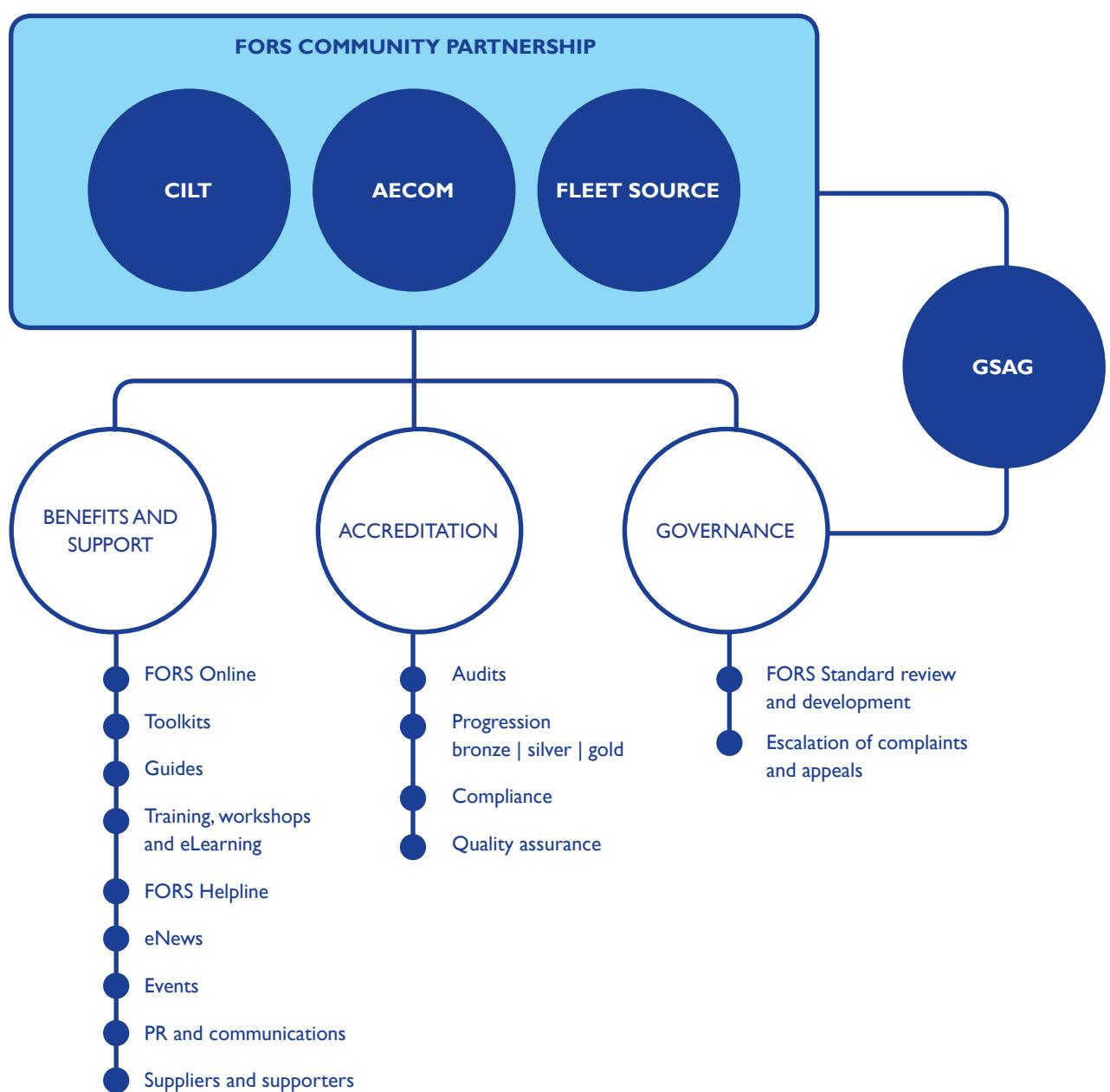
A major aspect of the transition process was the introduction of fees for subscriptions and audits. These became effective for new FORS registrations from 17 February 2015. In order to provide a sufficient notice period and to ease the immediate cost for operators a system of waived and discounted fees for 2015, based on operator renewal date, was also provided.

By 17 February 2015 a team of 23 FORS auditors, trained to newly introduced competency requirements, was in place and ready to undertake all new audit bookings.

On 4 June a programme of some 44 UK wide FORS Practitioner workshops was launched in addition to the existing London programme which had been running throughout the transition process.

A great deal of progress was therefore achieved in this important new phase for FORS, establishing the scheme and its supporting systems on a firm footing for the rest of 2015 and beyond.

