

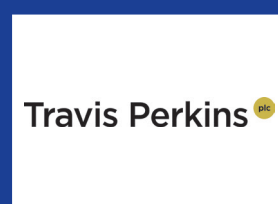


2017 REVIEW



GSAG


The Governance and Standards Advisory Group (GSAG) is established by the FORS Community Partnership (FCP) to support and advise it on matters concerning the requirements set out in the FORS Standard. We would like to thank the following organisations who made up GSAG in 2017:



In addition we are grateful to Skanska, City of London, High Speed Two, Transport for London, Association of North East Councils and Tideway who form the FORS Executive Group.

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Welcome to the 2017 FORS review

You'll see in the pages of this review the huge commitment FORS operators and specifiers are making to improving the safety of our communities and the reputation of road transport operators.

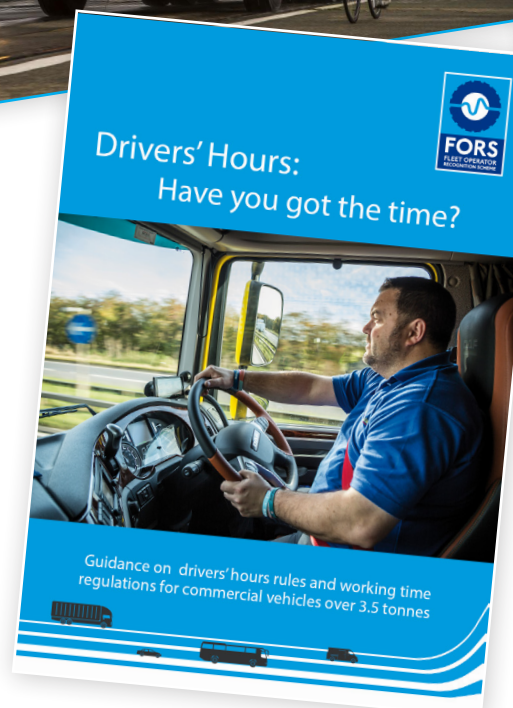
John Hix, Director, FORS Community Partnership



It's not a FORS rule to display the FORS logo (although many clients require it), but it is a very public statement of working to the very best safety and environmental standard. I see the logo everywhere and it's a great way of introducing FORS to people who know little about it. It's never too long before they come back and tell me they are now spotting FORS vehicles all over the country.

I am pleased to say there is a steady and ongoing stream of organisations working towards their Bronze accreditation. Particularly impressive is the large number of Bronze operators progressing through the FORS accreditation levels – some 264 moving from Bronze to Silver and 59 from Silver to Gold in 2017. There is more about this on page 10.

Our FORS Members' Conference received huge support for the second year running and we reported at the event our focus on making sure operators are maintaining the Standard, not just at audit but every single working day, every time a wheel is turned. Compliance with the FORS Standard is key and our compliance and enforcement procedures now set out clearly what can happen if operators avoid their obligations.





The FORS team has developed and introduced a whole raft of new member benefits, including a brand new Practitioner workshop and the Practitioner Recertification course. There are new eLearning modules on Smart Driving, Smart Deliveries, two LoCITY eLearning modules, TruckSmart, Security and Counter Terrorism, Road Risk Champion and Collision Investigator. We have introduced insurance discounts, a FORS branded fleet management system and a driver licence checking service. You can find out more about these on pages 12 and 13.

So on behalf of all of the FORS team, members and champions, I hope you enjoy reading about our 2017 activities and achievements. I have no doubt at all that the FORS community will continue to drive forward best practice standards well into the future.



Listening to members

In 2017 FORS undertook market research to find out how you, our members, think we are doing.

We were keen to understand your reasons for joining FORS, what aspects of the scheme bring the most value for money and benefits to your business and, importantly, what we can do to improve FORS.

Why you join FORS

You told us that you joined FORS for three primary reasons; business, safety and image.

In business, you said that FORS gives you a competitive edge, it is becoming more of a commercial necessity and because specifiers increasingly see the value of using FORS accredited operators, it is an important factor when bidding for new business.

Those of you naming safety as a key driver for joining said that this is because FORS reinforces your own company's safety ethos, you have a duty of care for others and that FORS helps you to achieve the highest standards.

You also said that FORS helps to provide credibility and confidence, it is a prestigious badge and the logo helps to set you aside from other, less compliant, operators.

"There are benefits for the whole company. It provides access to contracts and keeps us up to date with developments in the industry. FORS has helped us to grow and put us on the map more than we were."

Value for money and benefits

Your views on value for money were, on the whole, positive. You said that FORS value is enhanced by our training offering and other benefits and noted that you can't put a value on the safety elements of FORS. 61% of you said that FORS accreditation gave your company extra business.

Over two thirds (69%) of you were aware that the FORS Standard has been adopted beyond London and the South East.

