



The future of London freight

FORS specification





Look out for signposts throughout this document, identifying where further help and information can be found.

Publications for which you may be charged, that require membership or require website registration are indicated with *



Throughout the document signposts are included identifying where special benefits designed to help FORS members improve performance have or are planned to be developed.

Introduction

The Freight Operator Recognition Scheme (FORS) is a unique, industry-led membership scheme that aims to transform freight delivery in London.


The scheme is free, open to any company operating vans or lorries in the capital and will help you meet the ever increasing demands of your customers and their contractual obligations.




To help you drive down costs, FORS offers practical advice and guidance that can reduce fuel consumption and fines like penalty charge notices.

FORS will help you become even safer, more environmentally-focused and better equip you to deal with the pressures of driving in London such as CO₂ emissions and collisions.

At its heart, our specification details the standards you'll need to become a bronze FORS member. As well as legal compliance, you'll be able to demonstrate your commitment to health and safety, managing work-related road risk and improving efficiency.

Once in, you'll not only be recognised as a forward-thinking operator, membership could also give you that all important competitive edge.

 • Download Sustainable Freight Distribution: a plan for London from tfl.gov.uk/freight

FORS MEMBERSHIP LEVELS		
		
<p>Meet all of the policy and risk management standards set out in the FORS specification and be able to demonstrate their effective use in practice by providing snapshot data per 100,000 vehicle km for:</p> <ul style="list-style-type: none"> • Vehicle incidents • Penalty charge notices or other infringements 	<p>Provide ongoing performance data covering the FORS benchmark measures.</p> <p>Meet or exceed the silver benchmark performance thresholds.</p>	<p>Provide ongoing performance data for the FORS benchmark measures.</p> <p>Use DfT On Line Benchmarking for additional measures as appropriate to the business.</p> <p>Meet or exceed the gold benchmark performance thresholds.</p>

Note: The silver and gold FORS membership performance thresholds will be determined during the initial part of running the scheme as part of the new FORS benchmarking capability. The benchmarking capability will give FORS members the ability to demonstrate they are class-leading companies with a track record in improving their sustainability by becoming safer, more efficient and reducing their costs. These operational attributes will be beneficial to companies seeking to win new contracts, attract new customers and increase their competitiveness in London.

Section 1 bronze FORS membership - policies and risk management standards

This section provides full details of the standards that you must fulfil to become a bronze FORS member. It covers:

- Drivers and driver management
- Vehicle maintenance and fleet management
- Transport operations
- Assessing the performance of your policies

Section 2 silver and gold membership - FORS benchmarking

This section shows you what is required to benchmark your performance against that of other similar companies to achieve silver and gold levels of membership.

Supporting tools and guidance can be found at tfl.gov.uk/FORS

Acknowledgements

TfL has developed the FORS with the assistance of the following partners:

Health and Safety Executive
Department for the Environment, Food and Rural Affairs
Metropolitan and South Eastern Region Traffic Commissioner
Metropolitan Police Service
Chartered Institute of Logistics and Transport (UK)
Skills for Logistics
Freight Transport Association
Road Haulage Association

The Department for Transport and VOSA are engaging in constructive discussions about the development phase of FORS.

Disclaimer

This specification is to be read with reference to page 3, paragraph 2.4 of the FORS Terms and Conditions – FORS formal assessment

TfL and its partners have taken all reasonable care in the compilation and verification of the accuracy of the information and recommendations contained in this specification. However, the information contained in this specification does not constitute formal legal or professional advice and it is your duty to ensure that any information, process, system or recommendation that you implement or follow is wholly appropriate in the circumstances.

FORS is a free, voluntary scheme operated by Transport for London (TfL). The decision to participate in FORS and any investment, expenditure or liabilities that you incur in connection with FORS (including in connection with this specification) are undertaken entirely at your own risk. TfL and its Partners will have no liability to you in respect thereof or for any loss or damage howsoever incurred (except for any liability, loss or damage that cannot be excluded by law).

This specification is provided by TfL and its partners to assist road freight operators who deliver in and service London (or who intend to do so) to become members of FORS. This specification is not intended for use by the general public.