STRUCTURE OF FORS ACTIVITIES



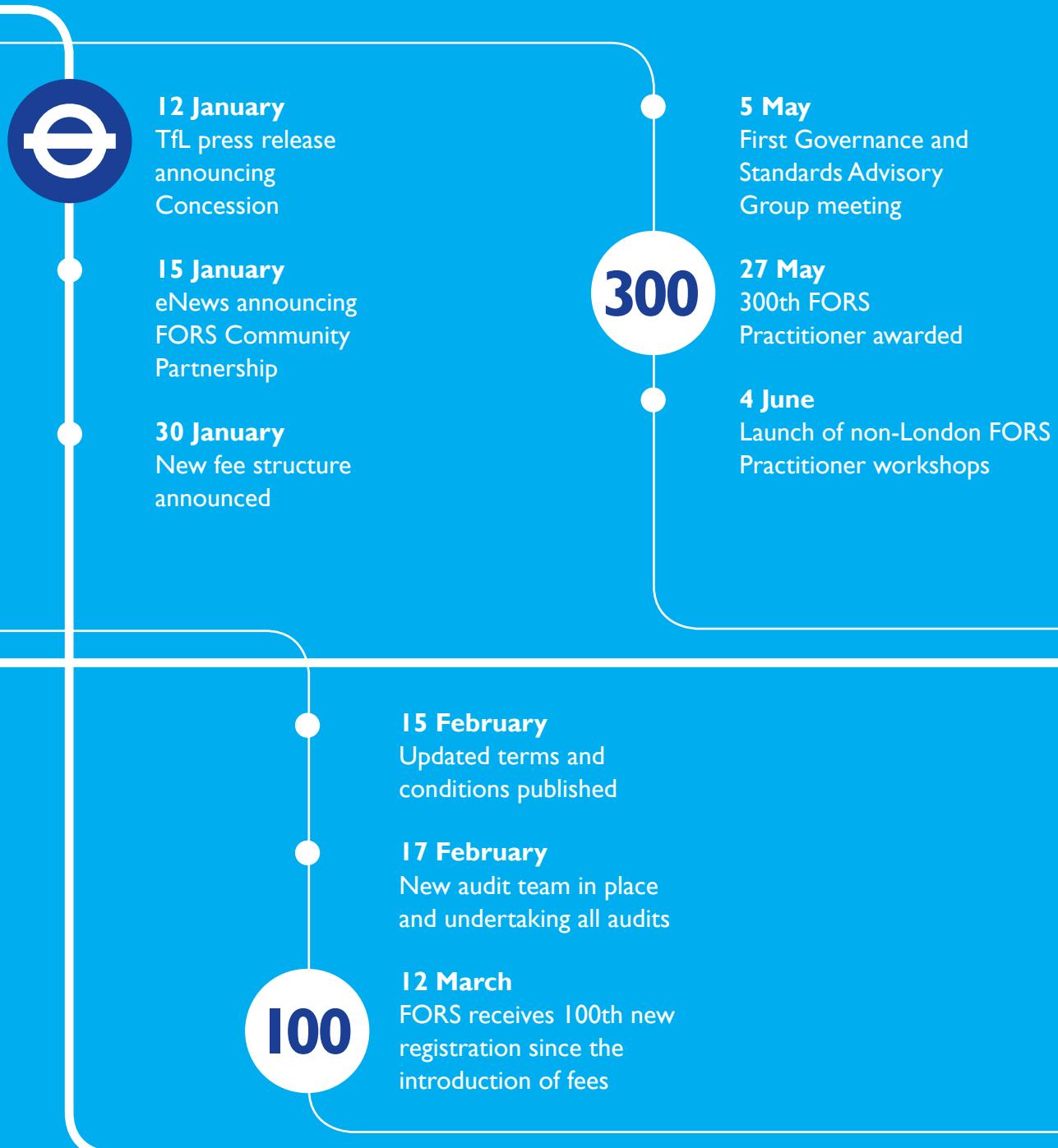
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The ultimate target for FORS is to be adopted as the single national standard of safe and efficient operation by the UK transport sector. A robust and respected standard that is universally recognised by both vehicle operators and those that contract them to the benefit of both the UK industry and economy and of all fellow road users.

**Steve Agg, Chairman, FORS Governance
and Standards Advisory Group**

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FORS transitional milestones 2015





4 June
FORS twitter
feed launched

2 July
Second Governance
and Standards Advisory
Group meeting held in
London's Guildhall

13 August
Revised FORS eLearning
modules launched

3,500

6 November
Industry suppliers
invited to become FORS
Suppliers and Supporters

10 December FORS
passes the 3,500
accredited operator mark

300

27 August
FORS awards the
300th silver accreditation

100

17 September
FORS awards the
100th gold accreditation

30 September
Third Governance and
Standards Advisory Group
meeting held in Newcastle

Governance and Standards Advisory Group (GSAG)

An important development undertaken by the FCP was establishing a new body of industry and governmental stakeholders to oversee the FORS Standard and advise on how best to develop the scheme.

The Governance and Standards Advisory Group (GSAG) is a group established by the FCP to:

- monitor operational compliance with the FORS Standard and terms and conditions
- be a credible and technically competent body able to set and administer the requirements of the FORS Standard
- ensure that the FORS Standard is subject to continuous improvement, remain relevant to industry's needs and compatible with all relevant legislation
- recommend changes, improvements and additions to the scheme as appropriate
- ensure the integrity of the scheme and the brand
- champion the development and growth of the scheme

Appointment and composition

The GSAG has standing members from AECOM, the Chartered Institute of Logistics and Transport (CILT), Fleet Source and Transport for London.

Additional appointees are sought from a range of businesses and other interested parties to provide a broad spectrum of expertise and knowledge. These include FORS members, champions, industry bodies and regulators. All group members are expected to provide positive contributions in support of FORS, its standards and the growth of the scheme.

In addition to appointed members GSAG may invite individuals with required experience or expertise to attend and/or advise the group.

Term of office

Each representative is invited to serve an initial term of office of two years extendable by an additional year. Appointments can be renewed by the FCP at their discretion, for any length of time up to the end of the concession. Should any individual stand down for any reason additional invitations may be issued by the FCP in order to maintain numbers.

Working groups

The GSAG may commission and enable working groups to progress and/or complete specific projects and programmes as appropriate.