86% of you felt that FORS auditors are generally helpful and knowledgeable and over three quarters of you felt that the audit process is clear and transparent and that audits are always conducted to a consistent standard.

"FORS ensures all our vehicles run to high standards which make everyone a lot safer and drivers feel much better."

Top three benefits of FORS accreditation

- Access to contracts
- eLearning for drivers
- FORS Practitioner workshops



What can we do to improve?

Overall feedback was very positive in terms of the benefits of FORS, its commercial advantages, training and overall value for money. As part of the market research you also gave us some valuable insights into how we can make FORS even better and improve your experience of the scheme.

There were some key areas you thought we could improve on. These include clearing up any confusion over the differences between CLOCS (Construction Logistics and Community Safety) and FORS, as well as making sure that we continue to engage with local authorities and specifiers outside of London and continue to promote FORS as a national scheme with benefits available for operators across the UK.

A common suggestion was to make the scheme less administration-heavy, less time-consuming and accreditation easier to manage. So in 2018 we will look at ways to make the registration and accreditation process simpler and more accessible to more fleet types.

You told us that separate Bronze, Silver and Gold audits feel unnecessary. In 2018 we will take the opportunity to review the audit process.

Thank you to all our members who took part in the research. Your views are very valuable to us and will help us to shape the scheme to meet your needs.

“Everybody here loves FORS and thinks it’s the best thing we ever did because this is our first year without any accidents so it’s worth every penny.”

“It gives us a competitive advantage by making our vehicles compliant, our drivers more aware and showing we have a duty of care for other road users. It also means we have a greener fleet and care about our environmental footprint.”

Performance matters

FORS best practice, improved vehicle standards and driver training have resulted in measureable improvements in members' operating performance.

FORS remains ever focused on the monitoring and promotion of best practice. Road safety, fuel efficiency, reductions in traffic incidents and collisions formulate the core values of FORS. The latest data for 2017 reveals that members have benefited from reduced fuel consumption and involvement in collisions and increased safety, compared to 2016.

Fuel consumption

FORS mandates training for drivers, designed to ensure they drive safely and economically. Amongst FORS Silver and Gold members* we observed a six per cent improvement in fuel usage - significant improvement as fuel prices continue to trend upward.

Safety and collisions

FORS is also proud to report that members have noted an ongoing reduction in the number of traffic incidents and collisions relating to both damage only and injury collisions*. This can be attributed to the focus FORS places on training drivers on best practice, and equipping fleet managers with the knowledge and skills to operate and manage safe and roadworthy vehicles.

31% MPG improvement, 44% less incidents & 22% less CO₂

“FORS is now a fundamental part of our business, not just for the direct benefits we can achieve as a business, but as an indicator of the standards we work towards. Our membership of FORS is now an essential part of our tendering procedure, we encourage our suppliers to be part of FORS as a basic requirement, and we apply the method statements and company policies that we have developed via the scheme to all of our depots, not just in London”

