



Fleet Operator Recognition Scheme Standard

Version 5.1i

9 January 2022

Please read the FORS Standard in conjunction with the following documents:

- [FORS Rules and Procedures](#)
- [FORS Terms and Conditions](#)
- [FORS Quality Assurance Guidance](#)
- [FORS Approved Guidance](#)

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1 Introduction

1.1 The Fleet Operator Recognition Scheme

The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme for fleet operators.

Its purpose is to raise the level of quality within fleet operations, and to demonstrate which operators are achieving the standard. Contained within this document are the requirements for achieving recognition in order to be awarded FORS accreditation to Bronze, Silver or Gold levels.

FORS encourages operators to take a closer look at their operation and identify areas of strength to be exploited and areas for improvement to be addressed. A successful Bronze audit provides an operator with reassurance that their operation is being run safely, efficiently and in an environmentally sound manner. The FORS logo allows potential customers to readily distinguish FORS operators from other operators. Users of fleet operator services may ask that their suppliers are FORS accredited.

1.2 Scheme administrator

FORS is administered by Sopra Steria. For all enquiries, please contact:

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Email: enquiries@fors-online.org.uk
www.fors-online.org.uk

2 FORS Standard

2.1 The FORS Standard

The FORS Standard defines requirements that must be met by fleet operators if they wish to become FORS Bronze, Silver or Gold accredited. Refer to the FORS Rules and Procedures for details about eligibility and vehicle scope of accreditation.

2.2 Scope of the FORS Standard

The scope of the FORS Standard relates to the management of the fleet operation and its vehicles and drivers. Where applicable, FORS operators **shall** adhere to employment law and specific regulations relating to health and safety, general data protection and preventing illegal working.

2.3 Understanding the FORS Standard

There are four key areas to the FORS Standard:

- Management
- Vehicles
- Drivers
- Operations

Within each section, there are several pieces of information:

- Requirement – details the specific outcome to be achieved. Requirements are based on:
 - o Legal compliance
 - o Safety
 - o Efficiency
 - o Environment
 - o Security and counter terrorism

- Purpose – details the reason why the specific outcome is required
- Demonstration – details the specific outputs that demonstrate how the requirement is to be met

2.4 Terminology

Certain language is used within the FORS Standard relating to organisations, audits and the requirements. A full glossary of terms is at Annex 3.

Terms relating to the requirements of the FORS Standard are:

- **Shall** – to indicate an element that is mandatory to demonstrate the requirement has been met
- **Should** – to indicate an element that is recommended as good practice
- **May** – to indicate an element that is optional or an emerging practice

The FORS Standard is applicable to all types of vehicles that are operated on the public highway and uses the following terminology and vehicle definitions:

- Heavy goods vehicle (HGV) – a goods vehicle over 3.5 tonnes gross vehicle weight. For the purpose of FORS, this includes wheeled plant, for example mobile cranes, concrete pumps and volumetric mixers. This does NOT however include for example earth moving machinery, excavators, hoists, elevating work platforms, reach stackers and forklifts.
- Van – a goods vehicle up to 3.5 tonnes gross vehicle weight
- Passenger carrying vehicle (PCV) – a passenger vehicle with more than eight passenger seats

- Car – a passenger vehicle with up to eight passenger seats
- Powered two-wheeler (P2W) – a powered two-wheeler vehicle, including motorcycles and mopeds

The FORS Standard is applicable to all types of drivers. Driver is defined as a person employed to drive or ride any vehicle that is in scope of FORS accreditation.

2.5 Temporary vehicles and drivers

Temporary vehicles and drivers that are under the control of the FORS operator are subject to the same requirements of the FORS Standard as permanent owned vehicles and employed drivers. Temporary vehicles and drivers specifically include:

- Leased and hired vehicles
- Sub-contracted and agency drivers
- Any person that drives on the organisation's business irrespective of vehicle ownership

2.6 Related requirements

A call-out box is used at the end of each requirement to show how the demonstration of that particular requirement links to other supporting requirements within the FORS Standard. A call-out box and an example of how this is used is shown below.

The policy, procedures, risk assessments, method statements, records and data relevant to health and safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

Example M8 – Health and safety

If a health and safety policy or procedure was not in place, the action point would be annotated against requirement M8.

If a health and safety policy or procedure was in place but not reviewed in the past 12 months, the action point would be annotated against requirement M1.

2.7 FORS Professional Development

FORS Professional Development is an ongoing programme of personal development for managers, drivers and other staff employed in the fleet operation.

It includes both FORS Professional Training and FORS Approved Training.

Annexes 1 and 2 set out the mandatory FORS Professional Development requirements. A definition of FORS Professional Training and FORS Approved Training is included in the glossary at Annex 3.

2.8 FORS templates

Some FORS requirements **shall** be evidenced using FORS mandatory templates. These are:

- FORS vehicle safety equipment report (S6)
- FORS Gold case study template (G3)

Supporting templates are also available to assist with evidencing specific requirements. These are:

- Noise pollution (S7)
- Sustainable operations (G6)

2.9 Resources

A table of resources to help you meet the requirements of the FORS Standard is included at Annex 4. This includes toolkits, guidance and training provided by FORS, and other relevant resources that are freely available.

2.10 Summary of changes

A summary of changes between versions 4.1iii, 5 and 5.1i of the FORS Standard is included at Annex 5.

2.11 FORS Standard version 5 transitional arrangements

For information on version 5 implementation date and transitional periods, please see Annex 6.

2.12 Small operators

A small operator is an organisation with fewer than five vehicles and fewer than five employees. Although we encourage all operators to produce and maintain documented evidence of meeting the FORS Standard, small operators may demonstrate verbally that they meet certain Bronze requirements (see table 1).

Example M4 – Staff resources

If there are only two employees in the company, it would not be necessary to show the links between these people in an organisation chart. Instead this may be explained verbally at the time of audit.

Table 1: Policy demonstration and small operator examples

Example organisation size	Policy demonstration
Five or more vehicles and five or more employees	Shall have written policies in place
Five vehicles or more and fewer than five employees	Shall have written policies in place
Fewer than five vehicles and more than five employees	Shall have written policies in place
Fewer than five vehicles and fewer than five employees	Should have written policies in place but may demonstrate policy requirements verbally

3 Bronze accreditation



3.1 Management

M1 FORS documentation

Requirement

To manage, review, revise and retain all policies and procedures, risk assessments, method statements and supporting documents relevant to the FORS Standard.

Purpose

To ensure that the policies, procedures, risk assessments and method statements required by the FORS Standard are properly documented, approved by senior management, regularly reviewed and accessible.

Demonstration

FORS operators **shall** have written policies and procedures for:

- M8 Health and safety
- M9 Complaints
- M10 Transport infringements
- V1 Serviceability and roadworthiness
- V5 Load safety
- V7 Tyre management
- D2 Driving standards
- D3 Staff induction
- D5 In-vehicle communication
- D6 Health and eyesight
- D7 Working time and drivers' hours
- O2 Fuel, emissions and air quality
- O3 Road traffic collisions

- O4 Passenger safety – where relevant
- O5 Specialist operations – where relevant
- O6 Operational security
- O7 Counter terrorism

These **shall** be approved and signed by senior manager as a visible and active commitment to running a quality fleet operation. They **shall** be readily accessible to staff and, where they are held centrally, they **shall** be available and accessible to all operating centres.

Policies and procedures held within other documents **shall** be appropriately referenced and easily accessible to staff.

Other supporting documents **shall** be provided according to the type of operations being undertaken and include, but are not limited to, risk assessments, safe systems of work and method statements.

FORS documentation **shall** be reviewed:

- At least every 12 months
- More frequently if needed (for example, changes to legislation, incidents and accidents, or changes to working practices)

To ensure the most current document versions are used, a version control method **shall** be used so that each document shows:

- The version number
- The review date
- The reviewer's name
- The approver's name

FORS documentation reviews **shall** be recorded in the minutes of senior management meetings.

FORS documentation held centrally **may** be made available in hard copy or electronically.

FORS documentation **shall** be:

- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Aligned to the risk assessments listed in requirement M8

M2 Records

Requirement

To manage and retain all records relevant to the FORS Standard.

Purpose

To ensure that fleet management records are available to provide evidence of fleet management activities and that all information is current and accessible.

Demonstration

FORS operators **shall** have and maintain a procedure that retains all documents, records and data relevant to the FORS Standard. Information **shall** be in an accessible format, legible, easily retrieved and retained for the required duration.

Records **shall** be available for inspection or audit and retained in a legible condition for the relevant time period. The time period for retaining records are:

- 12 months for drivers' hours records
- 24 months for working time records
- 15 months for statutory annual vehicle tests (after their expiry date)
- 14 weeks for vehicle nil defects records or until the next vehicle safety inspection
- 15 months for records relating to vehicle safety inspections, defects and maintenance

All other records relevant to the FORS Standard **shall** be retained until the next FORS audit.

M3 Responsible person

Requirement

To appoint a trained, experienced and (where necessary) qualified person responsible to run the fleet operation.

Purpose

To ensure that a person with direct accountability for the fleet operation is appointed to maintain continuous and effective management of fleet activities.

Demonstration

FORS operators **shall** appoint a responsible person with direct accountability for the fleet operation. Evidence of the responsible person's appointment **shall** include:

- Formal appointment through job title, letter of appointment and naming on the organisational chart
- Responsibilities through a job description

The responsible person **shall** demonstrate:

- Competence through relevant qualifications and FORS Professional Development
- Continuous and effective control of all aspects of the fleet operation
- Responsibility to decide the use of the vehicles, trailers and relevant staff to ensure a safe, legal and efficient fleet operation

The responsible person **may** be an owner, director, manager or supervisor, depending on the business sector, fleet size and the vehicle type.

Organisations that operate:

- HGVs or PCVs under a standard national or international operator licence **shall** present the relevant qualifications and FORS Professional Development for their nominated transport manager
- HGVs or PCVs under a restricted operator licence **shall** demonstrate the responsible person's knowledge, skills and experience to run the fleet through FORS Professional Development
- Non-operator licensed fleets, such as vans, minibuses, cars and motorcycles **shall** demonstrate the responsible person's knowledge, skills and experience to run the fleet through FORS Professional Development

Where the organisation operates two or more operating centres, the appointment of assistants reporting to the responsible person **should** be considered.

The responsible person's training and qualifications **shall** be:

- Recorded in Professional Development Plans in accordance with requirement D4

M4 Staff resources

Requirement

To provide adequate staff resources to run the fleet operation.

Purpose

To ensure there is sufficient competent staff to run the fleet operation legally, safely and efficiently.

Demonstration

FORS operators **shall** have documentation in place that describes how the organisation is resourced and demonstrates the communication links between management and staff. Documentation **shall** include:

- The nature of the business and the specifics of the fleet operation
- An organisation chart of all staff involved in the fleet operation
- Job descriptions describing individual responsibilities, accountabilities of the role, and the knowledge, skills and experience required to conduct the role
- The recruitment and selection procedure for new drivers and fleet-related staff

The organisation chart **shall** include:

- The relevant people in the fleet operation, listing total number of drivers
- Their job title or role
- How the roles are linked and which appointment the role reports to

Prior to appointment to the role, drivers **shall** be checked to validate their:

- Employment history
- Qualifications and licensing

- Fitness to drive
- Ability or eligibility to work

Driver checks **should** also include collision history and unspent convictions.

The organisation chart **shall** also include the person with continuous and effective responsibility for:

- The fleet operation in accordance with requirement M3
- Health and safety in accordance with requirement M8
- Technical engineering advice in accordance with requirement V1
- Managing fuel and emissions (Champion) in accordance with requirement O2
- Managing road risk (Champion) in accordance with requirement O3
- Managing specialist operations in accordance with requirement O5
- Managing counter terrorism (Champion) in accordance with requirement O7

The recruitment and selection procedure **shall** include a competence-based interview and driving assessment where relevant.

Job descriptions and the organisation chart **shall** be:

- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

Small operators **may** describe organisational structure verbally where the roles of senior management and daily operations personnel are understood by all.

Large operators **may** document the organisational structure at operational team level where naming each individual is not practicable.

M5 Communication

Requirement

To communicate fleet management policies and procedures to all staff involved in the fleet operation.

Purpose

To ensure that staff either directly or indirectly involved in the fleet operation are aware and have knowledge of the policies and procedures relevant to the FORS Standard.

Demonstration

FORS operators **shall** communicate operational information and organisational policies and procedures through a staff or driver handbook and supporting documentation.

Communications **shall** include the responsibilities relevant to drivers and staff involved in the fleet operation as outlined in the following documents:

- Policies and procedures listed at requirement M1
- Risk assessments listed at requirement M8

Any changes in the fleet operation or its policies and procedures **shall** be communicated using supporting documentation such as:

- Method statements
- Safe systems of work
- Toolbox talks
- Verbal briefings
- Bulletins
- Campaigns
- Memos, letters and notices

All information **should** be communicated in a format that is readily accessible and easily understood by drivers and operational staff.

Staff and driver communication **shall**:

- Be recorded and retained in accordance with requirement M2

M6 Vehicle fleet

Requirement

To document details of the vehicle fleet and how vehicles are distributed across the organisation.

Purpose

To ensure continued and effective control of the fleet operation and that resources, training and staffing are adequate for the fleet size and type.

Demonstration

FORS operators **shall** maintain a register of the number, type and distribution of all vehicles in scope of FORS accreditation.

The vehicle fleet register **shall** include:

- All vehicle registration marks (VRMs) or vehicle identification numbers (VINs) for trailers. This information **shall** be provided for upload to the FORS online company page
- Total number and type of vehicles and trailers held and operated by the organisation
- Fuel type of all vehicles held and operated by the organisation
- Total number and type of vehicles owned by the organisation
- Total number and type of vehicles on lease, rent or loan
- Number of operating centres and their addresses
- Number and type of vehicles and trailers based at each operating centre
- The parking arrangements for vehicles and trailers
- Any dormant or previously used operating centres in the past two years (from January 2019)

The vehicle fleet list **shall** be:

- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

M7 Regulatory licensing

Requirement

To hold all regulatory licences and permits relevant to the fleet operation.

Purpose

To ensure that all FORS operators requiring regulatory or operational approval hold a valid licence or permit that is relevant to the operation.

Demonstration

FORS operators **shall** have a procedure in place to ensure the organisation is correctly licensed or permitted to operate vehicles relevant to the operation.

Licences and permits include, but are not limited to:

- Operator licence
- Waste carriers' licence
- Passenger service permit
- Section 19 - not for profit passenger transport
- Section 22 - community bus permit
- Private hire licence

The procedure **shall** ensure sufficient discs and permits are obtained and displayed where required. The procedure **should** include licence or permit withdrawal and return when a vehicle is removed from service.