Chairman and secretariat

The FORS Community Partnership board is responsible for nominating the chairman of GSAG. The secretariat function for the board is fulfilled by the Chartered Institute of Logistics and Transport.

Members of the GSAG

Steve Agg

Chairman of the GSAG is Steve Agg. Following a lifetime career spent in the transport and logistics sector, including appointments at Danone and the Freight Transport Association, Steve retired from his position as Chief Executive of the Chartered Institute of Transport and Logistics in December 2015 after ten years' service. He has wide experience across the range of transport and logistics skills and administration.

FORS is immensely fortunate to have the involvement of operators and supporters drawn from the FORS membership, local and statutory authorities and representative groups.

GSAG members



City of London Corporation
Vince Dignam



Confederation of Passenger Transport UK (CPT)
Stephen Smith



DHL UK
Philip Roe



Driver & Vehicle Standards Agency

Driver and Vehicle Standards Agency (DVSA)
Gordon MacDonald



Freight Transport Association (FTA)
Sally Thornley



Hanson UK
Ray Govier



Highways England
Samantha Twining



High Speed Two (HS2) Ltd
Neil Cox



IRTE
Ian Chisholm

John Lewis Partnership



Mineral Products Association (MPA)
Jerry McLaughlin



North East Combined Authority
John Bourn



O'Donovan Waste Disposal Ltd
Jacqui O'Donovan



Road Haulage Association (RHA)
Richard Burnett

SKANSKA

Skanska
Julie Madoui



Transport for London
Glen Davies



Tarmac
Garry Lewis



TNT
Andrew Lowery

Travis Perkins

Travis Perkins
Ron Searle



Veolia
Gary Clark

GSAG 2015

GSAG underwent a very busy period in its foundation year of 2015.

After the approval of the FORS vision and mission the group advised on the development of key FORS procedures regarding:

- suspension and termination process
- FORS Standard review process
- driver training requirements
- driver licensing requirements

The group approved development of a FORS Practitioner refresher workshop that can be undertaken by all existing Practitioners when their current accreditation expires five years after completion of the original course.

It also convened a sub-group tasked with reviewing Whole Fleet Accreditation (WFA) which provided guidance on aligning the frequency of bronze renewals for silver and gold WFA organisations with the existing frequency for non-WFA silver and golds. The sub-group has also agreed to work towards achieving more flexible processes regarding WFA evidencing ongoing compliance to FORS bronze.

GSAG members also form an appeals panel to independently adjudicate on complaints and suspension decisions taken by the scheme.



Auditing operations

The FORS Standard is the backbone of the scheme and sets out the quality criteria against which organisations are audited. In order to qualify for FORS accreditation, applicants are audited to ensure that they meet the best practice standards set out under the scheme relating to legal compliance, safety, efficiency and environmental protection.

Fleet operators must document all policies and processes covering all of the mandatory requirements of the FORS Standard and importantly they must be able to demonstrate, at audit, that these policies and procedures are being adhered to. FORS audits are designed to certify this process and to ensure adherence to the required standard.

The FORS Community Partnership took responsibility and commenced delivery of FORS audits from 17 February 2015.

Auditors

The FCP has established a fully qualified auditing team which, by

the end of 2015, constituted 50 auditors available across the UK. FORS auditors are long term and highly experienced personnel with substantial transport and logistics experience and each auditor has undergone FORS approved auditor training in addition to continuous performance monitoring. The FCP also has a team of seven international auditors covering 13 European countries.

Audits

During 2015 the FCP undertook 3,074 UK audits for bronze, follow-up and re-approval audits together with 812 silver and gold audits. 16 European audits were carried out.

The FCP undertakes to progress audit requests as quickly as possible. In 2015 the average time from an operator requesting an audit to the audit being booked was 1.5 days, and all audits were delivered within 29 days of being requested.

Pass/failure rates

During 2015 audits resulted in pass/failure rates as follows:

Pass

55.0 per cent

Pass subject to action points

24.5 per cent

Failed

20.5 per cent

2015 AUDIT PASS/FAILURE RATES



Between June and September 2015 the three most common reasons for failure were:

- applicants' inability to meet the FORS requirements relating to vulnerable road user safety (equipment, signage, under-run protection, mirrors)
- insufficient inspection and maintenance programmes
- problems with adequate record keeping

FCP reacted to this information by undertaking a significant awareness campaign with existing operators to ensure compliance relating to the vulnerable road users responsibilities which resulted in a reduction of its top three failure rate status by the end of the year.

FCP continues to closely monitor its own audit processes and the performance of individual personnel in order to ensure a consistent quality of audit standard and performance across the UK and Europe.