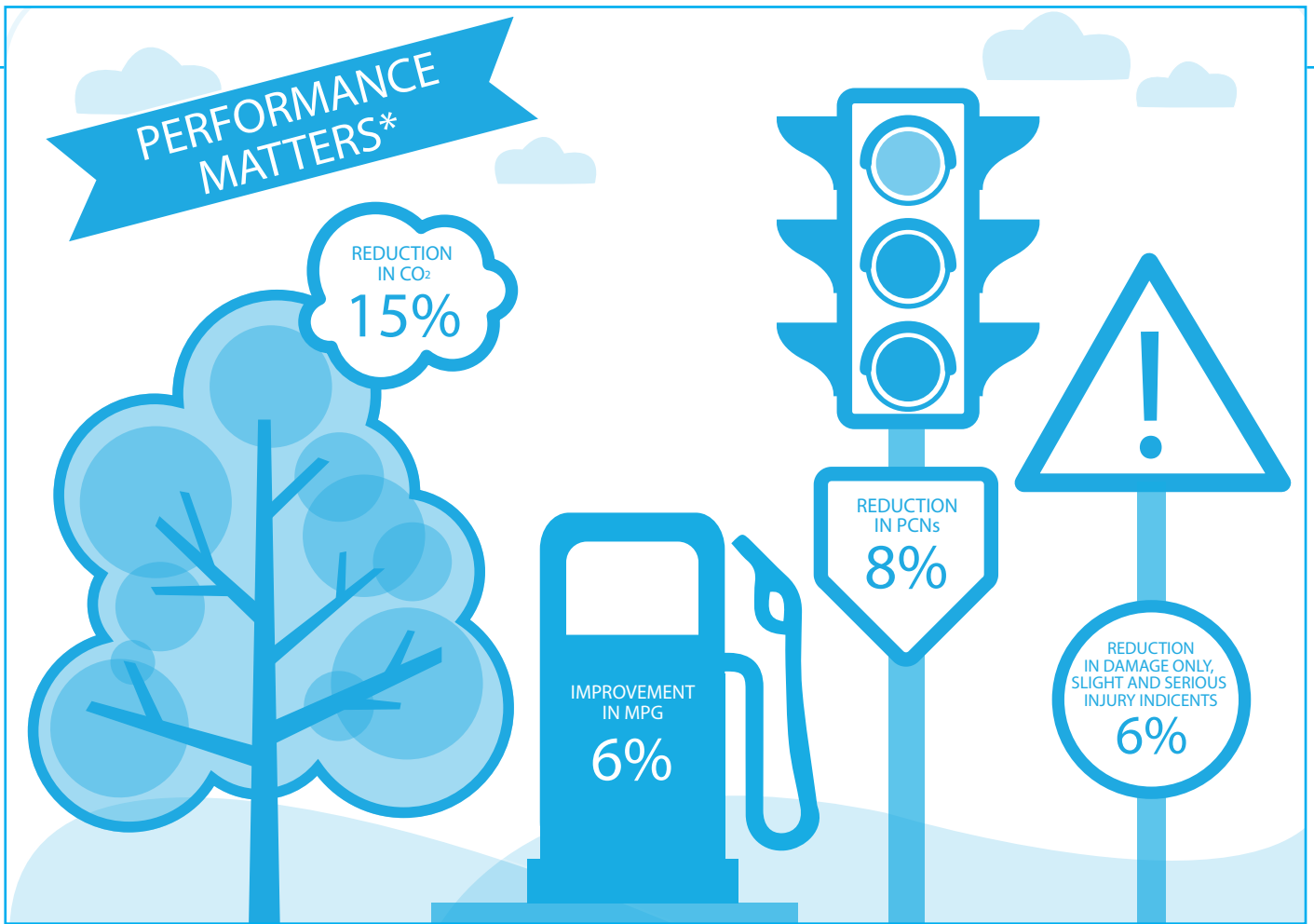
David DeMore
Fleet Compliance Manager
Herts Traffic Management

36% less PCNs & 80% less incidents

“FORS has helped us achieve compliance and safety. We have managed to reduce our accidents/incidents by 80% compared to our baseline year. We achieved this by making sure we always selected the best route possible to all our sites and we plan ahead before leaving the yard”

Clive Morris
Transport Manager
TJ Hammond Transport Ltd

*Statistics drawn from 200 Silver and Gold members operating 3,686 vehicles



58% reduction in PCNs & 19% reduction in incidents

“Since achieving Silver accreditation we have seen an increase in our client base, I’m looking forward to becoming a Gold member”

Mark Smith
 Transport and Logistics Manager
 Punchards Haulage Ltd

5% less CO₂, 12% less incidents & 10% less PCNs

“The benefits gained from FORS, including greater road safety, reduced carbon emissions, better training and overall awareness will pave the way to a safer and more sustainable future. We are committed to continual improvement and aim to lead from the front to promote the FORS Standard and encourage other companies to work collaboratively and also adopt FORS.”

Josephine Allman
 Head of Camden Accessible Travel Solutions
 Camden Council

2017 milestones

FORS and its members have achieved many great milestones in 2017, including the 800th Silver member, 200th Gold member and 800th FORS Practitioner, and we were delighted to be highly commended in the Annual Fleet Safety Awards for the Road Safety in the Community award.

600

- 27 January
600th FORS Practitioner awarded

- 29 March
FORS Passenger Working Group launched

200

- 10 April
200th Gold member accredited

- 25 April
1st Edition of the Standard magazine published

- 9 May
1st Middle East operator accredited

- 30 May
700th FORS Practitioner awarded

700



- 19 July
Light Vehicle Working Group initiated

- 12 July
FORS Driver Licence Checking Service launched

- 4 July
1st "FORS Webinar launched: Introduction to FORS



- 29 June
Smart Driving eLearning launched

- 7 June
Collision Management training launched



10 August
800th Silver member accredited



20 September
TruckSmart training launched

27 September
800th FORS Practitioner awarded

28 September
FORS is highly commended in the Annual Fleet Safety Awards for the Road Safety in the Community Award



17 October
2nd National FORS Members' Conference

17 October
FORS Fleet Management System and FORS Audit Toolkit launched

31 October
Smart Deliveries training launched



5 December
Managing noise in logistics workshop launched

20 December
Security and counter terrorism eLearning launched

FORS membership: adding strength adding numbers

FORS continues to grow and by the end of 2017 there were 4,654 FORS accredited organisations. This is backed by a strong pipeline of around 500 registered companies at any time.

Progression from Bronze to Silver and from Silver to Gold was strong in 2017 with 264 new companies becoming Silver accredited and 59 becoming Gold accredited for the first time.