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Section 1: bronze FORS membership - policies and risk management standards

Introduction

Becoming a bronze member

To attain bronze level membership you must meet all the standards and provide evidence that you have in place a system for monitoring the core KPIs. More information is available from tfl.gov.uk/fors

This section sets out the requirements operators must fulfil to be eligible to become a bronze FORS member.

To meet the bronze FORS standards you must have in place effective risk management policies covering your drivers, your vehicles and your operations and effective policies covering the reduction in fines and charges.

The requirements cover the important aspects of running a safe and compliant operation and are set out under the following headings:

- Drivers and driver management
- Vehicle maintenance and fleet management
- Transport operations
- Assessing the performance of your policies

Drivers and driver management


D1 Driver assessment, qualifications and training

In order to make sure your drivers are properly qualified and competent to drive you will need to have an effective system for checking driver licences and professional qualifications, including the forthcoming Drivers' CPC, ADR dangerous goods licences and certificates to operate mechanical handling equipment such as lorry-mounted cranes and tail-lifts.

These checks need to be carried out before employing the driver, and driver licences should be checked every six months. The checks should be recorded and used to identify any endorsements or disqualification from the entitlement to drive.

You will need a system that requires drivers to immediately report endorsements and disqualifications and for these to be recorded. A simple spreadsheet or record book will do, but remember to put a note on the driver's file too. Where certificates need to be revalidated or refreshed on a periodic basis, your system should identify in advance the revalidation requirements.

The Chartered Institute of Logistics and Transport has developed Staffmark which is an online system for keeping track of and proactively managing staff qualifications, training and development, as well as licence renewal and regulatory certification.



- VOSA: The Safe Operator's Guide
- RoSPA: Driver Assessment and Training. MS305
- CILT(UK): Staffmark: People Compliance Solutions
- FTA: Compliance Guide – Drivers' CPC *
- FTA: Weekly Rest Check Toolkit *



- FORS: On-line Driver Licence Checking Service
- FORS: London Freight Booster

D2 EU Working Time Directive and drivers' hours

It goes without saying that FORS members must comply with any limits on working time for drivers set by the Working Time Directive and by European and domestic drivers' hours rules and regulations.

You must give due consideration to these rules when planning journeys and scheduling drivers' work. Your drivers and other relevant staff need to have received adequate training and instructions that enable them to understand and comply with the rules.

You must have systems for monitoring working time and drivers' hours and ensure that the limits are not broken by your own staff or by agency drivers. Remember to check that an agency driver is legally in a position to drive in terms of drivers' hours before letting them drive.

Tachographs should be checked and drivers' hours data downloaded from 'digital' records as frequently as necessary to enable you to monitor adherence to drivers' hours requirements. You will need to be able to show that these checks happen and that there is a process for highlighting breaches of the regulations, for notifying drivers of breaches and for corrective measures. FORS Digifobs are included in the Welcome Pack to help drivers quality check their hours.

Tachographs need to be calibrated, inspected and recalibrated in line with relevant regulations and you must supply a sufficient quantity of type approved charts and print rolls to drivers. Drivers must return used charts to the organisation.

Analogue tachograph charts and digital printouts must be kept for at least 12 months for drivers' hours rules and for 24 months for Working Time Directive purposes, so you must have a suitable system for keeping these records.



- VOSA: The Safe Operator's Guide
- VOSA: Rules on Drivers' Hours and Tachographs
- FTA: Yearbook of Road Transport Law *

D3 Driver fitness and health

It is important that you set out in a written policy how your organisation monitors the fitness and health of its workforce. Examples of items to include are fatigue, stress, the influence of drugs and alcohol, and drivers' eyesight.

You should seek to identify and respond to the causes of stress and fatigue and also provide ways and means to raise awareness of these issues. Staff meetings, staff surveys and employee feedback systems can all help here.

Your policy regarding driving whilst under the influence of drink or drugs needs to include:

- Awareness training for drivers so that they understand the dangers and consequences of driving whilst under the influence of drugs, alcohol or medicines
- Management responsibilities regarding their own conduct
- Driver instruction programmes
- Monitoring, reporting and investigation procedures

Drivers should have their eyesight checked regularly. Ask your drivers to produce an optician's prescription after an eyesight test and record the results.