Licences and permits **shall** be:

- Held in the name of the correct legal entity of the organisation
- Specific for the operating centre being audited
- Reviewed to ensure any conditions and undertakings are being met

- Reviewed for changes for notification to the relevant licence or permit authority within the stated timescales, such as the Traffic Commissioner within 28 days

Licences and permits **should** have sufficient vehicle margin to allow for any flexibility required in the operation.

Fleet operators **should** note that regulatory and operational licences and permits can differ across countries outside of Great Britain and the United Kingdom.

The procedure, records and data relevant to operational licensing **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

M8 Health and safety

Requirement

To maintain safe and healthy working conditions.

Purpose

To reduce the risk of work-related accidents, injuries and cases of ill health and help ensure the health, safety and welfare of anyone affected by the fleet operation.

Demonstration

FORS operators **shall** have a policy and procedures to reduce the probability and severity of work-related accidents, injuries and cases of ill health. The policy **shall** be supported by risk assessments or method statements and state the organisation's commitment to health and safety.

The policy **shall** also:

- Name the person with continuous and effective responsibility for health and safety
- Describe how health and safety is managed, stating who does what, when and how
- Outline the procedure for reporting workplace accidents, occupational diseases and dangerous occurrences (near-misses)
- Be clearly displayed in the workplace

Health and safety risk assessments or method statements **shall**, where applicable, include:

- Slips, trips and falls
- Manual handling
- Lone working
- Substances hazardous to health

- Access to vehicles and working at height
- Working around moving vehicles
- Reversing, manoeuvring and turning
- Coupling, uncoupling and towing trailers

Operational and driving at work risks **shall** be assessed with control measures documented as a procedure, risk assessment or method statement. Operational and driving at work risks include:

- D2 Seat belts, speed, distraction and adverse weather
- D5 In-vehicle communications
- V5 Safe loading and load restraint
- O1 Prescribed and designated routes
- O4 Passenger safety
- O5 Specialist operations
- O6 Operational security
- O7 Counter terrorism

Risk assessments and method statements **shall** include personal protective equipment (PPE) requirements for drivers, particularly P2W drivers.

The policy, procedures, risk assessments, method statements, records and data relevant to health and safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

M9 Complaints

Requirement

To review and act upon any complaint made against the fleet operation.

Purpose

To ensure that complaints are investigated and used to improve operational performance through the resolution of any issues identified.

Demonstration

FORS operators **shall** have a policy and supporting procedure to manage complaints, grievances and objections made against the organisation or their drivers.

These include, but are not limited to:

- Complaints from customers
- Complaints from passengers
- Reports from members of the public
- Reports from the FORS Quality Assurance team
- Grievances from members of staff

A procedure **shall** be in place that includes the action to be taken in the event of a complaint and how consequences are dealt with.

All complaints **shall** be recorded and investigated within 10 working days to identify whether control measures have failed and if operational improvements can be made. Any improvement action taken **shall** also be recorded.

The complaints procedure that covers the fleet operation **may** be included within an organisation-wide complaints procedure.

The policy, procedure and records relevant to complaints **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

M10 Transport infringements

Requirement

To record, investigate and take action against all transport-related infringements.

Purpose

To ensure operational risk exposure is minimised, costs are controlled, and drivers operate legally, safely and professionally.

Demonstration

FORS operators **shall** have a policy and supporting procedure in place to record, investigate and monitor all transport-related breaches and offences.

The procedures **shall** include the actions to take in the event of:

- Moving traffic offences
- Fixed Penalty Notices (including Graduated)
- Penalty Charge Notices
- Roadworthiness Prohibitions PG9
- Drivers' hours offences
- Notices of intended prosecution or action
- Notices and the outcomes of public inquiries

The procedures **shall** also include compliance with transport related schemes, such as:

- Road user charges, such as congestion charge and tolls
- Safety zones, clean air zones and low emission zones
- Out of hours restrictions, such as the London Lorry Control Scheme
- Other permit schemes and traffic management orders

Transport-related infringements **shall** be recorded and investigated to identify whether control measures have failed and if operational improvements can be made. Any corrective action taken **shall** also be recorded.

Investigations of infringements **shall** be conducted by a person with competence to:

- Review and monitor infringements
- Identify direct and root causes
- Take corrective action to prevent recurrence
- Deal with any consequences
- Review the effectiveness of any corrective action taken

Corrective action **should** include:

- Changes to operational procedures
- Refresher or remedial training
- Continued professional development
- Disciplinary action

The policy, procedure and records relevant to transport infringements **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Aligned to driver licence checks in accordance with requirement D1
- Recorded in PDPs in accordance with requirement D4
- Developed in accordance with the FORS Professional Development requirements at Annexes 1 and 2

M11 Transport updates

Requirement

To keep up-to-date with developments in the fleet and road transport industry.

Purpose

To ensure that the organisation is prepared for and manages any change that may affect the fleet operation, such as legislation or industry practice.

Demonstration

FORS operators **shall** evidence a way of keeping up-to-date with industry developments and changes. Updates **shall** be specific to the fleet operation and vehicle type.

Evidence of keeping up-to-date with industry developments **should** include, but are not limited to:

- FORS bulletins, FORS eNews and FORS social media platforms
- Subscription to Driver and Vehicle Standards Agency (DVSA) Moving On, Health and Safety Executive and The Highway Code updates and alerts
- Scheme bulletins, such as LoCITY and Construction Logistics and Community Safety (CLOCS)
- Membership of a relevant professional body
- Membership of a relevant trade association
- Subscription to industry media and trade press services

Any industry change that is relevant to the fleet operation **shall** be communicated to drivers and other transport staff in accordance with requirement M5.

3.2 Vehicles

V1 Serviceability and roadworthiness

Requirement

To maintain vehicles, trailers and specialist equipment in a serviceable and roadworthy condition.

Purpose

To ensure that all vehicles, trailers and specialist equipment operate on the roads safely, within the law and with consideration of the environment.

Demonstration

FORS operators **shall** have a policy and supporting procedure in place to inspect, service and repair vehicles, trailers and specialist equipment. The policy and supporting procedures **shall** include information on:

- Effective management and supervisory responsibilities
- Systems for both planned and unplanned maintenance
- Maintenance to achieve optimum environmental and performance standards
- Walkaround checks and defect reporting
- First use inspections, including hire vehicles
- How safety critical defects and prohibitions are managed and investigated
- How unroadworthy vehicles are removed from service
- How unroadworthy vehicles are brought back into service when passed fit

An inspection and maintenance plan **shall** be in place that includes all vehicles, trailers and specialist equipment in scope of FORS accreditation. The inspection and maintenance plan **shall** include a minimum of 15 months' history and six months' forecast of:

- MOT and statutory annual tests
- Safety inspections
- First-use inspections¹
- Maintenance and servicing
- Brake tests
- Calibration tests
- Lifting Operations and Lifting Equipment Regulations (LOLER) and Provision and Use of Work Equipment Regulations (PUWER) inspections
- Any remedial work required or repairs carried out

The inspection and maintenance plan **shall** be supported by individual vehicle maintenance records. It **shall** be reviewed and updated when any vehicles, trailers or specialist equipment are changed.

Examples of specialist equipment include, but are not limited to:

- Speed limiters
- Digital and analogue tachograph units
- Carrying equipment such as tanks, hoppers, mixers and refrigeration units
- Lifting equipment such as cranes, winches, skip loaders, tipping bodies and tail lifts
- Accessibility equipment such as ramps, lifts, rails and anchors

¹ Required for newly acquired vehicles and vehicles being brought back into service

For operator licence holders, the inspection and maintenance plan **shall** evidence the safety inspection interval as required by the operator licence conditions.

Where safety inspections and maintenance are:

- Undertaken in-house - the person with responsibility for technical engineering advice **shall** declare that the technical facilities and staff competence are adequate for the size of the fleet and type of vehicles operated
- Contracted out - a formal written contract with a maintenance provider **shall** be evidenced

Safety inspections and maintenance facilities and technical engineering staff **should** be accredited by a relevant industry body, such as the Institute of Road Transport Engineers (IRTE) National Workshop Accreditation scheme.

FORS accreditation signage **shall** be removed from a vehicle prior to its onward sale or disposal. For security reasons, organisational livery **should** also be removed.

The policy, procedure, records and data relevant to vehicle inspection and maintenance **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

V2 Daily walkaround checks

Requirement

To check vehicles, trailers and specialist equipment for defects immediately before they are used.

Purpose

To ensure that all vehicles, trailers and specialist equipment operate on the roads safely, within the law and with consideration of the environment.

Demonstration

FORS operators **shall** have a daily walkaround check and defect reporting procedure in place for all vehicles, trailers and specialist equipment. This **shall** include the undertaking of walkaround checks by drivers before vehicles are used on the road each day, with a minimum of one check within each 24 hours.

The walkaround check procedure **shall** include an inspection of the whole vehicle, trailer and any specialist equipment. In particular, the walkaround check **shall** cover the serviceability of:

- Wheels and tyres
- Brakes and steering
- Lights and markers
- Mirrors and window glass
- Obstructions to driver vision
- Bodywork condition
- Fluid levels and any leakages
- Vehicle safety equipment

Trailer coupling and load restraint **shall** also be included where relevant.

Any defects **shall** be recorded and reported if they are found during:

- The daily walkaround check

- While the vehicle is in use
- On return to the operating centre

The details recorded **shall** include:

- Vehicle registration mark
- Vehicle identification number for trailers, where relevant
- Date
- Driver's name
- Details of the defect or symptom
- Who the defect was reported to

Defects that affect roadworthiness or safety **shall** be repaired before the vehicle, trailer or specialist equipment is used on the road.

Drivers who are expected to repair minor defects, such as light bulb or fuse replacement, **shall** undergo appropriate training.

Where there is a change in vehicle or trailer during the day, the driver taking charge **should** conduct their own walkaround check. If it is unsafe to conduct a walkaround check, there **shall** be a defect reporting system in place, which details the initial walkaround check and any defects reported during the day for the various drivers of a particular vehicle.

Drivers **shall** be made aware of their legal responsibilities regarding vehicle condition and the procedures for reporting defects.

The procedure, records and data relevant to walkaround checks and defect reporting **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

V3 Insurance

Requirement

To hold a minimum of third party insurance or self-insurance for the fleet and any other insurance necessary to provide financial protection to the operation.

Purpose

To ensure that all vehicles within the scope of FORS accreditation are insured to the minimum legal requirement and to provide financial protection in the event of injury, theft, damage or loss.

Demonstration

FORS operators **shall** have insurance certificates or evidence of self-insurance that covers all drivers, vehicles, trailers, specialist equipment and conditions of use that are within the scope of FORS accreditation.

Other insurance certificates **shall** be in place where they are relevant to the fleet operation. These include:

- Employers' liability
- Public liability
- Goods in transit
- Professional indemnity

An annual evaluation of insurance requirements **should** be conducted with a broker or underwriter to ensure the insurance cover is adequate for the fleet operation and to ensure best value.

To ensure the insurance is valid and the fleet operation remains financially protected, insurance certificates **shall** be retained in accordance with requirement M2

V4 Vehicle tax

Requirement

To tax all vehicles operating on public roads.

Purpose

To ensure that the appropriate rate of vehicle tax has been paid for all vehicles used on public roads.

Demonstration

FORS operators **shall** have a procedure in place to ensure vehicle tax and vehicle tax exemptions are in place for all vehicles in scope of FORS accreditation.

The vehicle tax procedure **shall** include a register or planner that includes:

- Vehicle tax requirements
- Vehicle tax expiry dates
- Vehicle tax payments
- Vehicle tax exemptions

V11 reminders or 'last chance' warning letters from the Driver and Vehicle Licensing Agency (DVLA) **should** not be relied on as a means of reminder.

If vehicle tax payment is not required, an exemption **shall** be applied for.

Any untaxed vehicles **shall** be declared as Statutory Off Road Notification (SORN).

To ensure vehicle tax is valid and the relevant payments are made by the dates required, vehicle tax requirements **shall** be retained in accordance with requirement M2

V5 Load safety

Bronze requirement V5 is divided into five sub-requirements applicable to the different vehicle types.

V5.1 Load safety for HGV

Requirement

To load vehicles and trailers safely and within the legal limits.

Purpose

To ensure that vehicle and trailer loads are restrained so that they do not endanger the driver, any passengers or other road users.

Demonstration

FORS operators **shall** have a policy, equipment, training and documentation in place for safe loading and load restraint. The policy **shall** include:

- Correct vehicle and trailer types for the load to be carried
- The load types to be carried by each vehicle and trailer type
- Safe loading and unloading practices
- Compliance with load documentation such as risk assessments and method statements
- Safe coupling of trailers to towing vehicles
- Information on the location and use of weighbridges

Where relevant, the load documentation **shall** include:

- Vehicle gross and axle weight limits
- Nature of the load
- Load weight and dimensions
- Loading and unloading instructions

- Load distribution
- Load restraint
- Use of lifting equipment
- Any other special precautions that are necessary

The correct equipment **shall** be issued to maintain safe loads.

The dimensions, laden weight and axle weights **shall** be determined before vehicles are driven on public roads. An onboard overload protection system **should** be considered.

If the overall vehicle height is 9 feet 10 inches (three metres) or above, a height indicator **shall** be displayed in the cab showing the overall height of the vehicle and load in feet and inches.

Documentation, records and data relevant to load safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in the health and safety policy in accordance with requirement M8
- Included in Professional Development Plans in accordance with requirement D4

V5.2 Load safety for PCV

Requirement

To load vehicles and trailers safely and within the legal limits.

Purpose

To ensure that luggage and vehicle equipment are restrained and within the vehicle weight limits so that they do not endanger the driver, any passengers or other road users.

Demonstration

FORS operators **shall** have a policy, equipment, training and documentation in place for safe stowage. The policy **shall** include:

- Safe stowage of passenger luggage and ancillary vehicle items
- Compliance with stowage documentation such as risk assessments and method statements
- Correct trailer types for any luggage or cargo to be carried
- Safe coupling of trailers to towing vehicles

Where relevant, the stowage documentation **shall** include:

- Vehicle gross, and axle weight limits
- Maximum passenger carrying capacity
- Luggage distribution and restraint in the stowage area
- Luggage distribution and restraint on-board including access to emergency exits
- Location and restraint of ancillary equipment

- Location and restraint of accessibility equipment
- Any other special precautions that are necessary

The correct equipment **shall** be issued to maintain safe loads.

Maximum passenger and luggage weight limits **should** be considered.

If the overall vehicle height is 9 feet 10 inches (three metres) or above, a height indicator **shall** be displayed in the cab showing the overall height of the vehicle and load in feet and inches.