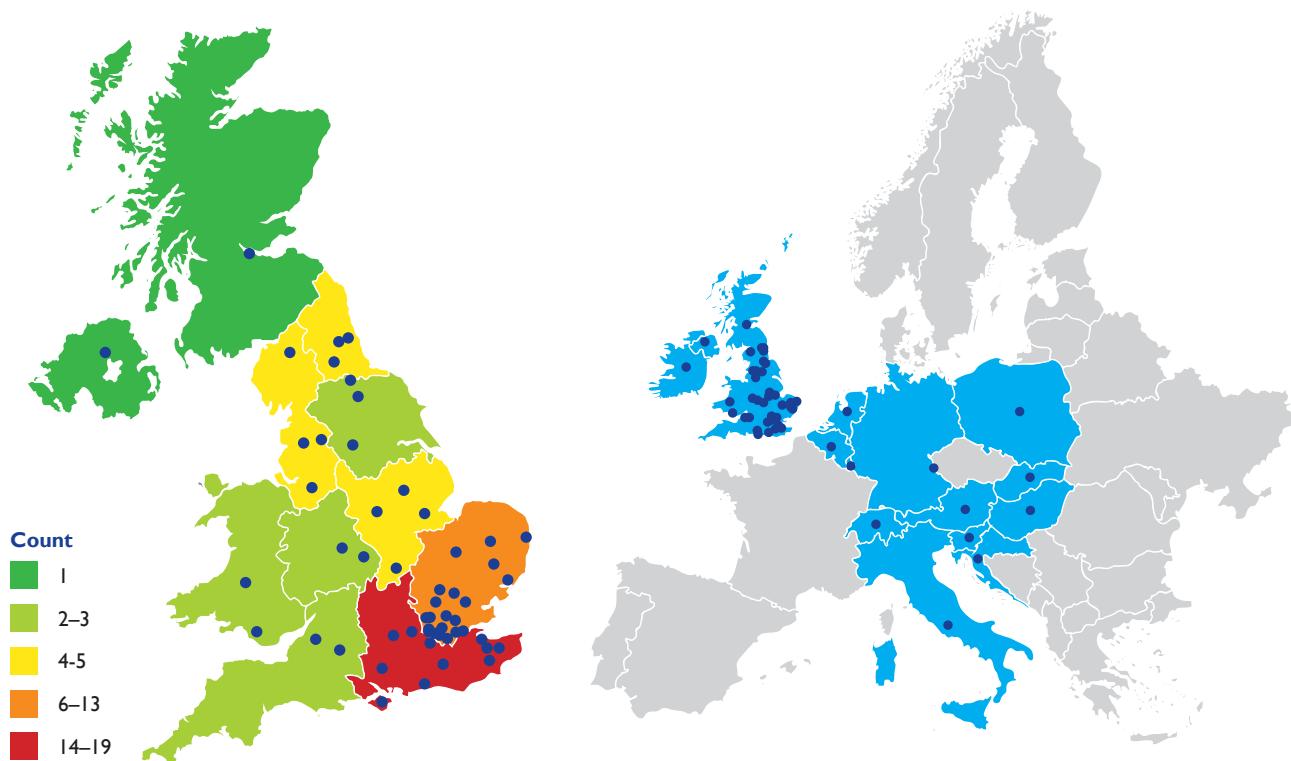
3,074

Bronze audits completed in 2015

50

Auditors in place by end of 2015

DISTRIBUTION OF FORS AUDITORS





“Our company has always believed that safe and sound operations and best practice was the logical way to improve performance and profitability. Our membership of FORS has enhanced that viewpoint and given us an improved framework to support the way in which we maintain and manage our vehicles, and the way in which we ask our drivers to serve our clients. FORS has provided an industry wide and public recognition of our commitment to the highest standards of on-the-road safety and customer care.

Jacqueline O'Donovan, O'Donovan Waste Disposal Limited

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Improving standards through the supply chain

Over recent years there has been increasing demand for a standard which works in the best interests of all parties involved in the supply chain. FORS meets this demand by providing a means of recognising quality operations to principal clients.

FORS improves road safety and the relationship between commercial vehicles and other road users, improves operational efficiency and environmental performance and allows the road transport industry to carry out its essential work for the benefit of the economy and the population.

FORS has now been adopted as the best practice standard by a number of local authorities and major contractors, each of which specifies the use of FORS accredited companies within its supply chain. These organisations recognise the benefits to themselves, their supply chains and their clients of building working relationships with FORS accredited companies.

The following local authorities and contracting organisations are amongst those that have specified in their contracts FORS or work related road risk requirements that can be met by FORS.



For 2016 and beyond the FORS Community Partnership will continue to liaise with and support local authorities and other organisations that are seeking to develop new controls on lorry operation designed to improve the quality of their operation and diminish any unwelcome impact on other road users and communities. It will also endeavour to ensure that such schemes not only impose practical and workable demands on the road transport industry, but lead to a single national standard

that places the same demands on commercial vehicle operators throughout the UK.

To this end the FORS Governance and Standards Advisory Group (GSAG) now contains representation from such organisations as Transport for Greater Manchester, North East Combined Authority, HS2 and Highways England as well as companies in the retail, waste management, parcels delivery and construction sectors.

Local authorities and major commercial operations which are served by the road transport industry must protect their reputation and fulfil their obligations for reducing work related road risks in their supply chains. Such authorities and organisations have recognised the ability of FORS to confirm the performance of accredited operations as a means of achieving the enhanced standards which they seek.

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Membership of FORS, and the requirement to consistently meet the designated standards, has resulted in our operation increasing efficiency and reducing costs. The discipline required to conform with the scheme has served us as a continuous daily check on the way we work and the way in which we monitor our ongoing performance. Aside from the obvious benefits of satisfying our customers it has served as a more than helpful double check on the way we do things, and much for the better.