D4 Speed limits

Your organisation needs to have a policy for monitoring any speed limit infringements and also for taking appropriate action. Drivers need to be notified of any speeding issues, and then the policy will outline what action will be implemented, for example, disciplinary procedures or corrective training.



- RoSPA: Driving for Work: Safer Speeds Policy MS190

D5 Mobile phones and in-vehicle technology

There are now strict laws regarding the use of mobile phones and in-vehicle equipment such as satellite navigation systems. A policy regarding their misuse whilst driving needs to be in place which makes drivers aware of the law, outlines the corrective action which will be taken and highlights the responsibility of office staff and other personnel contacting drivers whilst they are at the wheel.



- RoSPA: Driving for Work: Mobile Phones
- RHA: Technical Bulletin No. 12 - Mobile Phone Use

D6 Agency and subcontracted drivers

Many organisations supplement their workforce with agency or subcontracted drivers. This can be on a regular basis or at times of peak demand. In all cases, you need to have a policy to ensure that these drivers are legally compliant. The system will check the validity of the drivers' licences and will make sure that they are not in breach of any drivers' hours or working time regulations. A system is also required for ensuring that tachograph procedures are followed and that tachographs are returned to the organisation from the agency or subcontractor.



- VOSA: The Safe Operator's Guide

Vehicle maintenance and fleet management

V1 Vehicle roadworthiness

A requirement of holding an operator licence is that you must satisfy the Traffic Commissioner that you have in place an effective system for maintaining your vehicles in a fit and serviceable condition, and that these arrangements must not be prejudiced

by a lack of financial resources. A suitable maintenance plan must include the following:

- **Vehicle checks** - which are carried out by the driver (they can also be done by a nominated responsible person) before starting a journey.
- **Defect reporting** - if a driver finds something defective with their vehicle they must be able to report this. A defect report form will need to be filled in which would then be completed to show the details of the rectification work undertaken.
- **Vehicle maintenance and safety inspections** - all vehicles need to be kept in a fit and serviceable condition. This includes any hired vehicles. If the servicing and safety inspections are contracted out to third-party organisations, you will need to draw up a formal agreement regarding vehicle maintenance and safety inspections. The safety inspections cover the items which are tested in the annual statutory test.

To keep track of vehicle maintenance you will need to have drawn up a maintenance schedule that shows that vehicles are serviced and have safety checks at regular intervals. These should be planned at least six months in advance.

A system is required for ensuring that vehicles are taken off the road if any of the above systems reveal that the vehicle is un-roadworthy.

Facilities - If you plan to carry out your own maintenance and safety inspections, you will need to have suitable tools and facilities for the size of your fleet. Ideally, these facilities will include means for testing brakes, setting headlamp aim and measuring exhaust emissions.

Records - Records for all of the above need to be auditable and kept for at least 15 months. You can keep the records in paper form or, if you prefer, you can capture them and store them electronically on a computer.



Vehicle testing and plating - If any of your vehicles are over 3,500 kg Gross Vehicle Weight (GVW) or 1,020 kg unladen weight in regards to trailers they will be subject to the HGV testing scheme and will need to be tested annually at a VOSA testing station. The vehicles in your fleet less than 3,500 kg GVW will need an annual MOT test once the vehicle is three years old. A system will need to be set up to keep records of this. You will also need to have procedures in place to ensure that if required, all goods vehicles have the appropriate manufacturers' and Ministry plating.

Vehicles not requiring an operator licence - There are many operators that do not require an operator licence, for example, if all of your vehicles are vans of less than 3,500 kg GVW. If that is the case then you are not obliged to satisfy the Traffic Commissioner that you have an effective system for maintaining your vehicles in a fit and serviceable condition. However, **all** operators and drivers of vehicles have the responsibility to ensure that the vehicles being used are roadworthy.

It is therefore recommended that these operators follow the guidelines set out above for operator licence holders.



- VOSA: Guide to Maintaining Roadworthiness
- IRTE: Roadworthiness: Industry Best Practice

V2 Tax and insurance

All road-using vehicles need to have a valid Vehicle Excise Duty disc, commonly known as a tax disc, displayed in the front windscreen. You need systems for ensuring that the discs are renewed before the expiry date and that all vehicles have them displayed.