Documentation, records and data relevant to stowage safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in the health and safety policy in accordance with requirement M8
- Included in Professional Development Plans in accordance with requirement D4

V5.3 Load safety for vans

Requirement

To load vehicles and trailers safely and within the legal limits.

Purpose

To ensure that any vehicle and trailer loads are restrained so that they do not endanger the driver, any passengers or other road users.

Demonstration

FORS operators **shall** have a policy, equipment, training and documentation in place for safe cargo. The policy **shall** include:

- Correct vehicle and trailer types for the cargo to be carried
- The cargo types to be carried by each vehicle and trailer
- Safe loading and unloading practices
- Compliance with cargo documentation such as risk assessments and method statements
- Safe coupling of trailers to towing vehicles

Where relevant, cargo documentation **shall** include:

- Vehicle gross and axle weight limits
- Nature of the cargo
- Cargo weight and dimensions
- Loading and unloading instructions
- Cargo distribution
- Cargo restraint system such as partitioning, racking, shelving, netting or sheeting

The correct equipment **shall** be issued to maintain safe loads.

Documentation, records and data relevant to load safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in the health and safety policy in accordance with requirement M8
- Included in Professional Development Plans in accordance with requirement D4

V5.4 Load safety for cars

Requirement

To load vehicles and trailers safely and within the legal limits.

Purpose

To ensure that any vehicle and trailer loads are restrained so that they do not endanger the driver, any passengers or other road users.

Demonstration

FORS operators **shall** have a policy, equipment, training and documentation in place for safe cargo. The policy **shall** include:

- Correct vehicle and trailer types for the items to be carried
- The items to be carried by each vehicle and trailer
- Safe loading and unloading practices
- Compliance with vehicle manufacturer's handbook and any supporting load documentation
- Safe coupling of trailers to towing vehicles

Where relevant, the vehicle manufacturer's handbook and any supporting load documentation **shall** include:

- Vehicle weight limits
- Nature of the load items
- Load weight and dimensions
- Loading and unloading instructions
- Load distribution
- Load restraint system such partitioning, netting and roof racks

The correct equipment **shall** be issued to maintain safe loads.

Documentation, records and data relevant to load safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in the health and safety policy in accordance with requirement M8
- Included in Professional Development Plans in accordance with requirement D4

V5.5 Load safety for P2W

Requirement

To load vehicles safely and within the legal limits.

Purpose

To ensure that any motorcycle and moped loads are restrained so that they do not endanger the rider or other road users.

Demonstration

FORS operators **shall** have a policy, equipment, training and documentation in place for safe loads. The policy **shall** include:

- Correct motorcycle and moped types for the load to be carried
- The load types to be carried by each motorcycle or moped
- Safe loading and unloading practices
- Compliance with load documentation such as risk assessments and method statements

Where relevant, load documentation **shall** include:

- Motorcycle or moped gross weight limits
- Nature of the load
- Load weight and dimensions
- Loading and unloading instructions
- Load distribution
- Load restraint system such as top boxes, panniers and side bags

The correct equipment **shall** be issued to maintain safe loads.

Documentation, records and data relevant to load safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in the health and safety policy in accordance with requirement M8
- Included in Professional Development Plans in accordance with requirement D4

V6 Vehicle safety equipment

Requirement

To fit larger vehicles with safety equipment that helps protect vulnerable road users.

Purpose

To minimise the probability and severity of collisions involving vulnerable road users.

Demonstration

FORS operators **shall** ensure that HGVs and vehicles designed to carry more than 16 passengers are fitted with blind spot warning signage.

Blind spot warning signage **shall** be fitted:

- Prominently to the rear of the vehicle
- To visually warn other road users of the near-side close proximity blind spot hazard
- So as not to cause offence to other road users
- So they are clearly visible to other road users

Blind spot warning signage **should** not give instruction or direction to other road users.

Goods vehicles over 3.5 tonnes gross vehicle weight **shall** be fitted with safety equipment designed to reduce the risk of close-proximity collisions involving vulnerable road users. This includes:

- Side under-run protection to both sides of the vehicle
- Class V and VI close-proximity mirrors

Side under-run protection **shall** be fitted:

- Unless defined as exempt in the Safer Lorry Scheme Traffic Regulation Order

- Unless the shape and characteristics of the vehicle mean that it meets the requirements for side under-run protection

Class V and Class VI close-proximity mirrors **shall** be fitted:

- Where they can be mounted with no part of the mirror being two metres from the ground, regardless of the adjustment position
- In such a way that they are appropriately adjusted and fully visible from the driving position

Evidence that vehicles are fitted with blind spot signage and safety equipment **shall** be provided.

Evidence **shall** include the FORS Audit Declaration supported by:

- A vehicle safety equipment report and/or a permit scheme record or register
- A selection of photographs of safety equipment fitted
- Invoices from safety equipment suppliers

For London operations (effective from implementation date of TfL's HGV safety permit scheme)

Goods vehicles over 12 tonnes gross vehicle weight **should** be rated against the HGV Direct Vision Standard (DVS). Any vehicle over 12 tonnes gross vehicle weight that operates in London and is either not DVS rated or rated at zero star **shall** be fitted with enhanced safety equipment in accordance with Silver requirement S6.

Vehicle equipment relevant to vulnerable road user safety **shall** be:

- Communicated in accordance with requirement M5
- Included in daily walkaround checks in accordance with requirement V2

V7 Tyre management

Requirement

To monitor tyre usage and maintain tyres in a serviceable and roadworthy condition.

Purpose

To ensure the management and use of tyres is undertaken in a safe, efficient and environmentally responsible manner.

Demonstration

FORS operators **shall** have a policy and procedure in place to manage tyre selection, condition and replacement against vehicle usage.

The tyre management policy **should** include:

- Tyre selection considering vehicle type and operating conditions
- Tyre monitoring of trends in wear, damage and age

In accordance with requirements V1 and V2, tyre condition **shall** be visually checked for damage, wear and pressures as part of the daily walkaround check and fully examined at periodic safety inspections. A procedure **shall** be in place to rectify any defects identified.

Where tyre maintenance is:

- Undertaken in-house - the person with responsibility for technical engineering advice **shall** declare that the technical facilities and staff competence are adequate for the size of the fleet and type of vehicles operated
- Undertaken by a tyre fitting service - a formal written contract or other supporting documentation **shall** be evidenced

Tyre recycling and disposal **shall** be conducted in accordance with local waste regulations.

Tyre reports **shall** be reviewed and retained, and the quality of any contracted work **shall** be monitored.

Policy, procedure, records and data relevant to tyre management **shall** be:

- Documented and reviewed in accordance with requirement M1
- Reviewed to identify trends and retained in accordance with requirement M2
- Communicated in accordance with requirement M5, in particular tyre safety, tread depth tolerance and pressures

3.3 Drivers

D1 Licensing

Requirement

To verify that all drivers hold a valid licence for the category and type of vehicle they are tasked to drive and manage any risks associated with endorsements or restrictions.

Purpose

To ensure that drivers are licensed to operate vehicles on the public highway and any risks that have been identified are monitored and managed.

Demonstration

FORS operators **shall** have a procedure to check and verify all driver licences, categories, expiry dates, endorsements and restrictions.

For drivers licensed in Great Britain, this **shall** be conducted through a service that directly accesses current DVLA data.

For drivers that are not licensed in Great Britain, checks **shall** be conducted through the equivalent licensing authority where such a service is available at no cost.

Where a no-cost licensing check service is unavailable, driving licence checks **shall** be conducted by a person or agent with competence to interpret driving licence:

- Entitlement categories
- Category and photocard expiry dates
- Endorsements, penalty points and their meaning
- Restriction codes, their meaning and the conditions needed to be able to drive

Driving licence checks **shall** be conducted at least every six months. This frequency of checks **should** be increased for higher risk drivers using an approved risk scale. A typical approved risk scale is:

- 0–5 penalty points on the driving licence – six monthly checks
- 6–8 penalty points on the driving licence – quarterly checks
- 9 or more penalty points on the driving licence – monthly checks

Where relevant, the procedure **shall** include checks on the following:

- Digital tachograph driver cards
- Driver Qualification Cards (DQC) for Driver Certificate of Professional Competence

The procedure **shall** include a requirement for drivers to report licence endorsements, driving infringements and restrictions to the responsible person, whether incurred on or off duty.

The procedure, records and data relevant to driver licensing **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

D2 Driving standards

Requirement

To require all drivers to have knowledge of and comply with the rules of the road.

Purpose

To ensure a safe standard of driving, consideration for other road users and to reduce the risk of death and injury.

Demonstration

FORS operators **shall** have a policy in place on the driving standards required within the organisation and provide drivers with access to the current version of the following documents:

- The Highway Code for UK-based operations
- Official road user guide or code of practice for non-UK based operations

Drivers **should** also have access to the current version of the official road user guide or highway code for any country they operate in.

Alongside the requirements of the FORS Standard, the driving standards policy **shall** be supported by a risk assessment or method statement and include:

- Driver responsibilities and professionalism
- Wearing seat belts where fitted and required
- Adherence to speed limits, traffic signs and road markings
- Distractions such as smoking, eating and drinking whilst driving
- Sharing the roads safely, particularly with vulnerable road users

- Fuel efficient driving techniques, air quality and emissions
- Driving on different road types such as urban, rural and motorways
- Driving in adverse weather conditions
- Actions in the event of a breakdown and road traffic collision

Drivers **shall** be required to declare they have access to, and read and understood, the following information:

- Driving standards policy
- Current version of The Highway Code
- Official road user guide or code of practice for non-UK based operations

Any driver incentive scheme that is operated **shall** promote and encourage legal, safe and professional behaviour.

The driving standards policy requirements **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4

D3 Staff induction

Requirement

To inform drivers and other staff involved in the fleet operation of the fleet operation policies, procedures and FORS accreditation, from the start of their employment.

Purpose

To ensure that staff have sufficient job-specific information to conduct their duties legally, safely and professionally whilst addressing any job concerns and identify any development needs.

Demonstration

FORS operators **shall** have an induction procedure and checklist in place to integrate all fleet-related staff (permanent and temporary) into the organisation.

Induction **shall** include the organisation's policies and procedures and be relevant to the member of staff's working environment. Induction **shall** comprise of:

- FORS, the level of accreditation, its requirements and general obligations
- Health and safety policy in accordance with requirement M8
- The importance of vulnerable road user safety, air quality and emissions
- Appraisal, professional development and performance management procedures
- Training needs and FORS Professional Development identified in accordance with requirement D4
- Familiarisation training on vehicles, routes and sites
- Any specific requirements of principal contracts

Staff induction responsibilities **may** be shared between managers, supervisors, human resources or a mentor but **should** be signed off by the line manager.

On completion of staff induction, a declaration **shall** be made by:

- The person responsible for conducting the induction, stating that the member of staff has been familiarised with the organisation's policies and procedures
- The member of staff, stating that they are fully familiar with the organisation's values, policies and procedures

The procedure, checklist and records relevant to staff induction **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4

D4 Professional development

Requirement

To professionally develop drivers and all other staff involved in the fleet operation, through progressive FORS Professional Development.

Purpose

To ensure all staff have the knowledge, skills and attitude to conduct their duties legally, safely and professionally.

Demonstration

The mandatory FORS Professional Development requirements **shall** be completed as set out at Annexes 1 and 2.

The FORS Professional Development **shall** be listed in a Professional Development Plan (PDP).

The PDP **shall** identify and document the training needs for drivers and all other staff involved in the fleet operation.

The PDP **shall** include the following information:

- Who needs the training
- The training need identified
- The method of training delivery
- How the training need was identified – such as induction, appraisals or performance management
- Planned and completed training

The export function in the FORS Professional training register **may** be used to evidence training.

PDPs **shall** be:

- Relevant to the fleet type and sector
- Relevant to the operating environment and the risks identified

- Updated when new training needs are identified, such as changes in responsibilities, vehicles, equipment or risks
- Progressive and aligned to Driver Certificate of Professional Competence where relevant

To allow for ongoing driver turnover and recruitment, a 10 per cent tolerance in the number of drivers that have undertaken FORS Professional Development **may** be accepted. This tolerance must be fully justified at audit.

PDPs **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

D5 In-vehicle communication

Requirement

To not cause or permit a driver to use a hand-held mobile phone or any other hand-held communication device while driving.

Purpose

To ensure that drivers are not distracted, exercise proper control of the vehicle and have full view of the road and traffic ahead.

Demonstration

FORS operators **shall** have a policy on the use of hand-held mobile phones and interactive communication devices while driving. The policy **shall** be supported by a risk assessment or method statement and include:

- Unlawful use of hand-held mobile phones and hand-held communication devices
- The responsibilities of office staff making and receiving calls to and from drivers
- The actions for office staff to end a call if they suspect the driver is driving
- The fact there is no expectation for drivers to answer any call until it is safe to do so

A non-exhaustive list of interactive communication devices includes:

- Navigation devices
- Camera monitor systems
- Tablet computers, laptops and e-readers
- Personal digital assistants (PDAs)
- Two-way radios
- Head-up displays (HUD)

The policy **should** not allow the use of hands-free mobile phones, interactive communication devices or headphones. Where a policy does, the conditions of use for hands-free mobile phones and communication devices **shall** include:

- Any conditions of use for hands-free mobile phones and communication devices
- Sending and receiving work-related calls, messages and data safely
- Any restrictions on making and receiving personal calls

If the use of hands-free mobile phones, communication devices or headphones is permitted, a risk assessment or method statement **shall** be completed and the control measures identified included in the policy. This includes:

- Any device being used is fully hands-free
- Safe stowage of the device so as not to limit field of view or cause distraction
- Any messages being limited to a basic level and for a minimum duration
- The responsibility to remain in full control of the vehicle and the risk of distraction from driving

The policy relevant to hand-held mobile phones and communication devices **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

D6 Health and eyesight

Requirement

To require that drivers are fit to drive, are not impaired and meet the minimum eyesight standard for driving.

Purpose

To ensure drivers maintain a level of skill and ability to exercise proper control of the vehicle and interact safely with other road users.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place on fitness to drive and the eyesight standards for driving. The policy and supporting procedures **shall** include:

- Minimum medical standards for driving
- Illness and prescribed and over-the-counter medication
- Health effects of driving such as posture and in-cab air quality
- Impairment through drugs and alcohol
- Fatigue-related illnesses such as sleep apnoea
- Mental health problems such as stress, depression and anxiety
- Minimum vision standards for driving and the use of glasses and contact lenses
- A driver health and fitness declaration
- Driver eyesight checks and tests

A driver eyesight check procedure **shall** be in place that requires drivers (with glasses or contact lenses, if required) to read a vehicle number plate made after 1 September 2001 from a distance of 20 metres, or a suitable alternative check.