John Holland, Cleveland Cable Company Ltd

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FORS growth and development 2015

2015 WAS A YEAR OF UNPRECEDENTED CHANGE AND STRONG GROWTH

	JANUARY 2015	DECEMBER 2015	+/-	% CHANGE
● BRONZE	2,490	3,110	620	25%
● SILVER	208	371	163	78%
● GOLD	38	120	82	315%
TOTAL ACCREDITED	2,736	3,601	865	32%

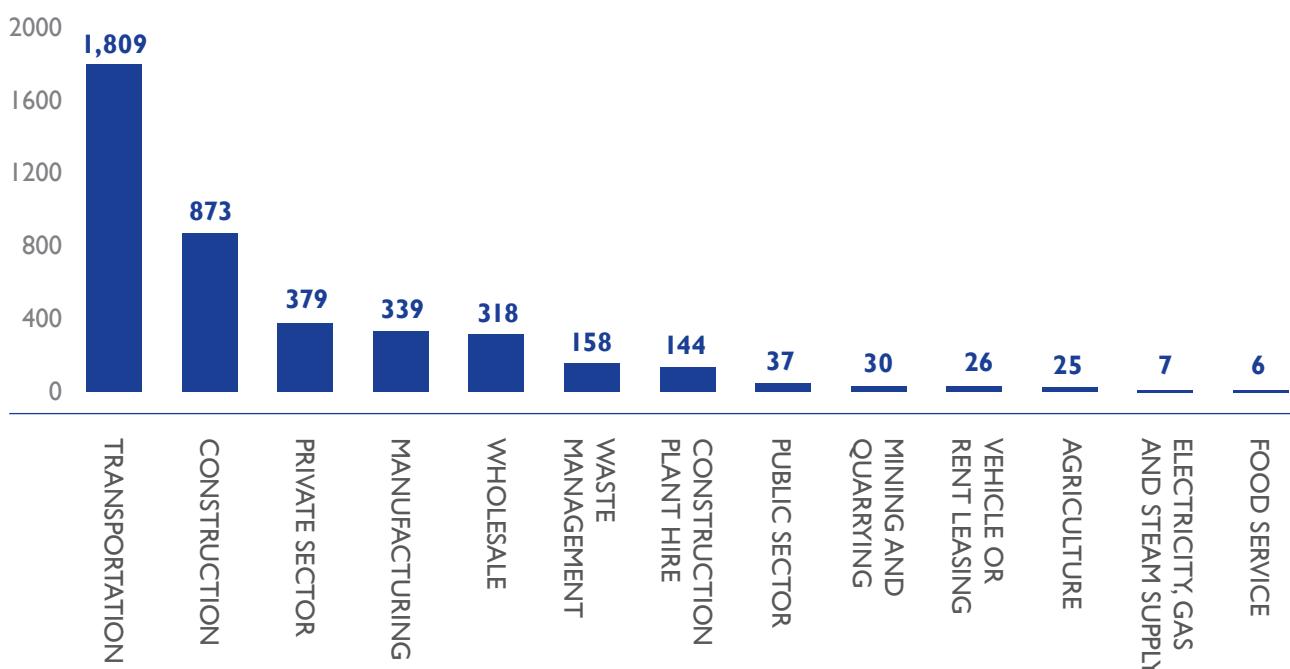
2015 — a year of strong membership growth

2015 was a year of significant continuous growth in the number of FORS accredited operators, rising from 2,736 in January to just over 3,600 by the end of December. This strong growth pattern is reflected across all accreditation levels, with the number of gold accredited operators more than trebling in 2015. Between them, FORS accredited organisations operate more than 207,000 vehicles.

In 2015 an exercise was undertaken to align FORS organisations with the UK Standard Industrial Classification

(SIC) database. This shows the majority of FORS membership classified as transport and storage, with construction sector operators second and private sector companies including professional, technical and scientific organisations third. the strong representation of construction companies in FORS is driven in part by the impact of large scale projects such as Crossrail specifying FORS in their contracts together with strong uptake of the CLOCS (Construction Logistics and Cyclist Safety) Standard which sets FORS bronze accreditation as the measure of a quality operator.

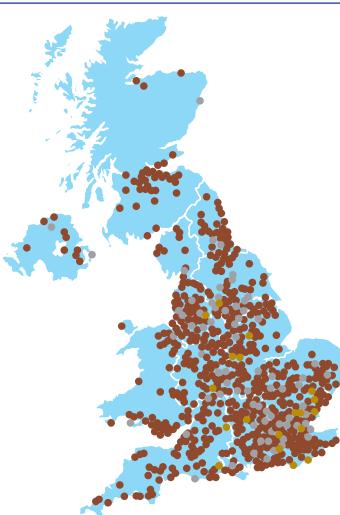
FORS ACCREDITATION SPANS A WIDE RANGE OF INDUSTRY SECTORS



A core objective for FORS is to develop and grow the scheme across the UK. Whilst around 66 per cent of all accredited organisations have historically been located outside the capital, 2015 saw further growth in FORS organisations in the midlands and the north-east.

FORS IS INCREASINGLY A TRULY UK WIDE SCHEME (FORS MEMBERS DECEMBER 2015)

- Status**
- Bronze
 - Silver
 - Gold



Administering FORS

Helpline activity

In 2015 the FORS Helpline responded to over **16,000** telephone enquiries and dealt with over **20,000** e-mail communications from FORS operators. In addition, over **33,000** warning signage stickers were issued.

Downgrades

The number of organisations that have had their accreditation either removed or downgraded to a lower level has been fairly consistent across the year with slight peaks in May and November. There was an exceptional peak in February to clear the system of non-active registered users.

In 2015 **1,743** companies were downgraded. 75 per cent of these companies had registered on FORS but had never progressed to full accreditation.

Compliance — robust enforcement of the FORS Standard

Monitoring compliance and taking action with operators that do not meet the FORS Standard is what sets FORS apart as a truly independent and robust accreditation scheme.