Similarly, with vehicle insurance you need a system for making sure the insurance is in-date and that all vehicles, drivers and vehicle uses are covered.

Transport operations

O1 Operator licensing

If you operate vehicles that are subject to operator licence requirements then it goes without saying that you will need an operator licence. There are three types of operator licence and the type you require depends on the type of work you are carrying out:

- Restricted - for own account operations
- Standard National - for hire and reward operations
- International - for international hire and reward operations

The operator licence indicates how many vehicles and trailers can be kept at an operating centre; this figure cannot be exceeded.

The applicant for an operator licence must be professionally competent by holding a Certificate of Professional Competence (CPC) in National Road Haulage Operations or, in the case of an international licence, a CPC in International Road Haulage Operations.

If you are using hired, leased or loaned vehicles at the operator centre, then they are subject to the same operator licence controls as your own vehicles.

Not all of the requirements for holding an operator licence are listed here. However, you need to ensure, by way of an audit procedure, that you are compliant in all operator licence requirements, for example, by having a means of checking that all discs in vehicles are correctly displayed and that the details on the discs are correct.



- VOSA: The Safe Operator's Guide.
- VOSA: Guide to Maintaining Roadworthiness
- VOSA: Goods Vehicle Operator Licensing Guide for Operators – GV74
- FTA: Yearbook of Road Transport Law *
- RHA: Road Haulage Manual*

O2 Health and safety policy

Your organisation needs to have a Health and Safety policy covering:

- Work-related road safety - safety issues regarding vehicles on the road
- Workplace transport safety - work areas where vehicles are used, for example, fork-lift trucks, cranes, dumper trucks, also areas where road-going vehicles are used off the public highway, for example, distribution centres

You need commitment from the very top levels of management in your organisation to work-related road safety and workplace transport safety. The people responsible for health and safety (responsible person(s) must have sufficient authority to exert adequate influence.

Risk assessments appropriate to your organisation's activities need to be carried out by a competent person with a practical knowledge of the work activities being assessed. These risk assessments then need to be recorded if your organisation employs five or more people. You should periodically review your risk assessments to ensure that precautions are still controlling the risks effectively.

You will find measures relating to health and safety in the following standards:

- Driver competency, assessment and training (see D1)
- Driver fitness and health (see D3)
- Mobile phones and in-vehicle technology (see D5)

- Vehicle suitability and condition (see V1)
- Driving time and distance (see D2)
- Vulnerable road users (see O7)
- Reversing and manoeuvring of vehicles (see O6)
- Parking, coupling and uncoupling (see O5)
- Access onto vehicles (see O3)



- HSE: Workplace Transport Safety INDG199
- HSE: Driving at Work, Managing Work Related Road Safety INDG382
- HSE: Health and Safety in Road Haulage INDG379
- IOD & HSC: Leading Health and Safety at Work - Leadership actions for Directors and Board Members INDG417

O3 Access onto vehicles

According to the Health and Safety Executive (HSE), there are more than 2,000 serious injuries caused by people falling from vehicles each year. Your organisation needs to take suitable and effective measures to prevent falls likely to cause personal injury or people being struck by a falling object, as far as is reasonably practicable.

Particular areas to consider are the provision of steps and ladders with suitable handholds, catwalks, anti-slip materials, fifth wheel coupling hoses fitted on a sliding connector, ground level equipment controls, automatic sheeting devices and controls on refrigeration plant to reduce water and ice-build up.

For all relevant activities you need to conduct risk assessments and if your organisation has five or more employees, you will need to record them.

The risk assessment should be regularly reviewed, particularly if new work arrangements, new employees or new types of vehicle are introduced or if near misses occur.



- HSE: Preventing Falls from Vehicles INDG413
www.hse.gov.uk/fallsfromvehicles

O4 Safe loading of vehicles

Your organisation needs to ensure that all loads carried by your vehicles are loaded safely and are not over-height or overweight. You need arrangements in place to make sure that the right type of vehicle is used for the load, and instructions are provided for drivers and loading staff on vehicle loading including load distribution and security, and about the location and use of weighbridges.