Records of eyesight checks **shall** include the:

- Driver's name
- Date
- Name of the person supervising the check
- Vehicle registration plate used
- Outcome of the check
- Details of any follow-on actions

The frequency of eyesight checks **should** be dependent on the individual and operating conditions but **shall** be conducted:

- Pre-employment or the start of a specific contract
- Every six months
- After involvement in a blameworthy road traffic collision

Any driver failing an eyesight check **shall** be referred to an optician for an eyesight test.

A procedure **shall** be in place for drivers to inform management of any health or eyesight condition that affects driving ability and to inform DVLA of reportable medical conditions that affect driving entitlement.

A drugs and alcohol procedure **shall** be in place that includes the actions to take on suspecting driver impairment through drugs or alcohol.

This **should** include drug and alcohol testing that is conducted:

- Pre-employment or the start of a specific contract
- Routinely, randomly or unannounced
- After involvement in a road traffic collision, incident or near-miss

The policy, procedures and records relevant to fitness to drive and eyesight standards **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

D7 Working time and drivers' hours

Requirement

To manage drivers' working time and driving hours.

Purpose

To ensure that drivers are not subjected to excessive work, not fatigued whilst driving and comply with the rules on working time and drivers' hours.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place on working time, drivers' hours and their alignment. The policy and supporting procedures **shall** include:

- Planning daily and weekly work schedules and rest breaks to minimise fatigue
- How the risks associated with long journeys and night driving are managed
- Compliance with the Road Transport (Working Time) Regulations 2005, including the average 48-hour working week limit, where relevant
- How total working and driving time is monitored and enforced
- The requirement to report any fatigue or sleep related issues

The working time and drivers' hours policy and supporting procedures **shall** include adherence to the relevant rules, which will depend on the specific vehicle and journey type:

- For HGV and PCV drivers, EU drivers' hours and mobile working time rules may apply - these rules require tachograph records to be kept

- For van, car and P2W drivers (and drivers of HGVs and PCVs that are out of scope or exempt from the EU rules), GB domestic drivers' hours rules **may** apply- these rules require written records to be kept

A procedure for obtaining, processing and analysing the relevant drivers' hours records **shall** be in place. Where relevant, the procedure **shall** include information on:

- The recording method and the supply of log books, print rolls or charts
- Monitoring and managing driver and company tachograph card expiry dates
- Dealing with lost or defective tachograph cards
- Identifying and dealing with driver infringements to prevent recurrence

The policy **should** also include:

- Travel to and from work and drivers with no fixed or habitual place of work
- Overnight accommodation or alternative transport arrangements as required
- Secondary employment and any impact this has on working time and drivers' hours

Exemptions to drivers' hours rules

There are a number of exemptions to the EU drivers' hours and mobile working time rules, such as for vehicles up to 7.5 tonnes which are electrically powered and operate within a 100km radius.

There are also a number of exemptions from Great Britain domestic drivers' hours rules, such as for goods vehicles that are driven for less than four hours in a day.

A full list of exemptions is available at <https://www.gov.uk/drivers-hours>.

The policy, procedures and records relevant to working time and drivers' hours **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

3.4 Operations

01 Routing

Requirement

To adhere to compliant, safe and efficient routes.

Purpose

To ensure that the operation is as efficient as possible whilst minimising safety, environmental and congestion impacts on the road network.

Demonstration

FORS operators **shall** have a procedure in place to plan and adhere to compliant, safe and efficient routes. The procedure **shall** specifically include adherence to:

- Prescribed passenger routes
- Designated construction routes
- Permit-controlled routes, such as the London Lorry Control Scheme

A risk assessment **shall** be conducted on prescribed passenger routes and designated construction routes providing instructions to drivers. This **may** be communicated as a method statement. The risk assessment or method statement **shall** include:

- Origin, destinations and any specific hazards identified
- Any route permits and approvals required
- Community considerations such as schools, hospitals and cycle routes
- The impact on working time and drivers' hours
- Vehicle dimension and weight restrictions, particularly at bridges and structures

- Vehicle emissions standards and restrictions
- Parking, loading and unloading restrictions
- Any road user charging schemes or tolls

Any deviations from designated, permitted or controlled routes **should** be justified with unauthorised deviations being investigated.

Routes **should** be used that minimise distance driven and fuel used, and minimise the use of routes that are subject of local air quality exceedances. Distances travelled across the fleet **shall** be recorded by vehicle type.

Any client specified route or schedule requirement that conflicts with compliance, safety or environmental objectives **shall** be raised with the client for discussion and resolution.

Instructions to drivers **may** include specific route information and turn-by-turn directions. If this is provided using navigation technology, the device **shall** be customised for the vehicle weight and dimensions and subject to a risk assessment or method statement.

The procedure, risk assessments and method statements relevant to routing and scheduling **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Developed considering any load constraints in accordance with requirement V5

O2 Fuel, emissions and air quality

Requirement

To monitor fuel consumption and vehicle emissions.

Purpose

To understand operational performance levels and the impacts on the environment.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place to monitor fuel consumption and environmental impact.

The policy and procedures **shall** outline the organisation's commitment to environmental performance, name the Fuel and Emissions Champion and describe how:

- Environmental regulations and standards are complied with
- The vehicles and fuel type selected are suitable for the tasks to be undertaken
- Engine-idling is minimised to reduce fuel waste and unnecessary emissions
- Fuel data is collected and monitored by VRM, including AdBlue where relevant
- Fuel spillages are minimised and managed

Total fuel used across the fleet **shall** be monitored and recorded by vehicle and fuel type. Where relevant, this **shall** include AdBlue usage and **should** include the diesel to AdBlue ratio.

The policy, procedures and records relevant to fuel and emissions **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4

The Fuel and Emissions Champion **shall** be identified in the organisation chart in accordance with requirement M4.

O3 Road traffic collisions

Requirement

To document and investigate road traffic collisions, incidents and near-misses.

Purpose

To determine the contributory and root causes of road traffic collisions, incidents and near-misses to prevent recurrence and minimise road risk.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place to record and investigate road traffic collisions, incidents and near-misses.

The policy and procedures **shall** outline the organisation's commitment to collision management, name the Road Risk Champion and describe how:

- Road risk is managed stating who does what, when and how
- Incidents are managed safely, legally and reported to the relevant authorities promptly
- Incident facts are collated accurately, recorded correctly and reported to the insurer
- Vehicles involved are repaired to a safe and legal state prior to being returned to the road
- Drivers involved are assessed for wellbeing and competency to ensure they are able and fit to return to driving duties
- Incidents are investigated to determine primary and contributory factors
- Incident facts are monitored to determine and implement remedial actions

Collision management procedures **should** be split into minor, serious and major collision types, with the appropriate people being involved at each level.

Road traffic collision data across the fleet operation **shall** be monitored, recorded and, where contractually required, reported to the client.

Claims review meetings **should** be held with the insurance provider to assess the road risk profile, the claims handling procedure and inform the performance management procedure.

The policy, procedures, records and recommendations relevant to managing road risk and road traffic collisions **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4

The Road Risk Champion **shall** be identified in the organisation chart in accordance with requirement M4.

O4 Passenger safety

Requirement

To carry passengers in such a manner that no danger is likely to be caused.

Purpose

To ensure passenger safety and comfort.

Demonstration

FORS operators **shall** ensure that the permitted number of passengers for the vehicle is not exceeded.

FORS operators **shall** have a passenger safety policy in place for each particular vehicle type. The policy **shall** be supported by a risk assessment or method statement.

Where relevant, the passenger safety documentation **shall** include information on:

- Permitted number of passengers
- Passenger embarkation and disembarkation
- Passenger safety instructions, including wearing seat belts
- Special considerations when carrying children, the disabled and elderly
- Safe parking procedures
- Evacuation and emergency procedures
- Actions to take in passenger conflict situations

Where vehicles are accessible to disabled people, the passenger safety documentation **shall** include instructions to the driver on:

- Gangways and emergency exits not being obstructed
- Restraint systems being safely stowed when not in use

- Wheelchairs being secured in the vehicle
- Instructions on securing and releasing accessibility restraint being readily visible to wheelchair passengers
- All on-board instruction notices to passengers being clearly visible and clean
- Serviceability of emergency equipment, such as first aid kit and fire extinguisher

Where eligible, drivers and staff who come into contact with passengers within their role, such as escorts and conductors, **shall** be vetted as a pre-employment check through the Disclosure and Barring Service (DBS). The DBS check **shall** be conducted every three years.

Documentation, records and data relevant to passenger safety **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

O5 Specialist operations

Requirement

To conduct specialist operations safely and in accordance with the law.

Purpose

To ensure that the risks associated with specialist operations are managed so that they do not endanger the driver, any passengers or other road users.

Demonstration

FORS operators **shall** have in place a policy and supporting procedures for any specialist operations. Procedures **shall** be supported by risk assessments or method statements. Specialist operations include, but are not limited to:

- Dangerous goods
- Hazardous and non-hazardous waste
- Abnormal indivisible loads

The person with continuous and effective responsibility for the specialist operation **shall** be formally appointed, trained, experienced and, where necessary, qualified. This **should** be relevant to the specialism of the operation such as:

- Dangerous Goods Safety Advisor (DGSA)
- Waste carrier competence
- Special Types General Order (STGO) competence

For the carriage of dangerous goods, a procedure **shall** be in place and include:

- Dangerous goods vehicle approval certification
- Control measures relevant to the transportation of dangerous goods

- Dangerous goods documentation, consignment notes and data sheets
- Driver training and ADR (International Carriage of Dangerous Goods by Road) certificates
- Emergency actions and contact details

For hazardous and non-hazardous waste, a procedure **shall** be in place and **shall** include:

- Waste carrier licensing
- Control measures relevant to the transportation of waste
- Waste documentation, consignment notes and data sheets
- Waste operations and driver competence
- Emergency actions and contact details

For abnormal indivisible loads, a procedure **shall** be in place for vehicles operating under the conditions of STGO or vehicle special order movements. The procedure **shall** include:

- Notifying the police and the relevant highway and bridge authorities where required
- Compliance with all movement conditions relevant to the weight and dimensions of the vehicle and load
- The carriage of the vehicle movement approval with the load documentation
- The use of marker boards for over-width and over-length projections
- STGO and abnormal indivisible load driver competence

The policy, procedures, risk assessments and competences specific to specialist operations **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Verified in accordance with requirement D1
- Included in Professional Development Plans in accordance with requirement D4

O6 Operational security

Requirement

To minimise the risk of theft of vehicles, fuel, equipment and loads.

Purpose

To protect the fleet operation against criminal and unauthorised activity minimising loss, damage and risk.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place to help safeguard against security breaches, unauthorised vehicle access and theft of vehicles, loads, fuel and equipment. Procedures **shall** be supported by risk assessments or method statements.

The fleet security policy **shall** outline the commitment to raising awareness, security and vigilance across the organisation and describe how:

- Vehicles, keys and operating centres are secured and controlled
- Eligibility to drive vehicles is determined and controlled
- Visitors are controlled
- Overnight parking facilities are identified

The procedures for fleet security **shall** be supported by risk assessments or method statements and include instructions to drivers on:

- Safety and security of the vehicle and keys
- Security measures when stopping for breaks and rest
- Leaving a vehicle engine running for operational purposes

- Preventing hijack attempts through unauthorised passengers and hoax enforcement officers
- Reporting theft and suspicious activity

The policy, procedures and risk assessment relevant to fleet security **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4
- Consistent with requirement O7

07 Counter terrorism

Requirement

To recognise the current terrorist threat and raise awareness, security and vigilance across the organisation.

Purpose

To minimise the risks posed by potential security and terrorist threats and to ensure staff are prepared to deal with extremist and terrorist action.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place to help safeguard against potential security and terrorist threats.

The counter terrorism policy **shall** outline the commitment to raising awareness, security and vigilance across the organisation, name the Counter Terrorism Champion and describe the:

- Different forms of threat that exist in terms of vehicle security and terrorism
- Security improvements and contingency plans that are needed
- Security measures that are to be complied with and reviewed
- Level of staff communications and awareness training required
- Safe and sensitive management of security incidents
- Reporting procedure to the relevant authorities

The procedures for countering terrorism **shall** be supported by risk assessments or method statements and include instructions to drivers on:

- Identifying suspicious behaviour or activity
- Dealing with vehicle-borne improvised explosive devices
- Dealing with bomb threats and suspect devices

The procedures for countering terrorism **should** be aligned to the procedures for protecting against other security threats, such as theft and crime.

An emergency and business continuity plan **should** be in place to enable a simultaneous response to a security incident and a return to 'business as usual' as soon as possible.

The policy, procedures and risk assessment relevant to security and counter terrorism **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Included in Professional Development Plans in accordance with requirement D4
- Consistent with requirement O6

The Counter Terrorism Champion **shall** be identified in the organisation chart in accordance with requirement M4.

4 Silver and Gold accreditation

4.1 Silver progression

S1 FORS Bronze

Requirement

To maintain the requirements of the FORS Bronze accreditation awarded.

Purpose

To ensure that minimum operating standards are maintained and FORS obligations are upheld.

Demonstration

FORS operators applying for initial FORS Silver accreditation **shall**:

- Be FORS Bronze accredited with at least 45 calendar days before its expiry date

FORS operators applying for re-approval of FORS Silver accreditation **shall**:

- Be FORS Bronze accredited with at least 45 calendar days before its expiry date
- Be FORS Silver accredited with at least 45 calendar days before its expiry date



S2 Performance data

Requirement

To actively monitor and benchmark operational performance data.

Purpose

To improve operational performance, reduce costs and minimise impact on the environment.

Demonstration

FORS operators **shall** complete the FORS progression data report for all vehicles in scope of FORS accreditation that includes the following operational performance indicators:

- Total distance travelled and fuel² used by vehicle type
- Total road traffic collision and incident data by vehicle type
- Total Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incident data
- Total transport related fines and penalty charges

Fuel usage and distance travelled **shall** be used to calculate and report CO₂, NO_x and Particulate Matter emissions.

On initial FORS Silver accreditation, the FORS progression data report **shall** cover a minimum of three months prior to the date of submission.

At FORS Silver re-approval, the FORS progression data report **shall** cover the 12 months prior to the date of submission.

Active monitoring of operational performance indicators **shall** be conducted. Data capture and monitoring tools **should** include:

- Fleet management system
- Vehicle telematics
- Insurance reports
- Fuel card reports
- Benchmarking systems

FORS operators accredited under multi-operating centre accreditation (MOCA) **may** elect to progress to Silver at individual operating centres. In this case, performance data for the relevant operating centres **shall** be provided.

The FORS progression data report available on FORS online **shall** be used to submit the required performance indicators.

Road traffic collision and incident data **should** be entered into the FORS Collision Manager tool.