A growing scheme needs a strong membership system and in 2017 we improved both our system and the processes we follow to ensure that our members maintain their accreditation before their existing accreditation expires.

This has involved taking a tougher line over lapsed accreditations, and while some members have fallen out of the system, the majority have come back into FORS and have been offered support through the FORS Helpline to do so.



3,518

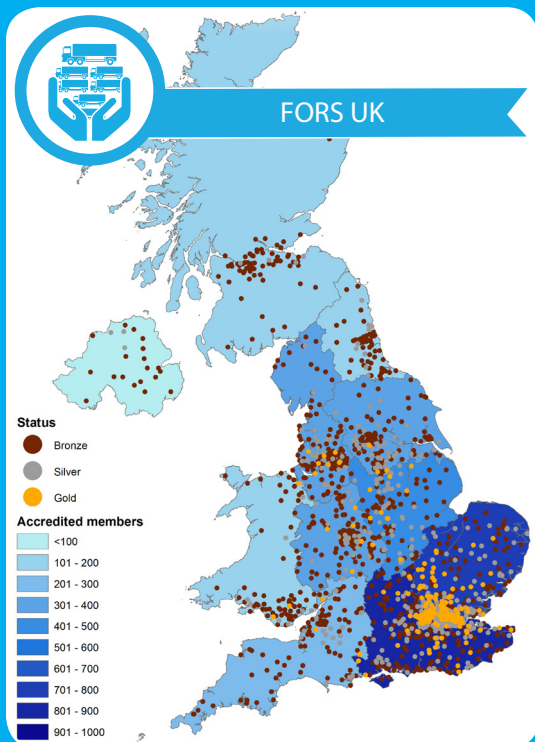
897

239

Accredited members

FORS has continued to spread across the UK and there is strong evidence of regional growth. Growth rates in Scotland (24%) and Northern Ireland (50%) are substantial and there is steady interest from companies in Wales, the Midlands and the North West.


In 2017 the international footprint of FORS grew, with a 17% increase in the number of companies outside the UK being accredited. We also welcomed our first members from Spain and Qatar.



Helpline

The Helpline is the nerve centre of FORS. The team is here to help you manage your accreditation and deal with membership and progression queries. In 2017 a staggering 20,992 calls and 43,176 emails were handled.







TOTAL CALLS IN 2017
20,992

HELPLINE

TOTAL EMAILS IN 2017
43,176



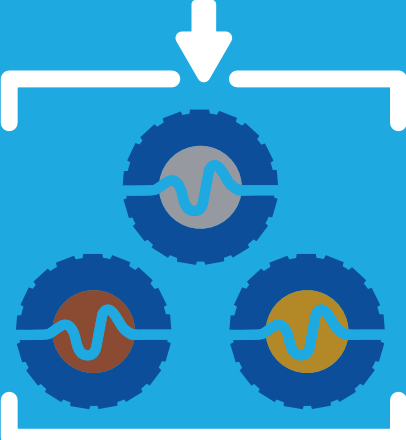


QUESTION: I forgot my login details for eLearning, what do I do?

ANSWER: You can reset your password online at <https://www.fors-online.org.uk/cms/login-forgot-wp/> If you cannot remember your username, please call the FORS Helpline on 08448 09 09 44.


QUESTION: I would like to progress from Bronze to Silver - what do I need to do?


ANSWER: In order to achieve Silver accreditation, you need to ensure your Bronze accreditation is valid and submit evidence to support your Silver application by using the FORS evidencing system. Your Bronze accreditation must have at least 30 days validity at the time of submitting evidence for Silver approval.



QUESTION: When will I get the results for my Bronze audit?

ANSWER: You should receive your audit results within 10 working days of the audit taking place.






QUESTION: I forgot/lost my password/login details for FORS online, how do I reset the password?

ANSWER: There is a 'Forgotten password' facility which allows you to reset your password online. Use this if you remember your user name which is the email address you used when you registered with FORS.

QUESTION: How do I book an audit?

ANSWER: Go to the FORS Audit Toolkit for a step-by-step guide. Once you have requested an audit, the auditing team will be in contact within 48 hours to confirm date and time of audit.



New services, new benefits

2017 saw the introduction of some great new FORS services, tools and training all designed to help members meet the requirements of the FORS Standard.