The FORS Terms and Conditions set out clearly the conditions under which organisations can have their accreditation suspended or terminated and the conditions under which they may be re-admitted to the scheme.

In 2015 two companies suspended in 2014 were re-admitted following the successful completion and audit of corrective actions.

Two organisations were suspended in 2015. The first was a short term suspension pending investigation of PG9 and abnormal load infractions. The second concerned franchisee operations working under the ‘parent’ company’s accreditation.

Three organisations were terminated in 2015. This means that they are prevented from re-registering for six months and must pass an enhanced audit before being re-admitted to the scheme. The reasons for termination were:

- Unreported loss of Operator’s Licence
- Failure to report legal action against the Operator’s Licence
- Construction and use, drivers hours’ and abnormal indivisible load infractions

FORS has a documented appeals process under which disputed decisions are reviewed by senior personnel within the FCP. Where a dispute remains unresolved the matter is escalated to GSAG which forms a 3-person review panel. The appeals procedure was invoked for one termination decision in 2015 which was subsequently downgraded by the panel to a suspension.



ID: 003396

Communications and messaging

Three guiding principles have influenced all marketing and communications activity.

Firstly, there was a need to portray the value of FORS accreditation to operators. Secondly, to position FORS as the single national operating standard for the road transport industry across the UK. And thirdly to provide a clear explanation of defined routes to achieving accreditation.

An early challenge for the FCP was to change the perception that FORS is aimed specifically at the construction sector within London. FORS advertising campaigns now showcases the full range of FORS accredited fleet types.

A range of bus, coach and van titles and events were included in the FORS advertising schedule. The *Changing the Face of Transport* material was posted to ten thousand non London-based transport managers nationwide in line with the advertising campaign.

Marketing materials

FORS now utilises a suite of print and electronic marketing material explaining to local authorities and transport buyers the potential advantages of engaging with FORS operators, transport managers and drivers, together with material which outlines the benefits of FORS to operators.

Marketing collateral includes advertisements, direct mail flyers, a weekly eNews bulletin, exhibition material and a training section within the CILT training directory.

Advertising

Two trade press advertising campaigns were undertaken in 2015 — *Changing the face of transport* and *Your Most Persuasive Advertising Campaign*.

Changing the Face of Transport

The theme for the advertising campaign for most of the year was *Changing the Face of Transport*. The campaign focused on the individuals who are seen as the face of each company and how FORS accreditation could help raise the profile and effectiveness of such organisations. The campaign consisted of variants of the same copy but showing individuals from different demographics.

Your Most Persuasive Advertising Campaign

This campaign highlighted the FORS logo on a range of vehicle types dependent on the target audience. The overarching aim of this campaign being to show the operator that they can demonstrate that they run a quality operation by meeting the FORS Standard.

Social media

FORS now has over 1,000 Twitter followers including journalists, trade publications and exhibition organisers. To date this has been the main channel for sharing member successes.

The FORS LinkedIn group is also steadily growing, comprising over 600 members who seem most interested in member success stories. These channels also drive traffic to the FORS Online website, particularly the news items, thus connecting to interested parties not currently receiving the eNews.

Public relations activities in 2015

FORS promoted positive attitudes and behaviours that would help identify and attract interested operators into FORS accredited members by highlighting the achievements of the scheme to date, the benefits gained by members and the difference FORS could make to operators and specifiers.

All FORS communications are designed to be objective, accurate,

understandable and timely. As well as supporting the marketing campaign messages, public relations activities went a step further to articulate the sentiment behind the brand - one of caring and corporate social responsibility.