² Or energy used for electrically-powered vehicles

S3 Fuel, emissions and air quality

Requirement

To commit to reducing fuel consumption and vehicle emissions.

Purpose

To improve operational performance and minimise negative impacts on the environment.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place that commit to reducing fuel consumption and minimising environmental impact.

The commitment to reducing fuel consumption and minimising environmental impact **shall** be a development on the FORS Bronze requirement O2 and include:

- Evidence of the Fuel and Emissions Champion's competence
- Details of fleet performance management that enables effective and efficient analysis
- The fuel efficiency and emissions reduction initiatives that are in place or are planned

The policy, procedures and records relevant to fuel and emissions **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Consistent with the FORS Professional Development requirements at Annexes 1 and 2
- Performance managed in accordance with requirement S2

S4 Road risk

Requirement

To investigate and analyse road traffic collisions, incidents and near-misses.

Purpose

To determine any trends in road traffic collisions, incidents and near-misses to prevent recurrence and minimise road risk.

Demonstration

FORS operators **shall** have a policy and supporting procedures in place that commit to managing work-related road risk.

The commitment to managing work-related road risk **shall** be a development on the FORS Bronze requirement O3 and include:

- Evidence of the Road Risk Champion's competence
- Details of road risk data management to enable effective and efficient analysis
- The road risk initiatives, campaigns and training that are in place or are planned
- Evidence of a review meeting with the insurance provider within the previous 12 months to assess the road risk profile and claims handling

The policy, procedures and records relevant to road risk **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Consistent with the FORS Professional Development requirements at Annexes 1 and 2
- Performance managed in accordance with requirement S2

S5 Professional development

Requirement

To professionally develop drivers and other staff involved in the fleet operation, through progressive FORS Professional Development.

Purpose

To ensure all staff maintain the knowledge, skills and attitude to conduct their duties safely, professionally and with consideration to the environment.

Demonstration

The mandatory FORS Professional Development requirements **shall** be completed as set out at Annexes 1 and 2.

FORS operators **shall** maintain and implement PDPs that identify and document progressive FORS Professional Development for drivers and all other staff involved in the fleet operation.

The PDP **should** include progressive FORS Professional Development for drivers and all other staff relevant to their roles and responsibilities.

To allow for ongoing driver turnover and recruitment, a 10 per cent tolerance in the number of drivers that have undertaken FORS Professional Development **may** be accepted. This tolerance **shall** be fully justified at audit.

FORS Professional Development **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Developed in accordance with the FORS Professional Development requirements at Annexes 1 and 2
- Evidenced using the FORS Professional training register

S6 Vehicle safety equipment

Requirement

To fit HGVs with enhanced safety equipment to help protect vulnerable road users.

Purpose

To minimise the probability and severity of collisions involving vulnerable road users.

Demonstration

FORS operators **shall** ensure that all HGVs are fitted with enhanced safety equipment designed to reduce the risk of close-proximity collisions involving vulnerable road users.

Vulnerable road user safety equipment **shall** include:

- Blind spot vision aids that provide the driver with a full view of the near-side vehicle blind spot
- An audible warning system that alerts other road users of left-turn and reversing manoeuvres

Evidence that HGVs are fitted with enhanced vulnerable road user safety equipment **shall** be provided and include the FORS Audit Declaration supported by:

- The FORS vehicle safety equipment report
- Permit scheme records or register
- A selection of photographs of safety equipment fitted
- Invoices from safety equipment suppliers of safety equipment

Blind spot vision aids **shall** include:

- A camera system that monitors the near-side vehicle blind spot
- An in-cab display screen to provide the driver with a view of the near-side blind spot
- An in-cab audible warning system to alert the driver of other road users in the near-side blind spot

Where the driver has full view of the near-side blind spot area by direct vision, such as a left-hand drive vehicle, the camera system and in-cab display screen is not required.

Rigid goods vehicles over 7.5 tonnes gross vehicle weight **shall** be fitted with a camera system that monitors the rear vehicle blind spot.

Camera systems **should** also:

- Monitor front and off-side blind spots
- Be able to digitally record incidents and assist in driver training and development

To allow for older vehicles in the fleet replacement cycle, a tolerance in the number of vehicles fitted with camera systems **may** be accepted for vehicles registered before 1 January 2015 where there is not a contractual or permit requirement. This tolerance **shall** be fully justified at audit. If this tolerance is permitted, older vehicles not fitted with camera systems **shall** be fitted with an alternative blind spot vision aid such as a Fresnel Lens.

An audible system that warns other road users of a left-turn and reversing vehicle manoeuvre **shall** be fitted. The audible system:

- **Shall** activate when the left-turn indicator is engaged
- **Should** be fitted with a manual switch to mute the sound when required, such as operating between 23:30 and 07:00 in urban areas
- **May** be supplemented with a visual warning to vulnerable road users

Vehicles operating in countries that drive on the right-hand side of the road **should** be fitted with an audible system that warns other road users of a right-turn vehicle manoeuvre.

Vehicle equipment relevant to vulnerable road user safety **shall** be:

- Communicated in accordance with requirement M5
- Included in daily walkaround checks in accordance with requirement V2
- Included in Professional Development Plans in accordance with requirement D4

S7 Noise pollution

Requirement

To conduct and comply with a noise impact assessment at operating centres and noise sensitive locations.

Purpose

To minimise noise pollution and its impact on local communities.

Demonstration

FORS operators **shall** assess the noise impacts of operational activities, driver behaviour and equipment used at operating centres and relevant customer locations.

The noise impact assessment **shall** include:

- A review of the noise sensitivity at operating centres and customer locations
- The noise levels of vehicles and operational equipment
- Potential and predicted noise pollution and who could be affected
- Noise pollution reduction measures such as vehicle specification, equipment and procedures
- A code of practice to communicate appropriate driver behaviour

The organisation chart at Bronze requirement M4 **shall** be updated to include the person with continuous and effective responsibility for noise pollution measures (Champion).

The noise assessment **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

S8 Internal communications

Requirement

To actively promote FORS and the requirements of the FORS Standard across the organisation.

Purpose

To raise awareness of road risk, environment impact, efficiency and terrorist threat and achieve long-term behaviour change.

Demonstration

FORS operators **shall** have an annual plan in place to communicate topical issues that are relevant to FORS and the fleet operation.

Staff communications **should** include campaigns covering topical issues, such as:

- Operational compliance
- Work-related road risk
- Driving standards
- Emissions and air quality
- Health and wellbeing
- Customer service
- Noise pollution
- Security measures
- Counter terrorism measures

Each campaign **should** have clear objectives and measures of success and be managed by the relevant person with continuous and effective responsibility for the campaign issue.

Campaigns **may** use a mix of communication methods such as:

- Workplace posters
- Toolbox talks
- Driver action cards
- In-cab signage

Internal campaigns **shall** be:

- Consistent with requirement M5

S9 Sub-contracted services

Requirement

To require FORS accreditation throughout sub-contracted services that are delivered on behalf of FORS-specifying clients.

Purpose

To ensure that all fleet operators, drivers and vehicles working on behalf of FORS-specifying clients comply with consistent operating standards.

Demonstration

Where FORS accreditation is specified in contracts, FORS operators **shall** incorporate a flow down clause in the terms of sub-contract agreements that require the provision of fleet operations, vehicles and drivers at FORS Silver level of accreditation.

Sub-contract services include the providers of:

- Hired services to deliver the client contract
- Temporary drivers
- Temporary vehicles

Sub-contracted services should be monitored to ensure FORS Silver level of accreditation has been achieved, implemented and complied with.

Sub-contracted service agreements and compliance records **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2

4.2 Gold progression

G1 FORS Silver

Requirement

To maintain the requirements of the FORS Silver accreditation awarded.

Purpose

To ensure that good practice and minimum operating standards are maintained.

Demonstration

FORS operators applying for initial FORS Gold accreditation **shall**:

- Be FORS Bronze accredited with at least 45 calendar days before their expiry date
- Be FORS Silver accredited with at least 45 calendar days before their expiry date

FORS operators applying for re-approval of FORS Gold accreditation **shall**:

- Be FORS Bronze accredited with at least 45 calendar days before its expiry date
- Be FORS Silver accredited with at least 45 calendar days before its expiry date
- Be FORS Gold accredited with at least 45 calendar days before its expiry date



G2 Performance data

Requirement

To demonstrate meaningful improvements against the performance data evidenced at FORS Silver.

Purpose

To ensure that initiatives and interventions implemented at FORS Silver are effective and are contributing to performance improvements.

Demonstration

FORS operators **shall** complete the FORS progression data report for all vehicles in scope of FORS accreditation.

The FORS progression data report **shall** cover the previous 24 months to provide a year-on-year comparison and include the following operational performance indicators:

- Total distance travelled and fuel³ used by vehicle type
- Total road traffic collision and incident data by vehicle type
- Total Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incident data
- Total transport related fines and penalty charges

Fuel usage and distance travelled **shall** be used to calculate and report CO₂, NO_x and Particulate Matter impacts.

The FORS progression data report **shall** demonstrate year-on-year operational improvements on the performance indicators.

The FORS progression data report available on FORS online **shall** be used to submit the required performance indicators.

Road traffic collision and incident data **shall** be entered into the FORS Collision Manager tool.

³ Or energy used for electrically-powered vehicles

G3 FORS case study

Requirement

To develop and publish a case study that describes FORS progression.

Purpose

To demonstrate and communicate the benefits of FORS accreditation and progression.

Demonstration

FORS operators **shall** develop a case study that describes FORS progression from registration through to Gold accreditation.

On initial FORS Gold accreditation, the case study **shall** include:

- An introduction to your organisation and what you do
- How you heard about FORS and what prompted you to join
- Your experience of the progression from Bronze and Silver to Gold
- Relevant images showing FORS compliant vehicles
- Use of FORS tools, toolkits and FORS Professional Development
- Performance improvements achieved since joining FORS
- What FORS Gold accreditation means to your organisation

The FORS Gold case study **shall** be reviewed and revised every 36 months using the FORS Gold case study template provided, and include:

- An update of all information in the previous case study
- A review of the initiatives and interventions during the previous 36 months
- The operational performance indicators from the previous 24 months

The FORS case study **shall**:

- Utilise data in accordance with requirement S2 and G2
- Include the evidence of positively promoting FORS at requirement G7

G4 Recruitment and retention

Requirement

To actively attract, recruit and retain drivers and other staff involved in the fleet operation.

Purpose

To sustain the fleet operation and help promote transport and logistics as a profession of choice.

Demonstration

FORS operators **shall** have a recruitment and retention policy in place that:

- Meets the resource needs of the organisation and minimises staff turnover
- Raises awareness of the career options in the transport and logistics profession
- Attracts new talent into the road transport sector
- Is inclusive, accessible and fair

Where relevant, the recruitment and retention policy **shall** include a training programme to attract new drivers and staff that might not have road transport skills or experience.

For fleet operations with over 50 HGVs or PCVs, the training programme **shall** include driving licence acquisition training. As an indicator, this **should** be at a rate of one per cent of vehicles held every 36 months.

Driver and staff retention and turnover **shall** be represented as a percentage statistic over a 12-month period.

To achieve recruitment and retention targets, engagement **should** be undertaken with:

- Schools, colleges and universities
- The Armed Forces Covenant
- Job seeker and job match services
- Industry schemes and campaigns

The recruitment and retention policy **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Developed in accordance with the FORS Professional Development requirements at Annexes 1 and 2

G5 Professional development

Requirement

To develop, motivate and engage drivers and all other staff involved in the fleet operation to further their professional development.

Purpose

To ensure the fleet operation has the behaviours and culture to achieve sustainable performance improvements.

Demonstration

The mandatory FORS Professional Development requirements for managers and drivers **shall** be completed as set out in Annexes 1 and 2.

FORS operators **shall** maintain and implement PDPs that develop, motivate and engage all staff involved in the fleet operation.

The PDP **shall** include:

- FORS Professional Development relevant to individual roles and responsibilities
- Continued professional development that encourages personal growth
- Personal objectives aligned to the priorities, objectives and culture of a FORS Gold accredited organisation

To allow for ongoing driver turnover and recruitment, a 10 per cent tolerance in the number of drivers that have undertaken FORS Professional Development **may** be accepted. This tolerance **shall** be fully justified at audit.

On initial FORS Gold accreditation, the responsible person, or other nominated manager involved in the fleet operation, **shall** be working towards qualifying as a FORS Practitioner.

At FORS Gold re-approval, the responsible person, or other nominated manager involved in the fleet operation, **shall** be qualified as a FORS Practitioner.

For managers and supervisors, the PDP **should** include professional development on people leadership and management skills.

An appraisal procedure **should** be in place to monitor and measure individual performance against personal objectives.

FORS Professional Development **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5
- Developed in accordance with the FORS Professional Development requirements at Annexes 1 and 2
- Evidenced using the FORS Professional training register

G6 Sustainable operations

Requirement

To progress further to reduce the environmental, safety and congestion impacts on the road network.

Purpose

To ensure that the negative impacts of the fleet operation can be reduced over time.

Demonstration

FORS operators **shall** undertake a review of the fleet operation to further improve environment performance, road safety and efficiency.

The review **shall** include a considered evaluation for using:

- Vehicles designed for more efficient operations
- Ultralow and zero emission capable vehicles
- Safer vehicles that are best in class for direct vision

Where a tolerance has been accepted at requirement S6, all HGVs (irrespective of age) **shall** be fitted with blind spot vision aids that include:

- A camera system that monitors the near-side vehicle blind spot
- An in-cab display screen to provide the driver with a view of the near-side blind spot

Fitment of blind spot vision aids for vehicles registered before 1 January 2015 **may** be planned and evidenced in line with the operator's fleet replacement cycle. This must be fully justified at audit.

The review **shall** also evaluate the use of sustainable ways of working that minimise the impact on the road network. Sustainable ways of working include:

- Technology to optimise operations
- Collaborating to share resources and infrastructure
- Renewable energy sources
- Retiming fleet activities to avoid peak congested periods
- Improving first time delivery performance
- Consolidating loads and activities
- Rail or water as an alternative to road transport

The review **should** include a cost benefit analysis with the benefits communicated in terms of emissions, road risk and reduced road miles.

The review **may** include projects, research or trials of future technology, operational concepts and vehicle design.

The sustainable operations review **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Included in the FORS case study in accordance with requirement G3

G7 Promoting FORS

Requirement

To promote FORS and the FORS Standard.

Purpose

To raise operating standards and improve the image of the industry.