FORS Driver Licence Checking Service

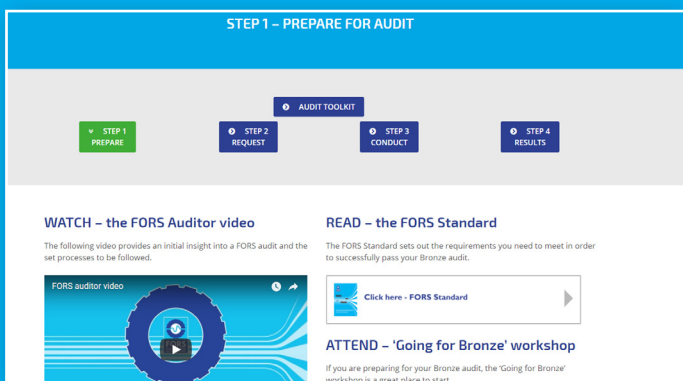
In July 2017 we teamed up with Licence Bureau to provide FORS members with the driver licence checking service at a discounted rate. The service helps fleet operators to manage requirements around risk-based licence checking, ultimately ensuring they are running a legal and safe workforce.

You can request a quote from the FORS website, with preferential rates available for all FORS members.



FORS Audit Toolkit

Dealing with the FORS Bronze audit shouldn't be too daunting but if you have never undergone one, help is at hand. The audit toolkit is designed to assist operators preparing, requesting and undertaking their Bronze audit.

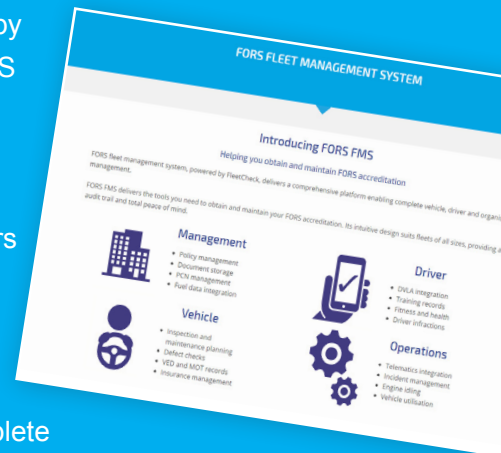


FORS Fleet Management System

The FORS Fleet Management System (FORS FMS) was unveiled at the second FORS Members' Conference. Powered by FleetCheck, FORS FMS is a cost-effective fleet management solution tailored specifically to support FORS members across the UK.

It has been designed as a comprehensive platform enabling complete vehicle, driver and organisation management. Its intuitive design suits fleets of all sizes, providing a robust audit trail and total peace of mind.

The key features will enable transport managers to plan their vehicle maintenance and inspection, manage driver development, monitor fuel consumption and emissions and allow for the collection of reliable performance data.



The toolkit provides operators with an understanding of:

- The common reasons for audit failure
- What is needed for the audit and who needs to be there
- What to do with the results

As well as providing examples of the kinds of documents the auditor will expect to see, the toolkit sets out what happens if you pass, pass with comments or fail your audit.

The toolkit is available on the FORS website.

Training - what's new?

We know that training and professional development is important to you and in 2017 we invested heavily in developing our training offer for both managers and drivers through the FORS Professional brand.

Two new, seven hour Driver CPC accredited courses were added to the FORS Professional programme. TruckSmart, aimed at commercial HGV drivers, focuses on the importance of driving roadworthy HGVs and the role of the driver in ensuring that vehicles and loads are safe and legal at all times. LoCITY Driving is aimed at both van and HGV drivers, as well as transport managers and is designed to educate them in how to cut costs and minimise the environmental impact of their fleet and the vehicles they drive.

The FORS Practitioners qualification, first introduced in 2012, is valid for a period of five years. In 2017 some of our very first Practitioners reached that five year point and undertook our new, one day FORS Practitioner Recertification workshop which is a refresher of the whole Practitioner series.



We also introduced a tenth workshop into the FORS Practitioner series to help you to manage the impact of noise in your operation.



Alongside this we have introduced Fleet Management Essentials: a one day CPC refresher style course delivered by the Chartered Institute of Logistics and Transport (CILT) and the new Going for Silver and Gold workshop for those looking for help to progress through levels of FORS accreditation.

We also totally revamped our eLearning offer in 2017. Eight brand new modules were developed and introduced. For managers we now have LoCITY: Time to look ahead, Road Risk Champion and Collision Investigator, and for drivers we have introduced Smart Driving, Smart Deliveries, LoCITY: Time to clean up, TruckSmart and Security and Counter Terrorism. In addition to the new modules we also updated the Cycle Safety module.



We now have a total of three manager and seven driver modules available as well as High Speed Two (HS2) online driver training. All eLearning can be accessed through the FORS website.

FORS Professional

FORS Professional is a comprehensive package of essential training for managers and drivers, delivered with cutting edge content to help operators meet the FORS Standard.



Your commitment to improving community safety, operational efficiency and your impact on the environment was reflected in 2017 with over 27,000 drivers completing FORS driver training courses.

In addition, over 122,000 drivers and managers undertook our range of eLearning modules and over

1,000 managers attended at least one Practitioner workshop.