High vehicles are another issue that needs to be considered when it comes to routing, to avoid low bridges, Blackwall Tunnel etc. If the vehicle is over three metres high, drivers need to know the exact height, even if this includes facilities for drivers to check the height themselves.



- DfT: Safety of Loads on Vehicles - Code of Practice

O5 Parking, coupling and uncoupling

There are specific procedures that need to be followed when it comes to parking vehicles and, in the case of articulated lorries, the coupling and uncoupling procedures.

The training should cover areas such as applying the trailer parking brake, engagement of the fifth wheel, connection of brake hoses and electrical leads, landing legs, number plates and lights.



- HSE/IRTE: Code of Practice: Coupling or Uncoupling and Parking of Large Goods Vehicle Trailers
- PIE: London Lorry Guide *
- PIE: London Van Guide *

O6 Reversing and manoeuvring of vehicles

Accidents and injuries can also occur due to vehicles reversing and manoeuvring, especially in tight spaces. You need to take suitably effective measures to prevent these.

As in other health and safety related areas, the first port of call in identifying any hazards is through risk assessments. They need to be carried out on vehicle reversing and manoeuvring at the locations where it occurs, including consideration of the layout of locations and possible pedestrian presence on the transport routes. Requirements for safe loading and unloading should be drawn up and adhered to as part of Delivery and Servicing Plans and Construction Logistics Plans (see page 26 for more information).

If the risk assessment identifies this as being appropriate, a properly trained banksman should be present to keep an area free of pedestrians and to guide drivers, which can help to eliminate much of the risk involved in reversing.

As mentioned in previous sections, you need to review any risk assessments, particularly if new work arrangements, new employees or new types of vehicle are introduced or if near misses occur. If your organisation employs five or more people, the risk assessments need to be recorded.



- HSE: Workplace Transport Safety INDG199
- HSE: Driving at Work, Managing Work Related Road Safety INDG382

O7 Vulnerable road users

Your vehicles share the roads with many other vehicles, some of which are at a far greater risk than others. Your organisation needs to take adequate steps to share the road safely with other road users, with

particular emphasis on the type of road users at special risk.

Examples of vulnerable road users include:

- Pedestrians
- Cyclists
- Motorcyclists
- Highway workers

These road users need to be highlighted to driving staff, particularly if a specific vulnerable group is at risk from your organisation's activities. Control measures to reduce risks can then be identified and adopted by your organisation.

The TfL Share the Road campaign has undertaken a number of partnership initiatives contributing to reducing risks to cyclists and pedestrians.



O8 Vehicle routing, restrictions and payments

There is an increasing array of routing issues, restrictions and payments that need to be taken into account when planning the routing and scheduling of vehicles out on the road. These include the following:

- Vehicle weight and height restrictions
- Delivery curfews and permit requirements - for example, the London Lorry Control Scheme
- Delivery and Servicing Plans
- Construction Logistics Plans
- Loading and unloading restrictions
- Parking controls
- Tunnel restrictions
- Dangerous goods routing and parking conditions
- Abnormal loads routing
- Tunnel/motorway tolls
- Congestion charging
- Low Emission Zone
- Satellite navigation lorry attributes

You need to ensure that all staff, especially drivers and planning/scheduling personnel, have all the instructions required and information to hand and that there are systems for the payment of tolls and charges. In the case of the Low Emission Zone (LEZ), if any vehicles do not meet the minimum requirements for emissions then arrangements will need to be made for the payment of the emission charge.



O9 Penalty Charge Notices and other infringements - management of road-related fines and charges

There are many types of infringement which are enforceable by various bodies. Examples include roadworthiness checks issued by VOSA, Improvement and Prohibition Notices issued by the Health and Safety Executive and the Metropolitan Police Service, Fixed Penalty Notices (FPNs) and Penalty Charge Notices (PCNs) issued by local authorities or their contractors.

FPNs can result in fines and licence endorsements, and non-payment can result in a criminal prosecution. PCNs are a decriminalised form of FPN which can be issued by local authorities rather than just police officers. Non-payment of fines, however, can be chased up by the local authority using civil action. Your organisation will need to have in place systems for managing all infringements and reducing the number of occurrences.