Demonstration

FORS operators **shall** provide evidence of positively promoting FORS through existing marketing, communications and public relations activities for the previous 12 months. This **should** include a combination of:

- Use of the FORS logo on vehicles, letterheads or emails
- Press releases
- Social media
- Good practice case studies
- Supporting FORS Practitioner workshops
- Speaking at events, conferences, etc

Promotional activities **may** include:

- Engagement with schools, colleges and local communities
- Supporting road safety initiatives such as Exchanging Places
- Supporting other FORS operators to attain FORS accreditation

Details of FORS promotional activity **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Included in the FORS case study in accordance with requirement G3

G8 Staff travel

Requirement

To encourage the promotion of sustainable and cost-effective staff travel behaviour.

Purpose

To minimise the negative impact of staff travel to and from the workplace.

Demonstration

FORS operators **shall** have in place a workplace travel plan that is aligned to the relevant local authority guidance. The workplace travel plan **shall** include:

- A workplace audit and staff survey
- Objectives and staff travel targets to achieve
- Incentives and initiatives to reduce reliance on car use
- An action plan and monitoring strategy

Staff travel incentives and initiatives **should** include:

- Appointing a Staff Travel Champion
- Cycle facilities and a 'Cycle to Work' scheme
- Step challenges and a 'Step to Work' scheme
- Workplace cycle training and maintenance
- Car sharing schemes
- Using conferencing to reduce travel for meetings
- Taking part in wider initiatives such as Bike Week, Cycle to Work Day, Ride to Work week and Liftshare Week

The workplace travel plan **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2
- Communicated in accordance with requirement M5

G9 Contracted services

Requirement

To require FORS accreditation throughout contracted services that are delivered on behalf of the FORS operator.

Purpose

To ensure that all fleet operators, drivers and vehicles working on behalf of the FORS operator comply with consistent operating standards.

Demonstration

At initial Gold audit, FORS operators **shall** have a written plan for incorporating a flow down clause requiring a minimum of FORS Bronze accreditation in the terms of new contract agreements for the provision of services that support the fleet operation.

At Gold re-approval audit, FORS operators **shall** incorporate a flow down clause requiring a minimum of FORS Bronze accreditation in the terms of new contract agreements for the provision of services that support the fleet operation.

Contracted services **should** be monitored to ensure the FORS Standard has been adopted, implemented and complied with.

Contracted services include, but are not limited to:

- Maintenance services and parts
- Tyre services
- Vehicle recovery operators
- Bulk fuel providers

This requirement is in addition to requirement S9.

Contracted service agreements and compliance records **shall** be:

- Documented and reviewed in accordance with requirement M1
- Retained in accordance with requirement M2

5 Annexes

- Annex 1 – FORS Professional Development for drivers
- Annex 2 – FORS Professional Development for managers
- Annex 3 – Glossary
- Annex 4 – Resources
- Annex 5 – Summary of changes
- Annex 6 - Implementation and transitional provisions

Annex 1

FORS Professional Development for drivers

- Annex 1.1 – FORS Professional Development for HGV (including wheeled plant) drivers
- Annex 1.2 – FORS Professional Development for PCV drivers
- Annex 1.3 – FORS Professional Development for van drivers
- Annex 1.4 – FORS Professional Development for car drivers
- Annex 1.5 – FORS Professional Development for P2W drivers

FORS Standard version 5 transitional provisions

For information on version 5 implementation date and transitional provisions for some of the new training requirements, please see Annex 6.

FORS Professional Development links:

- [FORS Professional Training](#)

ANNEX 1.1

FORS PROFESSIONAL DEVELOPMENT FOR HGV (INCLUDING WHEELED PLANT) DRIVERS



The FORS mandatory driver training listed below is required in order to meet FORS Bronze requirement D4 and FORS Silver requirement S5. **At Silver, both Bronze and Silver mandatory training requirements apply. At Gold, Bronze, Silver and Gold mandatory training requirements apply.** For drivers of more than one vehicle type, FORS operators must check the FORS mandatory training requirements for all vehicle types.

Level	Training topic	Training required	Completed within the past
Bronze D4	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	One FORS Professional safety eLearning module	12 months
	Security and counter terrorism – training on personal and vehicle security and the potential threat of terrorism	FORS Professional Security and Counter Terrorism eLearning module or FORS Approved counter terrorism awareness training course or eLearning module	24 months
Silver S5	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	FORS Professional Safe Urban Driving (SUD) training course or FORS Approved WRRR training course that includes on-cycle hazard awareness or FORS Approved WRRR training course that includes immersive interactive learning meeting the ' <i>Initial</i> ' WRRR approval criteria	5 years (for <i>Initial</i> 5 years)
		FORS Professional Safe Urban Driving (SUD) training course or FORS Approved WRRR training course that includes on-cycle hazard awareness or FORS Approved WRRR training course that includes immersive interactive learning meeting the ' <i>Refresher</i> ' WRRR approval criteria	5 years (for <i>Refresher</i> 5 years)
	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Professional LoCITY Time to clean up eLearning module	24 months

Gold G5	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Professional LoCITY Driving training course or FORS Approved environmental awareness training course	5 years
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SPECIAL NOTES FOR HGV DRIVERS

- **Drivers of both HGVs and vans** – FORS HGV driver mandatory training requirements cover the FORS van driver mandatory training requirements
- **Bronze D4 WRRR safety eLearning** – D4 safety eLearning is not required if S5 WRRR training (with or without on cycle) has been undertaken in the past 12 months
- **Silver S5 WRRR** – Immersive interactive learning is training delivered through drama-based multi-media, virtual reality or other mixed reality training methods. Initial and Refresher approval criteria are defined in the FORS Approved guidance
- **Gold G5 Fuel, emissions and air quality** – S5 LoCITY Time to clean-up eLearning module is not required if G5 LoCITY Driving (or FORS approved) training course has been undertaken in the past 24 months
- **Non-UK based operators** with difficulty completing the mandatory eLearning modules - FORS may consider approval of alternative training

The terms ‘Initial WRRR approval criteria’, ‘Refresher WRRR approval criteria’ and ‘immersive interactive learning’ are described in the Glossary of terms at Annex 3. Refer to the [FORS Approved guidance](#) for further details.

ANNEX 1.2

FORS PROFESSIONAL DEVELOPMENT FOR PCV DRIVERS



The FORS mandatory driver training listed below is required in order to meet FORS Bronze requirement D4 and FORS Silver requirement S5. **At Silver, both Bronze and Silver mandatory training requirements apply. At Gold, Bronze, Silver and Gold mandatory training requirements apply.** For drivers of more than one vehicle type, FORS operators must check the FORS mandatory training requirements for all vehicle types.

Level	Training topic	Training required	Completed within the past
Bronze D4	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	One FORS Professional safety eLearning module or FORS Approved safety training course or eLearning module	12 months
	Security and counter terrorism – training on personal and vehicle security and the potential threat of terrorism	FORS Professional Security and Counter Terrorism eLearning module or FORS Approved counter terrorism awareness training course or eLearning module	24 months
Silver S5	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	FORS Professional Safe Urban Driving (SUD) training course or FORS Approved WRRR training course	5 years
Gold G5	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Approved environmental awareness training course	5 years
SPECIAL NOTES FOR PCV DRIVERS			
<ul style="list-style-type: none"> Bronze D4 WRRR safety eLearning – D4 safety eLearning is not required if S5 WRRR training (with or without on cycle) has been undertaken in the past 12 months 			

ANNEX 1.3

FORS PROFESSIONAL DEVELOPMENT FOR VAN DRIVERS



The FORS mandatory driver training listed below is required in order to meet FORS Bronze requirement D4 and FORS Silver requirement S5. **At Silver, both Bronze and Silver mandatory training requirements apply. At Gold, Bronze, Silver and Gold mandatory training requirements apply.** For drivers of more than one vehicle type, FORS operators must check the FORS mandatory training requirements for all vehicle types.

Level	Training topic	Training required	Completed within the past
Bronze D4	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	One FORS Professional safety eLearning module	12 months
	Security and counter terrorism – training on personal and vehicle security and the potential threat of terrorism	FORS Professional Security and Counter Terrorism eLearning module or FORS Approved counter terrorism awareness training course or eLearning module	24 months
Silver S5	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	FORS Professional Safe Urban Driving (SUD) training course or FORS Approved WRRR training course that includes on-cycle hazard awareness or FORS Approved WRRR training course that includes immersive interactive learning meeting the ' <i>Initial</i> ' WRRR approval criteria	5 years (for <i>Initial</i> 5 years)
		FORS Professional Safe Urban Driving (SUD) training course or FORS Approved WRRR training course that includes on-cycle hazard awareness or FORS Approved WRRR training course that includes immersive interactive learning meeting the ' <i>Refresher</i> ' WRRR approval criteria	5 years (for <i>Refresher</i> 5 years)
	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Professional LoCITY Time to clean up eLearning module	24 months

Gold G5	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Professional LoCITY Driving training course or FORS Approved environmental awareness training course	5 years
SPECIAL NOTES FOR VAN DRIVERS			
<ul style="list-style-type: none"> Bronze D4 WRRR safety eLearning – D4 safety eLearning is not required if S5 WRRR training (with or without on cycle) has been undertaken in the past 12 months Silver S5 WRRR – Immersive interactive learning is training delivered through drama-based multi-media, virtual reality or other mixed reality training methods. Initial and Refresher approval criteria are defined in the FORS Approved guidance Gold G5 Fuel, emissions and air quality – S5 LoCITY Time to clean-up eLearning module is not required if G5 LoCITY Driving (or FORS approved) training course has been undertaken in the past 24 months Non-UK based operators with difficulty completing the mandatory eLearning modules - FORS may consider approval of alternative training 			

The terms ‘Initial WRRR approval criteria’, ‘Refresher WRRR approval criteria’ and ‘immersive interactive learning’ are described in the Glossary of terms at Annex 3. Refer to the [FORS Approved guidance](#) for further details.

ANNEX 1.4

FORS PROFESSIONAL DEVELOPMENT FOR CAR DRIVERS



The FORS mandatory driver training listed below is required in order to meet FORS Bronze requirement D4 and FORS Silver requirement S5. **At Silver, both Bronze and Silver mandatory training requirements apply. At Gold, Bronze, Silver and Gold mandatory training requirements apply.** For drivers of more than one vehicle type, FORS operators must check the FORS mandatory training requirements for all vehicle types.

This training applies for passenger vehicles with up to eight passenger seats.

Level	Training topic	Training required	Completed within the past
Bronze D4	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	FORS Approved safety training course or eLearning module	12 months
	Security and counter terrorism – training on personal and vehicle security and the potential threat of terrorism	FORS Professional Security and Counter Terrorism eLearning module or FORS Approved counter terrorism awareness training course or eLearning module	24 months
Silver S5	Work-related road risk (WRRR) – training on road risk and the safety of vulnerable road users	FORS Approved WRRR training course	5 years
Gold G5	Fuel, emissions and air quality – training on reducing fuel consumption and vehicle emissions	FORS Approved environmental awareness training course	5 years
SPECIAL NOTES FOR CAR DRIVERS			
<ul style="list-style-type: none"> Bronze D4 WRRR safety eLearning – D4 safety eLearning is not required if S5 WRRR training (with or without on cycle) has been undertaken in the past 12 months 			

ANNEX 1.5

FORS PROFESSIONAL DEVELOPMENT FOR P2W DRIVERS



The FORS mandatory driver training listed below is required in order to meet FORS Bronze requirement D4 and FORS Silver requirement S5. **At Silver, both Bronze and Silver mandatory training requirements apply.** For drivers of more than one vehicle type, FORS operators must check the FORS mandatory training requirements for all vehicle types.

Level	Training topic	Training required	Completed within the past
Bronze D4	Work-related road risk (WRRR) – training on road risk and knowledge of The Highway Code	Compulsory Basic Training (CBT) and the theory test: motorcycles and mopeds	12 months
	Security and counter terrorism – training on personal and vehicle security and the potential threat of terrorism	FORS Professional Security and Counter Terrorism eLearning module or FORS Approved counter terrorism awareness training course or eLearning module	24 months
Silver S5	Work related road risk (WRRR) – training on road risk and an official test of competency	Attainment of a full motorcycle driving licence relevant to the vehicle power output	N/A

SPECIAL NOTES FOR P2W DRIVERS

Bronze D4 WRRR safety training

- On-road motorcycle skills training such as the FORS Professional Beyond CBT training course should be undertaken
- Attainment of a full motorcycle driving licence relevant to the vehicle power output may be used as an alternative to meet Bronze D4

Annex 2

FORS Professional Development for managers

FORS Standard version 5.0 transitional arrangements

For information on version 5 implementation date and transitional provisions for some of the new training requirements, please see Annex 6.

FORS Professional Development links:

- [FORS Professional Training](#)
- [FORS Approved Training](#)
- [FORS Practitioner workshops](#)

ANNEX 2

FORS PROFESSIONAL DEVELOPMENT FOR MANAGERS

The FORS mandatory manager training listed below is required in order to meet FORS Bronze requirement M3, FORS Silver requirement S5 and FORS Gold requirement G5. **At Silver, both Bronze and Silver mandatory training requirements apply. At Gold, Bronze, Silver and Gold mandatory training requirements apply.**

Level	Training topic	Training required	Completed within the past
Bronze M3	Responsible person – training on maintaining continuous and effective management of fleet activities	Transport Manager Certificate of Professional Competence or FORS Professional Fleet Management Essentials or FORS Approved Training course on fleet management	5 years
Silver S5	Fuel and Emissions Champion – training on fuel performance management and emissions monitoring	FORS Practitioner Workshop 7 'Reducing fuel use and minimising environmental impacts' or FORS Approved Training course on fuel and emissions	5 years
	Road Risk Champion – training on road risk management and collision investigation	FORS Practitioner Workshop 2 'Managing work-related road risk' or FORS Professional Road Risk Champion training course or FORS Approved Training course on managing road risk AND FORS Practitioner Workshop 5 'Collision procedures and analysis' or FORS Professional Collision Investigator training course or FORS Approved Training course on collision investigation	5 years

Level	Training topic	Training required	Completed within the past
Gold G5	FORS Practitioner – training on all aspects of fleet management	Initial Gold audit: working towards qualifying as a FORS Practitioner	N/A
	For the responsible person, or nominated person responsible for the fleet operation	Re-approval Gold audit: qualified FORS Practitioner	5 years
SPECIAL NOTES FOR MANAGERS			
<ul style="list-style-type: none"> • Bronze M3 O’Licence holders – a list of FORS Approved courses can be found on the FORS Approved training page here • Bronze M3 Non O’Licence holders – working towards FORS Practitioner meets this requirement. Any two workshops from workshops 1/2/3/4/5/6 will meet this training objective. Holding the FORS Practitioner qualification meets this requirement • Working towards qualifying as a FORS Practitioner - means attending FORS Practitioner workshops • Qualified FORS Practitioner: <ul style="list-style-type: none"> • an individual who has completed all of the FORS Practitioner workshops. The qualification is valid for five years and is maintained by attending the FORS Practitioner Recertification workshop • if the responsible or other nominated manager leaves the business, a period of 12 months from the date of appointment of the replacement responsible person or nominated manager may be permitted for them to achieve the FORS Practitioner qualification. This must be fully justified at audit • Non-UK based operators with difficulty completing the mandatory responsible person, Fuel and Emissions Champion and Road Risk Champion training - FORS may consider approval of alternative training 			

FORS Practitioner workshops, which are valid for 5 years, are as follows:

- Workshop 1: Developing fleet management policy
- Workshop 2: Managing work related road risk
- Workshop 3: Managing driver fitness and health
- Workshop 4: Managing driver training and development
- Workshop 5: Post-collision procedures and analysis
- Workshop 6: Safe and efficient fleet management
- Workshop 7: Reducing fuel use and environmental impact
- Workshop 8: Minimising transport fines and charges
- Workshop 9: Monitoring and measuring fleet performance
- Workshop 10: Managing noise in logistics

FORS Practitioner Recertification: five year recertification available to qualified FORS Practitioner

Annex 3

Glossary of terms

This glossary explains the terminology used throughout the FORS Standard. It is important to note that these definitions are specific to FORS and may not match the definitions or interpretations used by other organisations.