All FORS Professional training is fully approved and meets FORS, CLOCS and Transport for London's (TfL) Work Related Road Risk (WRRR) requirements.

QUALITY TRAINING IN 2017



eLearning

122,407 eLearning modules undertaken

3 Manager modules

7 Driver modules including 3 safety-related modules:

- Cycle Safety
- Van Smart
- Smart Driving

FORS Practitioner

218 Free workshops

1,007 Managers trained

4,605 Individual attendances



Driver Training

27,158 Drivers trained:

- Safe Urban Driving
- Van Smart
- TruckSmart
- LoCITY Driving

New Courses

Fleet management essentials

FORS Practitioner Recertification

Going for Silver and Gold

Managing noise in logistics workshop

Collision management - Road Risk Champion

Collision management - Collision Investigator

TruckSmart

LoCITY Driving



FORS audits

Building and maintaining an audit team of skilled transport professionals is key to ensuring that the FORS audit process is robust and provides a helpful, independent view of the processes and procedures used in the operation of your fleet.



In 2017 we held two auditor conferences to ensure that our auditor community are on-message and able to provide you with the best advice.

We also upskill auditors in organisations that have achieved FORS Whole Fleet Accreditation (WFA). WFA organisations have their own internal quality

assurance teams and FORS approves them so that they can deliver FORS audits across their own depots. Our training and quality checks ensure that WFA audits are conducted to the same rigorous standard as those delivered by our own team.

IMPARTIAL, EXPERT AUDITORS

IN 2017...

- ✓ 64% First time pass rate for Bronze initial audits
- ✓ 63% First time pass rate for Bronze re-approval audits
- ✓ 4,132 Bronze audits
- ✓ 1,116 Silver audits
- ✓ 236 Gold audits

TOP 3 PIECES OF ADVICE FOR AUDITS:



1. Read the FORS Standard before each audit

2. Book your audit in plenty of time



3. Prepare a paper or electronic file of your policies in the same order as the FORS Standard

2017 TOP 5 REASONS MEMBERS FAIL AN AUDIT:

- D4: Professional Development
- D7: Driver Fitness & Health
- D2: Driving Standards
- O4: Engine Idling
- V1: Inspection and maintenance plan

Members' Conference -

The second FORS Members' Conference was held on 17th October 2017 with delegates left in no doubt as to the critical role that compliance plays in delivering improved safety, higher efficiency and greater environmental protection to their operations.



The conference was also an opportunity for FORS to reaffirm the scheme's robust response to any member found to be in breach of the FORS Standard. In 2017, FORS produced a 'compliance and enforcement' guide to assist members in this respect. While legal compliance among operators remains a baseline requirement for FORS Bronze membership, FORS is urging its members – and the wider transport sector – to strive for far greater levels of best practice on the road and throughout their operations.



Chaired by renowned transport industry expert, Brian Weatherley, almost 400 delegates attended the one-day event at the National Conference Centre in Solihull.

Under the rubric, 'Compliance: what does it mean to you?' industry experts delivered presentations and took part in lively panel discussions with audience interaction. Topical, hard-hitting agenda items such as drug screening, counter-terrorism and bridge-strikes followed the keynote presentation delivered by Kevin Richardson, Chief Executive at the CILT.

"I believe this second event has really put the FORS Members' Conference on the map," said FORS Director, John Hix. "The FORS team is buzzing with excitement following the overwhelmingly positive feedback, and I am of the firm belief that a third FORS Members Conference will come to fruition in 2018."



400 gather to share best practice

The conference saw the announcement of a number of new FORS Professional training opportunities to be introduced over the coming months. Key among them was a new 'Managing noise in logistics' workshop – now part of a ten-module FORS Practitioner workshop series.

Conference delegates were also able to speak to DVSA, TfL and FORS representatives at special 'surgery' sessions, while no fewer than 24 FORS Associates were provided with exhibition space to present products and services designed to help operators meet the FORS requirements. Headline sponsor and FORS Associate, ProVision, were on hand to meet with members to discuss their compliance and risk concerns.



Francis de Bonis, Chief Marketing Officer at ProVision said, "We've really enjoyed meeting so many FORS members and introducing them to our Fleet Risk Assessment Tool. The conference has also been a great opportunity to hear about the challenges operators are facing, and how we can streamline their processes and help them meet their FORS requirements."



Upholding the FORS Standard

The FORS compliance team ensures that if a FORS operator fails to uphold the FORS Standard the matter is dealt with quickly and fairly.



We receive 'complaints', or in other words allegations about non-compliance, from a range of sources including the Police and other enforcement agencies, TfL and the general public.

In addition, the team will cross-check Operator Licence records and, before a member is able to progress to Silver or Gold, an assessment is made of their complaints status. To make the compliance and enforcement process absolutely transparent, we have developed and published the FORS Compliance and Enforcement for Operators Guidance document.