You need to inform drivers of parking, loading and unloading controls and also to monitor and analyse types of fines, driver and journey circumstances related to fines, and the administration of fines.



- FTA: PCN Compliance Guide *
- London Loading and Unloading Code of Practice

O10 Waste transport and specialist goods

Many organisations are involved in the transport of specialist goods which are subject to additional regulations and controls. Examples include:

- Waste
- Dangerous goods
- Livestock
- Abnormal loads

If your organisation is involved in the transport of waste, it needs to be registered with the Environment Agency (or Scottish Environment Protection Agency) under the Control of Pollution (Amendment) Act 1989 and any amendments/updates. You must also demonstrate that your organisation complies with the duty of care in respect of Waste Transfer Notes (consignment notes for hazardous waste), and the disposal, keeping and transferring of waste.

If you deal with hazardous waste, you need to show compliance with current legislation concerning transport, handling, disposal and the completion and keeping of consignment notes.

With regards to all other specialist goods types that require specific regulation, you will need to make sure that all regulations are followed, that staff receive the training that is required and that the correct equipment is supplied for the transportation of the goods in a safe manner.



- www.environment-agency.gov.uk
- www.netregs.gov.uk
- Defra: Waste - Guidance PB115771
- Defra: Waste - Duty of Care PB7501
- Dangerous Goods: www.fta.co.uk
- Livestock: www.defra.co.uk
- Abnormal Loads: www.dft.gov.uk
- Specialist Goods: www.rha.org.uk/specialist-groups*

O11 Keeping up to date with developments in the industry

In any business or industry, the rules governing that particular sector are never static and new rules and practices are being introduced all of the time. This is particularly true when it comes to road transport. You need an effective process for keeping up to date with any developments within your industry, sector or business on matters such as legislative compliance, health and safety, employment law and people development. You should consider joining a trade association relevant to your business sector.

Assessing the performance of your policies

The bronze standard covers your approach to legal compliance and other regulatory obligations. However, to improve your performance and to help you create a sustainable operation for the future, you need to measure and monitor your performance. As part of the assessment process for bronze membership you are required to provide evidence of the performance of your operation in the following areas:

- Vehicle incidents
- Penalty charge notices and fines

These bronze performance measures have been chosen because they provide a snap-shot view of how effective the policies are in practice that have been put in place to manage operational road risk and reduce fines and charges.

The bronze performance measures that you must record are outlined in Table 1.

Table 1 Bronze performance measures

Bronze Performance Measure	Definition	Impact on Business	Impact on London
Vehicle incidents	Incidents per 100,000 vehicle km by vehicle category (Damage to property or injury/fatality)	<ul style="list-style-type: none"> • Reduced accident risk • Reduced insurance premiums • Preservation of company reputation 	<ul style="list-style-type: none"> • Safer roads • Less congestion due to collisions
Penalty charge notices or other infringements	PCNs and fines received per 100,000 vehicle km by vehicle category.	<ul style="list-style-type: none"> • Reduction of charges • Reduction of administration costs • Preservation of company reputation • Preservation of operator licence 	<ul style="list-style-type: none"> • Less congestion


Section 2: Silver and gold membership - FORS benchmarking


FORS benchmark measures

To progress to silver and gold operators are required to upload data onto a secure website on a regular basis. In many cases you will find that this can largely be an automated process. Data is collated with that from other FORS members to provide an on-going view of how you are performing in comparison with similar operations. The data is secure, and presented in an anonymous format so your company identity is never revealed. In this way you will be able to compare your performance with those organisations undertaking similar operations to yours. You will be able to see where you stand in relation to your peers.

Participating in FORS benchmarking will provide you with an opportunity to help your organisation become more efficient. This may lead to commercial advantages when tendering for work or when service or transport purchasing decisions are based on benchmarked thresholds. Successful benchmarked companies have a culture of continuous improvement that will lead to a more sustainable operation.

The introduction of the FORS benchmarks helps TfL and its partners to deliver benefits targeted at helping operators to improve their benchmark scores. The benchmarking process helps demonstrate the value to operators and therefore London of the FORS approach.