Weekly eNews

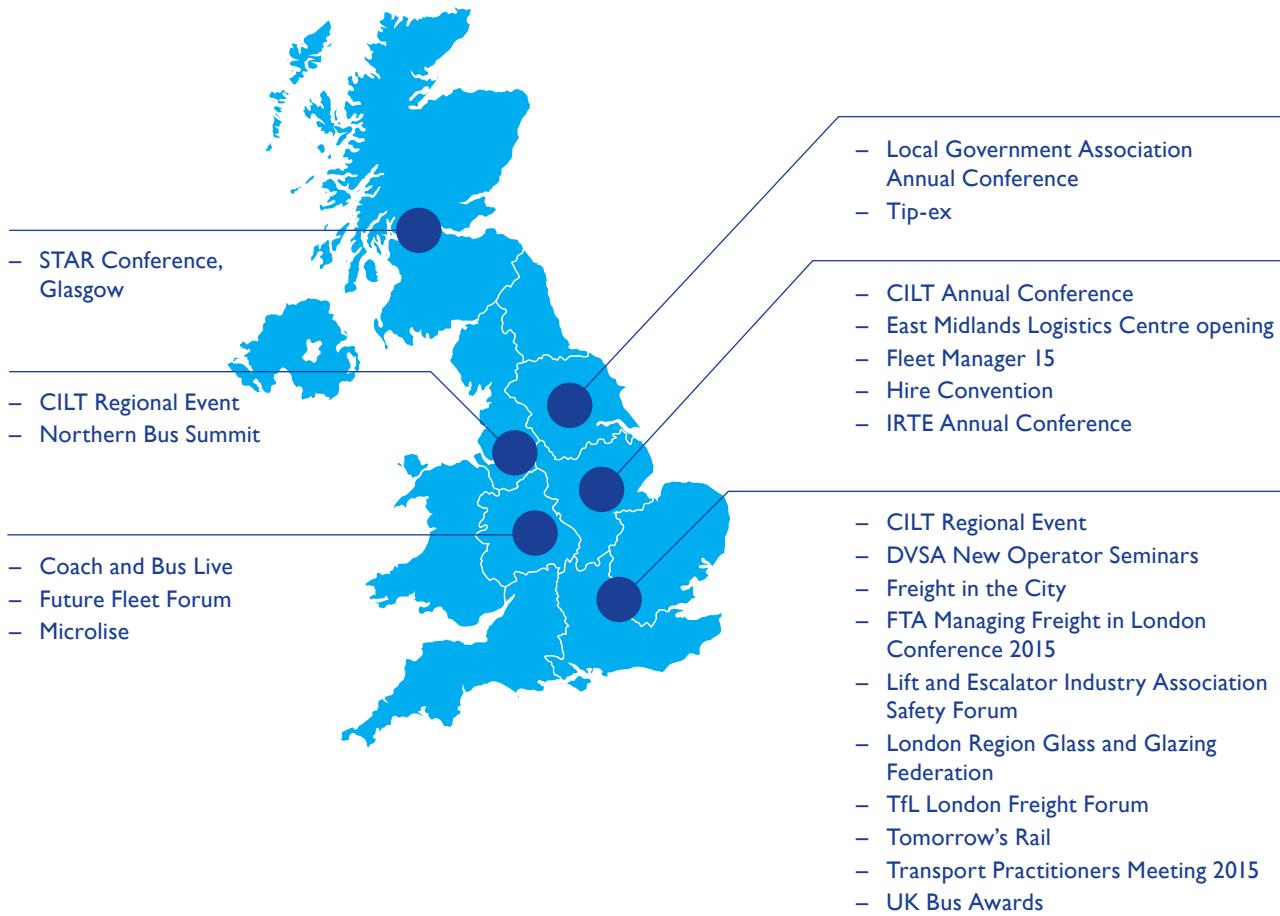
The weekly FORS eNews sent to over 8,000 individuals has been used to promote FORS workshops, driver training opportunities, changes to the standard and communicate

industry related news items, as well as celebrating the successes of FORS and its operators.

Trade shows, conferences and events

FORS was represented at 16 exhibitions and conferences across the UK during 2015 including events devoted to non-traditional FORS markets such as bus and vans.

TRADE SHOWS, CONFERENCES AND EVENTS 2015



Corporate sponsorship

FORS is committed to creating partnerships which help potential stakeholders to identify FORS as a brand with good business practice and good ethics. To this effect, in 2015 FORS sponsored the *Development of People* award at the CILT Annual Awards for Excellence.

FORS Online

FORS Online, the scheme website received **285,000** hits in 2015, with each visit lasting on average **4.5** minutes. Development work has continued behind the scenes to align two separate content management systems into a single system. A new website has been developed to be launched in early 2016, taking in feedback from accredited members. The updated website is structured to improve the way operators are supported on their journey to accreditation and beyond.

FORS has also developed a new section to support the new FORS suppliers and supporters offering. This was developed in 2015 and will be fully launched in 2016. It will allow FORS suppliers and supporters to advertise their company on the website and will enable accredited operators to leave feedback about these companies.

An online directory of products has also been developed giving FORS members the opportunity to provide feedback and to rate effectiveness of products that help operators meet the FORS Standard.

1,000

Followers on Twitter

600

Followers on LinkedIn

8,000

Individuals receive eNews

285,000

Website hits

Training

In 2015 FORS delivered, for the first time ever, a national programme of training for both managers and drivers.

FORS Practitioner Workshops for Managers and Supervisors

FORS offers a series of nine manager/supervisor level workshops to help operators develop policies and implement best practice relating to fuel and emissions, safety, fines and charges and performance management. Together the nine workshops constitute the FORS Practitioner qualification.

During 2015 FORS was pleased to announce its 300th Practitioner. This significant milestone reveals the popularity of the FORS Practitioner workshop programme and demonstrated the impressive level of commitment to professional standards by FORS accredited operators.

In June 2015, the FCP announced the roll out of the previously London focused FORS Practitioner courses across the UK. This expanded the course programme beyond the capital with two series of workshops

being run in Corby, Manchester, Rotherham, North East England and Bristol.

While charging was initially introduced in 2015 for the non-funded workshops delivered outside London, a decision was taken in October 2015 that all workshops in 2016 would be free of charge to operators and funded by the FCP across the UK.

In 2015 FORS ran a total of 102 FORS Practitioner workshops, training 1,493 managers and supervisors. During the year 136 individuals achieved the FORS Practitioner qualification.

Going for bronze

Recognising the importance of supporting operators through the FORS bronze accreditation process, *Going for Bronze* workshops were increasingly popular in 2015, with a total of 10 courses being delivered to 167 delegates.

102

**FORS
Practitioner
workshops
delivered**

1,493

**Managers and
supervisors
trained**

136

**New FORS
Practitioners
trained**

TfL funded driver training

Through TfL funding, FORS continues to offer *Safe Urban Driving (SUD)* training aimed at commercial drivers operating HGVs and public service vehicles (PSVs) regularly in the urban environment and where there are high volumes of vulnerable road users, such as cyclists and pedestrians.

SUD is delivered in two sections, a classroom theory module and a practical cycling module, where drivers experience a cyclist's view of the road. The two modules are delivered on the same day, and courses are run around the country. In 2015 11,685 drivers attended SUD training, bringing the total number trained to just under 20,000 by the end of 2015.