This guidance sets out FORS response to Traffic Commissioner Public Inquiry outcomes, as well as what our actions are following observed complaints such as driver behaviour, driving/vehicle document offences, training issues and incorrect use of the FORS logo. For example, if an Operator Licence is revoked the company will be terminated from FORS. This means it cannot re-apply for six months. If the Operator Licence is suspended, we will suspend the company for a minimum of three months. The document also sets out the appeals process if somebody feels they have not be dealt with fairly.

Complaint channel	Number of reports in 2017
Work Related Road Risk team, Transport for London	144
Application and Decisions	161
Fleet operator	2
FORS team	25
General public	81
Self-reported complaint	1
Transport for London	13
Police / DVLA	11
Transport for London RTEO (Road Traffic Enforcement Officers)	49
Appeals process	3
Total complaints	490

In 2017 we received 490 complaints against FORS members which resulted in 556 alleged breaches of the FORS Standard being investigated. These included matters as wide ranging as incorrect use of the FORS logo, missing sideguards and poor driving. In the vast majority of cases it's simply a matter of the company responding to the issue and taking corrective action.

For more the most serious issues, for example failure to comply with Operator Licence conditions, using an un-licenced driver or serious misuse of the FORS logo, FORS will suspend or even terminate an accreditation. In 2017 we suspended 12 organisations (three of which were later terminated) and we terminated a further two organisations.

Breakdown of breaches investigated in 2017

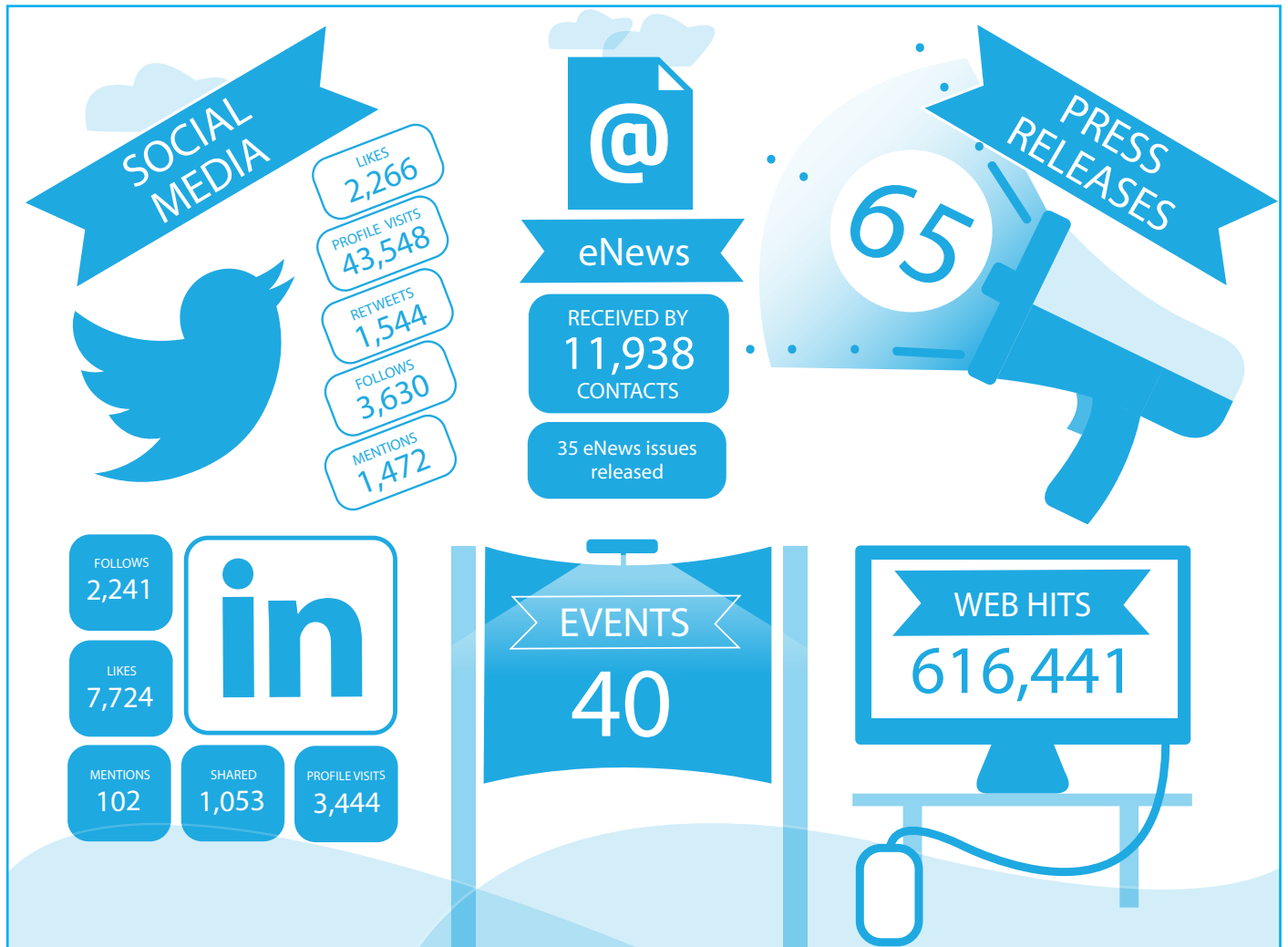
Type	Reasons	Qty	Total
Driver training	Safe Urban Driving	91	198
	eLearning	107	
Vehicle found not to have the requisite safety equipment fitted	No under run side protection, or audible left turn warning system, or blind spot minimization	11	19
	Vulnerable road users signage	8	
Drivers conduct	Drivers behaviour	14	65
	Driving dangerously	51	
Applications and Decisions	Licence revoked	11	161
	Other sanctions	150	
Road Traffic Offences	Police / Driver and Vehicle Licensing Agency (Such as abnormal loads, tachograph offences, no insurance)	12	30
	Other offences such as using mobile phone while driving	18	
FORS logos	Incorrect FORS logo	52	76
	Displaying FORS logo, whilst the company are not accredited as full FORS members	24	
Other breaches of the FORS Standard	Such as scope of accreditation	4	4
Letters sent in response to appeals process	Appeal against suspension	3	3