 Silver and gold FORS members are able to regularly compare their performance with that of others in their sector

 Benchmarking workshops are to be developed to help operators start benchmarking their performance.

-  Freight Best Practice: Performance Management for Efficient Road Freight Operations
-  Freight Best Practice: Fleet Performance Management Tool Incorporating Emissions CO₂ Calculator


FORS members will provide data to enable benchmarked values to be produced per million vehicle kilometres for each type of vehicle for:


- Fuel use
- CO₂ and emissions
- Vehicle incidents (Damage to property or injury - slight / serious /fatal)
- Penalty Charge Notices and fines

Fuel use

Fuel typically represents 30 per cent of the running cost of a freight vehicle. It makes good economic sense for you to monitor your fuel use. As the basis for a fuel management programme, you should collect sufficient fuel use data to enable you to calculate the MPG of each of your vehicles.

There are many very good systems available for this to be done automatically, but it is perfectly acceptable to manually record data, especially if you are operating a small fleet.

 An online fuel advice toolkit, fuel advice workshops and on-site fuel advice assessments are available to bronze FORS members shown to reduce fuel use by about 5 per cent.

 Driver profiling is available to bronze FORS members who can apply for a subsidised introduction that has been shown to reduce fuel use by about 7 per cent.



- Freight Best Practice: Fuel Management Guide
- Freight Best Practice: Fleet Performance Management Tool
- VOSA: Guide to Maintaining Roadworthiness
- Freight Best Practice: SAFED for HGVs: A Guide to Safe and Fuel Efficient Driving for HGVs
- Freight Best Practice: SAFED for Vans: A Guide to Safe and Fuel Efficient Driving for Vans
- Freight Best Practice: Telematics for Efficient Road Freight Operations
- Freight Best Practice: Computerised Vehicle Routing and Scheduling for Efficient Logistics
- Freight Best Practice: Make Back-loading Work for You
- Freight Best Practice: Truck Specification for Best Operational Efficiency
- Freight Best Practice: Aerodynamics for Efficient Road Freight Operations
- Freight Best Practice: Working Together to Improve the Operational Efficiency of Regional Distribution Centres (RDCs)

CO₂ and emissions

Directly linked to fuel use, CO₂ and other emissions per million vehicle kilometres is also a measure of an operator's commitment to help reduce climate change. It is linked to the type of vehicle and the utilisation of the vehicle's carrying capacity. However, as some types of operation are weight limited and others constrained by the volume of the loadspace, it is impractical to ask operators to provide information on fuel use per tonne/km. FORS benchmarking enables comparisons between similar vehicles in similar sectors so the issue of weight and loadspace utilisation are minimised.

The type of fuel and the use of low carbon vehicles can also play an important role in reducing CO₂ and other emissions. Often adopted through an operator's corporate and social responsibility programme, hybrid and electric low carbon vehicles are able to significantly improve operator performance.

The benchmark is calculated automatically from the information supplied on the fleet's vehicle composition and fuel consumption per million vehicle kilometres.



- Freight Best Practice: Fuel Management Guide
- Freight Best Practice: Fleet Performance Management Tool with CO₂ Emissions calculator
- Sustainability websites:
www.est.org.uk
www.freightbestpractice.org.uk

Vehicle incidents

Managing the number and severity of collisions requires an effective procedure for the investigation of collisions, accidents and incidents.

Data collection and analysis is needed to assign levels of responsibility and avoidability; and identify root causes with the aim of reducing incidents in the future.

Reducing collisions reduces costs and congestion for all road users. Freight vehicles more often involve more serious incidents and have a correspondingly increased impact on congestion and emissions.



Bronze FORS members can use the subsidised FORS online driver licensing checking service for checking that drivers have the right type of licence for the vehicle, and for any endorsements or disqualifications.



Bronze FORS members can apply for the London Freight Booster which provides unique training on how to successfully meet the challenges of driving freight vehicles safely in London. Drivers can gain free training through 'Train to Gain'. Where drivers already hold a Carry and Deliver NVQ Level 2 qualification or equivalent, they need only complete the London-centric modules of the London Freight Booster qualification.