Term	FORS meaning (words in <i>italics</i> are also terms defined in this glossary)
Accreditation	FORS <i>operators</i> having met the FORS <i>Bronze, Silver or Gold requirements</i>
Action points	A record of an incidence of non-conformity to the FORS <i>requirements</i>
Air quality	The concentration of harmful gases and pollutants in the air locally and near ground level
Audit	A verification process of fleet activities to ensure conformity to the <i>FORS Standard</i>
Bronze	The first level of FORS <i>accreditation</i>
Car	A passenger <i>vehicle</i> with up to eight passenger seats
Case study	A <i>requirement</i> at FORS <i>Gold</i> to demonstrate operational improvements and the benefits of FORS membership
Class V and Class VI mirror	Close-proximity mirrors required on vehicles over 3.5 tonnes in order to meet part of the FORS <i>Bronze requirement V6</i>
CO ₂	Carbon dioxide – a major source of greenhouse gas that is emitted from vehicles and is contributing to climate change
Declaration	A formal statement provided by a FORS operator to confirm a <i>requirement</i> has been met
Demonstration	The specific outputs that demonstrate how a requirement is to be met at <i>audit</i>
Direct vision	What a <i>driver</i> can see through windows rather than using mirrors or cameras
Driver	A person employed to drive or ride any <i>vehicle</i> that is in scope of FORS <i>accreditation</i>
Driver CPC	Driver Certificate of Professional Competence – a qualification for professional <i>PCV</i> and <i>HGV drivers</i>

DVSA	Driver and Vehicle Standards Agency – an executive agency of the Department for Transport, responsible for safe operating standards on Britain's roads
Emissions	The harmful gases from <i>vehicle</i> exhaust systems released into the air
FORS	The acronym for the Fleet Operator Recognition Scheme
FORS Approved Training	Training that meets the <i>requirements</i> set out in Annexes 1 and 2 and has been approved by FORS/Transport for London
FORS Audit Declaration	Declaration signed by the individual being audited to certify that the information supplied at <i>audit</i> is a true reflection of the company's activities, <i>policies</i> and <i>procedures</i> that are in place and evidenced at the time of the <i>audit</i>
FORS eLearning	Part of FORS Professional – a comprehensive series of online training modules designed to offer <i>drivers</i> and managers concise, accessible training
FORS operator	A FORS member - individual or organisation - that operates one or more vehicles as part of their business or work activity
FORS Practitioner	An individual who has completed all of the FORS Practitioner workshops. The qualification is valid for five years and is maintained by attending the FORS Practitioner Recertification workshop
FORS Professional Development	Either <i>FORS Approved Training</i> or <i>FORS Professional Training</i>
FORS Professional Training	A comprehensive package of training for managers and drivers, developed and delivered or licensed by FORS to help operators meet the <i>FORS Standard</i>
FORS Professional training register	A register of individuals who have completed either <i>FORS Professional Training</i> or <i>FORS Approved Training</i>
FORS Profession data report	A table within the <i>Silver/Gold</i> application pages, which enables operators to upload the required fleet performance data
FORS Standard	The FORS Standard details the requirements that fleet operators must meet to gain and maintain FORS <i>accreditation</i>
Gold	The highest level of FORS <i>accreditation</i>
HGV	A goods <i>vehicle</i> over 3.5 tonnes gross <i>vehicle</i> weight. For the purpose of FORS, this includes wheeled plant, for example mobile cranes, concrete pumps and volumetric mixers. This does NOT however include for example earth moving machinery, excavators, hoists, elevating work platforms, reach stackers and forklifts.

Immersive interactive learning	Training where participants gain an interactive experience through drama-based multi-media, virtual reality or other mixed reality training methods
Indirect vision	What a <i>driver</i> can see through mirrors and cameras rather than the <i>vehicle</i> windows
Initial audit	The first FORS <i>audit</i> at each level of <i>Bronze, Silver or Gold</i>
Initial WRRR approval criteria	Mandatory <i>WRRR</i> training criteria needed to be met to achieve <i>FORS Approved</i> status for a <i>driver's</i> first five year qualifying period. Training providers must apply to have a course approved to achieve <i>FORS Approved</i> status for either initial or refresher <i>WRRR</i> training
Infringement	Action that breaks the terms of a law and leads to an offence such as warnings, prohibition notices and fixed penalties
KPI	Key performance indicator – a performance measure used to demonstrate FORS Silver and <i>Gold accreditation</i>
May	Indicates an element within the <i>FORS Standard</i> that is optional or an emerging practice
Minibus	A passenger <i>vehicle</i> with more than eight, but not more than 16 passenger seats
MOCA	Multi-operating centre accreditation – a type of accreditation for FORS <i>operators</i> with more than one <i>operating centre</i> to be accredited and the same <i>policies</i> and <i>procedures</i> throughout
NOx	Nitrogen oxides – a term for nitrogen dioxide (NO ₂) and nitrogen monoxide (NO) – gases formed by vehicle engines which cause air pollutants that are harmful to human health
On-cycle hazard awareness training	Training where participants gain first-hand experience as a cyclist
Operating centre	The site or depot where vehicles operate from, where there is infrastructure that supports daily management, control and day-to-day operational deployment of a fleet Note: The definition of a FORS operating centre is not the same as defined for operator licensing
P2W	Powered two-wheeler – a powered two-wheeler <i>vehicle</i> , including motorcycles and mopeds
Particulate Matter	A <i>vehicle</i> emission that is a mixture of solid and liquid particles suspended in the air and are harmful to human health, eg dust, pollen, soot, smoke and droplets
PCV	Passenger carrying <i>vehicle</i> – a passenger <i>vehicle</i> with more than eight passenger seats

PDP	Professional development plan – a plan that identifies and documents progressive <i>FORS Professional Development</i> for drivers and all other staff involved in the fleet operation
Policy	A document that determines the rules and strategic direction of the organisation
Procedure	A document setting out the detailed steps required to meet the <i>requirement</i>
Purpose	The reason why the specific outcome is required
Refresher WRRR approval criteria	Mandatory WRRR training criteria needed to be met to achieve <i>FORS Approved</i> status for a driver's subsequent five year qualifying periods. Training providers must apply to have a course approved to achieve <i>FORS Approved</i> status for either initial or refresher <i>WRRR</i> training
Requirement	The specific outcome to be achieved, based on legal compliance, safety, efficiency and the environment
Re-approval audit	A periodic audit of a <i>FORS operator</i>
Shall	Indicates an element in the <i>FORS Standard</i> that is mandatory to demonstrate the <i>requirement</i> has been met
Should	Indicates an element in the <i>FORS Standard</i> that is recommended as good practice
Silver	The second level of <i>FORS accreditation</i>
Small operator	An organisation with fewer than five vehicles and fewer than five employees
SORN	Statutory Off Road Notification – a method to stop taxing and insuring a <i>vehicle</i> when it is taken off the road
SUD	Safe Urban Driving – a <i>FORS Professional</i> training course designed to improve the safety of vulnerable road users and includes an on-cycle hazard awareness module
Van	A goods <i>vehicle</i> up to 3.5 tonnes gross vehicle weight
Vehicle	An <i>HGV, PCV, van, car, P2W or wheeled plant</i>
Vehicle tax	A tax which must be paid for most types of vehicles used on public roads (also known as Vehicle Excise Duty or Road Tax)
Vulnerable road user	Road users that require extra care such as cyclists, pedestrians, <i>P2W</i> riders, horse riders
WRRR	Work-related road risk – a method of managing the risks created and faced whilst driving for work

Annex 4

Resources to help you

Generic Resources

FORS REQUIREMENT	FORS RESOURCES
All	Exclusive FORS Associates offers and discounts
All	FORS Audit Toolkit
All	FORS Professional Practitioner workshops
All	FORS Professional Practitioner Recertification
All	FORS eNews
All	FORS Fleet Management System (FORS FMS)
All	Effective Driver Management – An Industry Code of Practice (ICOP)
All Bronze requirements	Going for Bronze
All Silver/Gold requirements	Going for Silver and Gold

Management Resources

FORS REQUIREMENT	FORS RESOURCES
M1	FORS Practitioner WS1 - Developing fleet management policy
	LoCITY Fleet Manager Toolkit/ LoCITY Driving
	Van Smart
	TruckSmart
	Anti-idling toolkit
	European Agency for Safety and Health at Work
M3	Fleet Management Essentials

M4	Fleet Management Essentials
	Check someone's driving licence information
	View a job applicant's right to work details
	Check if a health condition affects your driving
M5	LoCITY Fleet Manager Toolkit/ LoCITY Driving
	Van Smart
	TruckSmart
	Anti-idling toolkit
M6	Fleet Management Essentials
M7	Fleet Management Essentials
	Check if a health condition affects your driving
M8	FORS Practitioner WS2 - Managing work-related road risk
	FORS Practitioner WS10 - Managing noise in logistics
	TruckSmart
	Health and safety - personal safety in or around vehicles
	Health and safety
	Health and safety – Vehicle manoeuvring
	FORS Collision Manager
	Risk management
	Slips and trips
	Risk at Work - Manual handling
	Control of Substances Hazardous to Health (COSHH)
Working at height	
M8	Access to vehicle
	Vehicles at work
	Safe manoeuvring
	Traffic management on site

M8	Coupling and uncoupling
	European Agency for Safety and Health at Work
M10	Smart Driving
	Smart Deliveries
	FORS Practitioner WS8 - Minimising transport fines and charges
M11	Department for Transport (DfT)

Drivers Resources

FORS REQUIREMENT	FORS RESOURCES
D1	FORS Driver Licence Checking Service
	Driver and Vehicle Standards Agency (DVSA)
	Check someone’s driving licence information
	Check your Driver CPC periodic training hours
	Fleet Management Essentials
D2	FORS Practitioner WS2 - Managing work-related road risk
	Fleet Management Essentials
	Smart Driving
	Driving standards
	The Highway Code
	Van Smart
D3	Fleet Management Essentials
	FORS Practitioner WS4 - Managing driver training and development
	European Agency for Safety and Health at Work
D4	FORS Practitioner WS4 - Managing driver training and development
	Fleet Management Essentials

D4	<u>Safe Urban Driving</u>
	<u>Van Smart</u>
	<u>Cycle Safety</u>
	<u>FORS Driver Licence Checking Service</u>
	<u>Smart Driving</u>
	Security and Counter Terrorism <u>(eLearning/Toolbox Talk)</u>
	Bridge Smart <u>(eLearning/Toolkit)</u>
D5	<u>Fleet Management Essentials</u>
	<u>Smart Driving</u>
	<u>In-vehicle communication</u>
	<u>Brake: Road safety charity</u>
D6	<u>Fleet Management Essentials</u>
	<u>FORS Practitioner WS3 - Managing driver fitness and health</u>
	<u>Smart Driving</u>
	<u>Health and eyesight</u>
	<u>Check if a health condition affects your driving</u>
	<u>RoSPA - Driving for work fitness to drive</u>
D7	<u>Fleet Management Essentials</u>
	<u>Drivers' hours and working time</u>
	<u>Drivers' hours</u>
D7	<u>Tachographs: rules for drivers and operators</u>
	<u>Drivers' hours and tachographs: goods vehicles</u>

Vehicles Resources

FORS REQUIREMENT	FORS RESOURCES
V1	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	Van Smart
	TruckSmart
	Maintaining roadworthiness of commercial vehicles
V2	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	Van Smart
	TruckSmart
	Daily walkaround checks
	Driving a van: daily walkaround check
	Heavy goods vehicles (HGV): driver's daily walkaround check
	Public service vehicle (PSV): driver's daily walkaround check
V3	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
V4	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
V4	Tax your vehicle
	When you need to make a SORN
V5	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	Load safety

V5	Load safety HSE
	Safe driving: loading and unloading
V5.1	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	TruckSmart
	European Agency for Safety and Health at Work
V5.2 & V5.3	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	European Agency for Safety and Health at Work
V5.4	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	European Agency for Safety and Health at Work
	Van Smart
V5.5	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
	European Agency for Safety and Health at Work
	FORS Driver Licence Checking Service
V6	FORS Practitioner WS6 - Safe and efficient fleet management
	Fleet Management Essentials
V6	Van Smart
	Cycle Safety
	Vehicle safety equipment
	FORS Vehicle safety equipment guide
	FORS Vehicle Graphics Service
	Direct Vision Standard for HGVs
	Safer Lorry Scheme
	TruckSmart

V7	<u>FORS Practitioner WS6 - Safe and efficient fleet management</u>
	<u>Fleet Management Essentials</u>
	<u>LoCITY Fleet Manager Toolkit /LoCITY Driving</u>
	<u>Van Smart</u>
	<u>TruckSmart</u>
	<u>Tyre management</u>
	<u>Anti-idling toolkit</u>
	<u>FORS Collision Manager</u>
	<u>LoCITY and LoCITY Annual Conference</u>

Operations Resources

FORS REQUIREMENT	FORS RESOURCES
O1	<u>LoCITY Fleet Manager Toolkit /LoCITY Driving</u>
	<u>Smart Driving</u>
	<u>Routing</u>
	<u>Congestion toolkit</u>
	<u>Preferred routes for high and heavy abnormal load movements</u>
O1	<u>ESDAL abnormal load notification</u>
O2	<u>FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts</u>
	<u>FORS Practitioner WS8 - Minimising transport fines and charges</u>
	<u>LoCITY Fleet Manager Toolkit /LoCITY Driving</u>
	<u>Anti-idling toolkit</u>
	<u>Eco-Driving for HGVs</u>
	<u>Congestion toolkit</u>
	<u>LoCITY and LoCITY Annual Conference</u>
	<u>Business and the environment</u>