556

Speaking up for FORS

Raising the profile of FORS across a wide spectrum of audiences including specifiers, operators and the public was a key priority in 2017.

We did this using a variety of media including advertising, social media, direct marketing and speaking and exhibiting at events. We improved our social media offering, becoming more proactive on Twitter and LinkedIn and we launched 'The Standard' which is FORS's very own magazine.



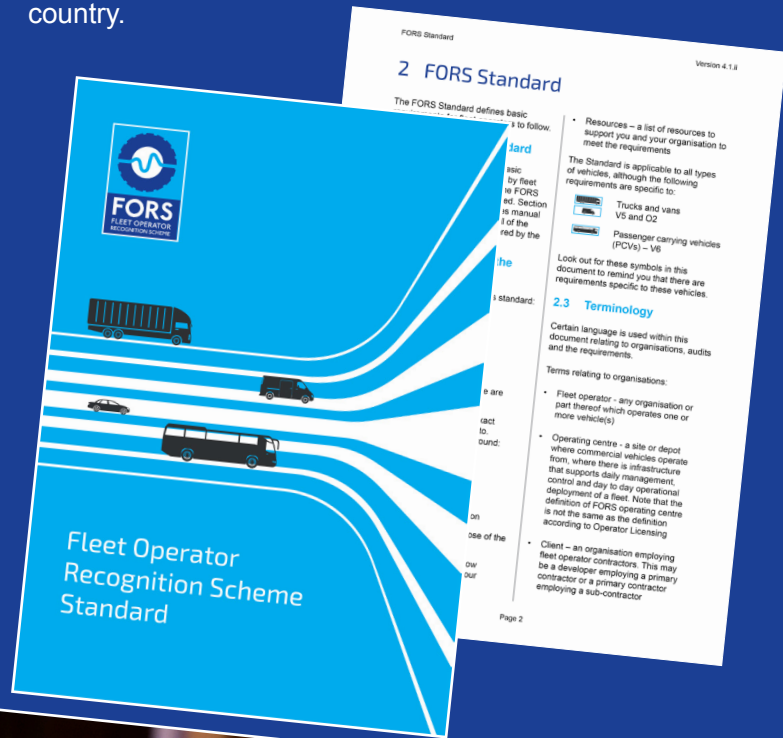
Looking forward

Every two years GSAG (The Governance and Standards Advisory Group) forms a Technical Advisory Group to undertake a review of each of the requirements of the FORS Standard to ensure they remain in line with industry developments and legal requirements. 2018 is a review year and by the time you are reading this report the process of updating the Standard will be well underway.

As well as the actual requirements themselves we will be looking at how the Standard can be made more accessible to a wider range of companies including couriers and organisations that are based on franchise arrangements. We'd also like to introduce accreditation of driver agencies and vehicle lease companies. We will introduce an approved FORS decal supplier so you can be assured you get quality FORS decals in the right format.

Some of you have told us that FORS is too complicated. We will work on making the scheme simpler to join and we will work towards making the audit process more streamlined. We will continue to provide an extensive programme of FORS Practitioner workshops and promote driver and manager training under the FORS Professional banner.

As well as marking the tenth year of FORS, in 2018 we hope to achieve our 1,000th FORS Practitioner – both sizeable achievements worthy of celebration. Do please join us at one of the many of events the FORS team will be hosting or attending around the country.





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