Bronze FORS members can take advantage of the Driver Profiling introduction subsidy which has been shown to reduce incidents by about 50 per cent.



- Freight Best Practice: SAFED for HGVs: A Guide to Safe and Fuel Efficient Driving for HGVs
- Freight Best Practice: SAFED for Vans: A Guide to Safe and Fuel Efficient Driving for Vans
- CILT(UK) Continuous Professional Development Scheme
www.ciltuk.org.uk/pages/cdpscheme

PCN charges and fines

Recognising that fines and charges can be reduced contributes significantly to operator efficiency. Benchmarking performance for fines and charges enables operators to see the direct monetary benefits from changing practices.

Benchmarking fines and charges also enables TfL and its partners to focus activity on improving operator benchmark scores.



Bronze FORS members are able to take advantage of the PCN Reduction toolkit, workshops and on-site advice programmes. This has helped reduce PCNs by 10 per cent.



Bronze FORS members are able to access the London Freight Booster to help drivers understand how and where to stop so as not to attract a fine or charge and how managers can plan tours to use legal loading times and places.



Bronze members who demonstrate they have adopted to FORS PCN toolkit will be able to take advantage of a range of benefits when developed to further reduce fines and charges such as:

- use of legal loading information within routes and schedules planning software
- light-touch enforcement of the loading observation period
- dispensation process that works for freight
- CPZ on-line ticket purchase for home deliveries and goods' installation

Silver membership

To progress to silver membership you will need to provide data for benchmarking on the core KPIs set out above. Silver membership is attained by meeting or exceeding the silver membership benchmark thresholds for the core KPIs. The silver membership benchmark thresholds will be determined during the initial phase of running the scheme as part of the new FORS benchmarking capability.

To achieve this you will need to:

- Set targets to exceed the benchmark threshold of performance for your sector for each of the KPIs
- Develop and implement an action plan to achieve those targets
- Attain a level of performance above the average benchmarked level of performance for your sector for each of the core KPIs

Where you are able to demonstrate that you are performing at or exceeding the silver benchmark thresholds, you will have attained silver membership.

Gold membership

The process for progression from silver to gold membership involves continued provision of FORS benchmark data and the adoption of new benchmarks available from the DfT on-line benchmarking initiative.



- DfT Online Benchmarking:
www.freightbestpractice.org.uk

Gold membership is achieved by meeting or exceeding the gold membership thresholds for the FORS benchmark measures. The gold membership benchmark thresholds will be determined during the initial phase of running the scheme as part of the new FORS benchmarking capability.

Organisations providing guidance and support

Below is a list of organisations (in alphabetical order) that can provide information on matters such as legislative compliance, health and safety and employment law. This list is not exhaustive.

- Chartered Institute of Logistics and Transport (CILT)
- Department for Environment, Food and Rural Affairs (Defra)
- Department for Transport (DfT)
- Department for Work and Pensions (DWP)
- Driving Standards Agency (DSA)
- Freight Transport Association (FTA)
- Health and Safety Executive (HSE)
- HM Revenue and Customs (HMRC)
- Road Haulage Association (RHA)
- Vehicle and Operator Services Agency (VOSA)

Useful websites

FORS

tfl.gov.uk/fors

Driver management

www.hse.gov.uk
www.lsc.gov.uk
www.skillsforlogistics.org
www.ciltuk.org.uk
www.safed.org.uk
www.thinkroadsafety.gov.uk
www.airso.co.uk
www.rospa.com
www.brake.org.uk
www.opsi.gov.uk

Fleet management

www.dft.gov.uk
www.heavygoodvehicle.com
www.vosa.gov.uk
www.transportoffice.gov.uk
www.direct.gov.uk/en/Motoring
www.dvla.gov.uk

Operation management

www.est.org.uk
www.fuelchamp.co.uk
www.freightbestpractice.org.uk
www.roadsafe.com
www.met.police.uk
www.fta.co.uk
www.rha.net

Performance management and DfT on-line benchmarking

www.freightbestpractice.org.uk

Additional sites

www.preparingforemergencies.gov.uk/
www.investorsinpeople.co.uk