In December 2015, 100 Driver CPC *Staying Legal* courses were made available to FORS operators, again funded by TfL. *Staying Legal* is designed to educate HGV drivers on the operator licensing requirements, specifically those that can be impacted by driver behaviour.

The *Van Smart* driver training course commissioned by TfL was also made available to operators through FORS. The course, targeted specifically at van drivers aims to reduce work related road risk, improve safety and create long-term behavioural change in the van sector.

FORS also offers five eLearning modules designed for drivers and covering cycle safety, van driving, work related road safety, fuel and parking and loading legally. The modules, which were refreshed in 2015 are available as part of the annual subscription. In 2015 over 20,000 eLearning modules were completed.

11,685

Total number of SUD-trained drivers

100

Driver CPC *Staying Legal* courses made available

20,000

eLearning modules completed in 2015

FORS best practice benefits – improved legal compliance, fewer penalties and lower fuel consumption

COMPARED TO 2014, IN 2015 FORS MEMBERS REPORTED:



▼ 17%

Reduction in collisions¹



▼ 9.7%

Reduction in damage only collisions¹



▼ 34.5%

Reduction in slight injury collisions¹



▲ 4.3%

Improvement in mpg²

Successful participants working in the road freight transport industry have long since recognised the commercial and performance benefits of running a legally compliant and environmentally friendly operation. The successful pursuit of best practice is ultimately in the best interests of an efficient and economic business, improved employee job satisfaction and good customer relations.

Driver training and improved operator awareness generated by FORS has resulted in measurable improvements in operating performance. Implementation of

the FORS Standard has resulted in fewer collisions, increased safety, reduced pollution and greater legal compliance.

The latest 2015 data input to the FORS Evidencing System by current FORS operators reveals that they benefit from improved safety and lower rates of involvement in collisions, whilst enjoying more efficient fuel consumption.

Safety

FORS incident and collision data reveals that where users report on the level of collisions relating

to both damage only and injury collisions, they have reduced by 6.3 per cent the number of most serious accidents, and by 16.9 per cent overall when comparing all collision data with the data provided in 2014.

Fuel consumption

FORS mandates training for drivers designed to demonstrate their abilities in driving both safely and economically. The latest available FORS data (2015) suggests a 4.3 per cent improvement in fuel usage compared with the 2014 data.

¹ Based on data reported during 2014 and 2015 for a sample of 62 FORS silver and gold members

² Based on data reported during 2014 and 2015 for a sample of 22,464 vehicles

FORS 2015 IN NUMBERS:



▲ 32%

Increase in the number of FORS accredited organisations

3,074

Bronze audits completed in 2015

11,685

Total number of SUD-trained drivers

20,000

eLearning modules completed in 2015



600

LinkedIn followers

1,000

Twitter followers

8,000

Individuals receiving eNews

285,000

Website hits

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As a substantial fleet operator we believe that membership of FORS is an essential ingredient in our ongoing offer to existing and future clients. The scheme provides an invaluable and independent confirmation that we continue to work to the best practice ideals which have contributed to our past growth and success. There can be no doubt that FORS is the future and we hope and intend to utilise our membership as a constant double check on our high standards.

Matt Wheeler, R. Swain & Sons Ltd

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What's next? — plans for 2016

A great deal has been achieved in 2015. However, FORS is mindful that much remains to be done and that the scheme is only at the start of a long journey to ensure FORS becomes completely synonymous with the highest operating quality mark, well beyond its current sphere of operation.

The FCP will continue to increase the resources needed to deliver what is a growing scheme and to enhance the range of benefits, including:

- a national round of *What is FORS?* events
- tool box talk manager support packs
- one day FORS Practitioner refresher
- quick start guide to the FORS Standard

The GSAG has established two important sub-groups for 2016.

One sub-group will review the FORS Standard. This is a process that needs to be undertaken every two years. This will include recommendations for further environmental measures to be introduced to help address matters of air quality.

A second sub-group will consider the range of help, support and benefits currently provided by the scheme and recommend where these can be strengthened and developed to further improve the value organisations get from FORS.

The fee structure and tariff introduced in 2015 is frozen for 2016. A ‘cleaner’ and more accessible web-site has just been launched. There is a comprehensive programme of FREE national FORS Practitioner workshops and training for drivers. During 2016 the FCP will continue to expand both the national reach of the FORS Practitioner workshops and the depth of the training provided by refreshing the existing workshops and developing new workshops including a one day FORS Practitioner Refresher course. Practitioner workshops will become CILT accredited in 2016 and count towards continuous professional development hours.

FORS will seek to increase the number and range of participating fleets across all sectors and work will continue to further engage local authorities, major projects and organisations wishing to strengthen safety in their own supply chains.

For the first time in eight years FORS will have a stand at the Commercial Vehicle Show and will continue to raise the profile of the scheme with a strong marketing and communications plan and a national safety conference.

The FORS mission in 2016 is to manage, deliver and develop the FORS Standard as the single standard for safety and environmental best practice in fleet operations across the UK.

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TNT would have no hesitation in commending FORS to all operators as a means of both monitoring and raising your own standards, and as a valuable accolade which provides competitive advantage by demonstrating the highest level of operating ethos. Aside from the essential need to be registered in order to support existing contracts and future sales, TNT has found that our membership has been self-serving in the way that it has focused our efforts to raise standards in safety and legal compliance which in the longer term reduce costs.

Andrew Lowery, City Logistics and Public Affairs Manager, TNT

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