O2	Diesel engine exhaust emissions
	European Agency for Safety and Health at Work
O3	FORS Practitioner WS5 - Collision procedures and analysis
	FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts
	Collision Management - Road Risk Champion Classroom training / eLearning / Toolkit
	Collision Management - Collision Investigator Classroom training / eLearning / Toolkit
	Incidents and insurance
	FORS Collision Manager
O5	TruckSmart
	ESDAL abnormal load notification
	Transporting dangerous goods
	Transporting abnormal loads
	Hazardous waste
O6 and O7	Security and Counter Terrorism (eLearning / Toolbox Talk)
	Metropolitan Police

Silver Resources

FORS REQUIREMENT	FORS RESOURCES
S2	FORS Practitioner WS2 - Managing work-related road risk
	FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts
	FORS Practitioner WS8 - Minimising transport fines and charges
	FORS Practitioner WS9 - Measuring and monitoring road fleet performance
	LoCITY Fleet Manager Toolkit / LoCITY Driving
	RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

S2	Diesel engine exhaust emissions
	European Agency for Safety and Health at Work
S3	FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts
	LoCITY Fleet Manager Toolkit / LoCITY Driving
	Tyre management
	Anti-idling toolkit
	Congestion toolkit
	LoCITY and LoCITY Annual Conference
	Business and the environment
S4	FORS Practitioner WS2 - Managing work-related road risk
	FORS Practitioner WS5 - Collision procedures and analysis
	Smart Driving
	Collision Management - Road Risk Champion Classroom training / eLearning / Toolkit
S4	Collision Management - Collision Investigator Classroom training / eLearning / Toolkit
	FORS Collision Manager
S5	FORS Practitioner WS4 - Managing driver training and development
	Safe Urban Driving
	Van Smart
	Cycle Safety
	Smart Driving
	FORS Driver Licence Checking Service
S6	FORS Vehicle safety equipment report
	FORS Vehicle safety equipment guide

S7	<u>FORS Noise pollution template</u>
	<u>FORS Practitioner WS10 - Managing noise in logistics</u>
	<u>Quiet equipment and vehicles: making the right choice</u>
	<u>Metropolitan Police</u>
	<u>Regulations: noise emissions from outdoor equipment</u>
	<u>Noise Abatement Society</u>

Gold Resources

FORS REQUIREMENT	FORS RESOURCES
G2	<u>FORS Practitioner WS2 - Managing work-related road risk</u>
	<u>FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts</u>
	<u>FORS Practitioner WS8 - Minimising transport fines and charges</u>
	<u>FORS Practitioner WS9 - Measuring and monitoring road fleet performance</u>
	<u>LoCITY Fleet Manager Toolkit / LoCITY Driving</u>
	<u>Business and the environment</u>
G3	<u>FORS Gold case study</u>
	<u>FORS Practitioner WS9 - Measuring and monitoring road fleet performance</u>
	<u>LoCITY Fleet Manager Toolkit / LoCITY Driving</u>
G5	<u>FORS Practitioner WS1 - Developing fleet management policy</u>
	<u>FORS Practitioner WS2 - Managing work-related road risk</u>
	<u>FORS Practitioner WS3 - Managing driver fitness and health</u>
	<u>FORS Practitioner WS4 - Managing driver training and development</u>
	<u>FORS Practitioner WS5 - Collision procedures and analysis</u>
	<u>FORS Practitioner WS6 - Safe and efficient fleet management</u>

G5	<u>FORS Practitioner WS7 - Reducing fuel use and minimising environmental impacts</u>
	<u>FORS Practitioner WS8 - Minimising transport fines and charges</u>
	<u>FORS Practitioner WS9 - Measuring and monitoring road fleet performance</u>
	<u>FORS Practitioner WS10 - Managing noise in logistics</u>
	<u>Safe Urban Driving</u>
	<u>FORS Driver Licence Checking Service</u>
G6	<u>FORS Sustainable operations template</u>
	<u>LoCITY Fleet Manager Toolkit / LoCITY Driving</u>
	<u>LoCITY and LoCITY Annual Conference</u>
	<u>ACT travel wise website</u>
G8	<u>ACT travel wise website</u>

Annex 5

Summary of changes

Version 5.1i has been amended to reflect Sopra Steria as the new FORS Administrator from 9 January 2022. There are no changes to any of the FORS Requirements.

Version 5.1 reference		Version 5.0 reference	Summary of change
Annex 1.1	FORS Professional Development for HGV drivers	Not applicable	Silver S5 WRRR training requirement revised to recognise 'immersive interactive learning' that meets 'Initial' and 'Refresher' approval criteria
Annex 1.3	FORS Professional Development for van drivers	Not applicable	Silver S5 WRRR training requirement revised to recognise 'immersive interactive learning' that meets 'Initial' and 'Refresher' approval criteria
Annex 3	Glossary of terms	Not applicable	Terms and meanings added relating to Annexes 1.1 and 1.3

Version 5.0 requirement		Version 4.1iii reference	Summary of change
M1	FORS documentation	M1 FORS policies and procedures manual	Clearer requirements and includes documented requirements from the preamble. All required policies documents are listed
M2	Records and information	M6 Document review M10 Information management	Specific periods added for all records retention
M3	Responsible person	M3 Responsible person(s)	No material change
M4	Staff and resources	M2 Organisational structure and responsibilities	Clearer requirements and lists all other appointments mentioned in other requirements. New requirements to appoint other people with responsibility for specific activities with the FORS Standard

M5	Communication	M5 Communication	No material change but lists all other communications methods from other requirements
M6	Vehicle fleet	New requirement	Details of the fleet now required including VRM number and type of vehicles and trailers
M7	Regulatory licensing	M4 Regulatory licensing	No material change
M8	Health and safety	V8 Personal safety in or around vehicles V9 Vehicle manoeuvring D6 Health and safety	Merged all health and safety requirements into a single requirement. All required risk assessments are listed including operational risk assessments
M9	Complaints	M7 Complaints	No material change
M10	Transport infringements	M8 Transport fines and charges D9 Driver infractions	M8 and D9 merged into a single requirement. No material change
M11	Transport updates	M9 Transport update	No material change
V1	Serviceability and roadworthiness	V1 Inspection and maintenance plan	Clearer requirements and aligned the policy to the TruckSmart and LoCITY toolkits including environmental performance standards
V2	Daily walkaround checks	V2 Defect checks	Title change to be consistent with DVSA and Earned Recognition terminology. Major components to check now listed out and minimum of one check within each 24 hours required
V3	Insurance	V3 Insurance	No material change
V4	Vehicle tax	V4 Vehicle excise duty and SORN	Title change to be consistent with DVLA
V5	Load safety	V5 Safe loading and load restraints V6 PCV safe loading and load security	V5 now split into individual requirements for different vehicle types
V6	Vehicle safety equipment	V7 Vulnerable road user safety	No material change but DVS added for London operations

V7	Tyre management	M11 Tyre and fuel management	Now a single requirement for tyre management
D1	Licensing	D1 Licensing and qualifications	Inclusion of validity checks on Driver Qualification Cards and Digital Tachograph Cards
D2	Driving standards	D2 Driving standards	Clearer reference to The Highway Code requirements not referenced elsewhere in the FORS Standard ie seatbelts, speed, distractions, weather conditions, etc
D3	Staff induction	D3 Induction training	No material change but specific detail removed from Approved Training Annex and incorporated into the requirement
D4	Professional development	D4 Professional development	Now refers to Annexes 1 and 2 for detail. Security and Counter Terrorism training now mandatory. Valid for 24 months
D5	In-vehicle communication	D5 In-cab technology	No material change but clearer requirements and recommendation on usage of hand-held mobile phones
D6	Health and eyesight	D7 Driver fitness and health G5 Driver health and fitness review	D7 and G5 merged to include clearer requirements. Drugs and alcohol monitoring included as a recommendation
D7	Working time and drivers' hours	D8 Drivers' hours and working time	No material change but requirement has been completely rewritten by DfT
O1	Routing	O1 Routing and scheduling	Scheduling removed. Risk assessed added for prescribed and designated routes
O2	Fuel, emissions and air quality	M11 Tyre and fuel management O4 Engine idling	M11 split to include fuel management only and merged with O4. Fuel and Emissions Champion to be nominated
O3	Road traffic collisions	O3 Incidents and insurance	Renamed to removed confusion with V3. Road Risk Champion to be nominated

O4	Passenger safety	New requirement	Includes PCV but also passengers in other vehicles
O5	Specialist operations	O2 Specialist goods and abnormal loads	No material change but clearer requirements
O6	Operational security	O5 Vehicle / equipment theft and unauthorised access	No material change but clearer requirements
O7	Counter terrorism	New requirement	Security measures required in addition to O6 including nominating a Counter Terrorism Champion
S1	FORS Bronze	S1 Maintain FORS Bronze	No material change
S2	Performance data	S6 Performance data	Asking for fuel and distance data, and collision data, by specific vehicle type
S3	Fuel, emissions and air quality	S7 Fuel and emissions	No material change but clearer requirements
S4	Road risk	S8 Road risk	No material change but clearer requirements
S5	Professional development	S5 Vulnerable road users safety training	Renamed to align with D4 and G5. Refers to FORS Professional and FORS Approved mandatory training listed at Annexes 1 and 2. Mandatory fuel efficiency eLearning introduced
S6	Vehicle safety equipment	S3 Audible warning systems S4 Blind spot minimisation	S3 and S4 merged to create a single requirement. Blind spot minimisation replaced with a specific camera system requirement meaning Fresnel Lenses are no longer recognised. A tolerance has been included for older vehicles. Right hand blind spot camera system requirement for left hand drive vehicles has been removed
S7	Noise pollution	G8 Noise assessment	Moved from Gold
S8	Internal communications	New requirement	To ensure the flow of FORS related information across the whole organisation

S9	Sub-contracted services	New requirement	To provide confidence to FORS specifying clients that require FORS accreditation to be flowed down throughout sub-contracted services
G1	FORS Silver	G1 Maintain FORS Bronze and FORS Silver	No material change
G2	Performance data	G4 Performance data	Requirement to report previous 24 months' data to provide year-on-year comparison
G3	FORS case study	G3 Published and updated case study	Now renewed every three years to reflect meaningful improvements
G4	Recruitment and retention	G7 Strategy for recruiting new drivers	Now includes staff involved in the fleet operation, retention initiatives and a requirement for driving licence acquisition training
G5	Professional development	G6 Professional development	Responsible person or other nominated manager required to be working towards FORS Practitioner at initial Gold accreditation and qualified at Gold re-approval. Mandatory classroom fuel efficiency training course introduced
G6	Sustainable operations	G9 Modal shift and alternative vehicles	Renamed and broadened to include a range of sustainable initiatives such as consolidation, direct vision vehicles, investment in technology, etc. No older vehicle tolerance for camera system requirement at S6. However the fitment of camera system for older vehicles maybe planned in line with fleet replacement cycle
G7	Promoting FORS	G2 Promoting the FORS Standard	Clearer requirements and evidence now required of FORS promotional activities during the past 12 months
G8	Staff travel	New requirement	Requirement for other steps to be taken to minimise impact on the road network

G9	Contracted services	New requirement	To require FORS accreditation throughout new contracted services that are delivered on behalf of FORS operators
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Version 5 Annexes	Version 4.1iii Annexes
Annex 1 – FORS Professional development for drivers	Annex 1 – Policy checklist
Annex 2 – FORS Professional development for managers	Annex 2 – Glossary
Annex 3 – Glossary	Annex 3 – Audit checklists
Annex 4 – Resources	Annex 4 – FORS Progression data report
Annex 5 – Summary of changes	Annex 5 – FORS Professional Development
Annex 6 - Implementation and transitional provisions	Annex 6 – FORS Silver requirements S3/S4/S5 templates
	Annex 7 – FORS Gold requirements G3/G8/G9 templates
	Annexes 1, 3, 6, 7 transferred to FORS Audit Toolkit

Annex 6

Implementation and transitional provisions

Implementation - version 5 of the FORS Standard applies to organisations with audit dates on and after 14 January 2019

Transitional provisions - there are a number of transitional provisions in place for the following requirements:

Driver and manager training

Driver training	Bronze D4 Security and Counter Terrorism eLearning	
Audit date	14/01/19 – 31/03/19	01/04/19 onwards
Requirement	New training to be planned and evidenced	New training to be completed and evidenced

Driver training	Gold G5 LoCITY Driving classroom training or FORS approved environmental awareness training course	
Audit date	14/01/19 – 31/12/19	01/01/20 onwards
Requirement	New training to be planned and evidenced	New training to be completed and evidenced

Manager training	Bronze M3 Training on maintaining continuous and effective management of fleet activities Silver S5 Fuel and Emissions Champion and Road Risk Champion Gold G5 FORS Practitioner qualification (Gold re-approval audit)	
Audit date	14/01/19 – 31/12/19	01/01/20 onwards
Requirement	New training to be planned and evidenced	New training to be completed and evidenced

Bronze V6 - For London operations (effective from implementation date of TfL's HGV safety permit scheme) for good vehicles over 12 tonnes gross vehicle weight

This element of Bronze requirement V6 is subject to Transport for London's statutory consultation on the HGV Direct Vision Standard and the safety permit scheme. It will be fully effective as a Bronze mandatory requirement from the same date as Transport for London's scheme comes into force.

G9 Contracted services

Transitional provision for Gold operators undertaking re-approval audits:

Gold G9 Contracted services		
This requirement applies to new contracts only		
Audit date	14/01/19 – 31/12/19	01/01/20 onwards
Requirement	Plan for incorporating a flow down clause in all new contracts awarded from date of re-approval audit	Flow down clause incorporated in all new contracts awarded since previous re-approval audit

It is recognised that some organisations, for example smaller ones, do not have the 'buying power' to influence the terms and conditions applied by suppliers. Therefore it is sufficient to demonstrate that reasonable endeavours have been taken to implement the contract clause.

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- Department for Transport
- DHL UK
- Direct Insurance Group
- Driver and Vehicle Standards Agency
- DriveTech
- First Choice Minibus Services
- Highways England
- High Speed Two (HS2)
- Institute of Couriers
- Leaseplan UK
- LoCITY
- Lothian Buses
- McFarlane Telfer
- Metropolitan Police
- Mineral Products Association
- North East Combined Authority
- O'Donovan Waste
- RoadPeace
- Roger Bullivant Ltd
- Skanska
- Society of Operational Engineers
- Tarmac
- Thales UK (Ground Transportation Services)
- Thames Tideway
- Transport for Greater Manchester
- Transport for London
- TR Fleet
- TNT
- Travis Perkins
- Veolia
- Wolseley UK

Notes

