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See our full report on page 43
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Positive signs for the future – there is good news to report at the end of the Institute’s latest financial year

For the second year running we are delighted to see that our membership has grown, this time by 876 over the previous year. Closing at 17,905 or some 5% ahead of the same time last year we have also passed a milestone for monthly member recruitment and now average 300 plus per month. In addition our new Apprentice grade of affiliate membership is gaining ground just as our senior membership grades of Chartered Member and Chartered Fellow remain attractive to individuals upgrading as their careers develop, as well as to new entrants.

Positive signs are also evident as we see increasing interest from individuals and businesses in our broad range of products and services. Education and training are showing marked uplifts as the professions shortages of skills and capability really starts to hit home. We registered over 5,100 new learners in 2014/15 and issued over 4,000 certificates across the broad range of courses and qualifications we accredit, deliver or endorse.

Engagement with business through our corporate membership schemes is also progressing well as we exceeded our targets with this group. In supplying products and services such as Busmark, Logmark and Knowledge Centre data as well as bespoke training and networking opportunities we help deliver real bottom line business benefit.

As the year end membership numbers are once again positive so to the financials. Our operational performance, subject to audit, will be in line with our strategic objective by showing a surplus of around 3% of turnover which is well ahead of last year’s result.

Many have contributed to this positive outcome for the year including the staff, active volunteers and both individual and corporate members and on behalf of the Institute I thank you all.

The 2014/15 outcome provides a great platform of financial security as well as showing proof positive that CILT membership is just as relevant to today’s professionals as it has ever been.

Our newly elected Chairman, Professor Richard Wilding and my recently announced successor as Chief Executive, Kevin Richardson will seek to build from here and I wish them every success in their leadership of our Institute.

Steve Agg FCILT, Chief Executive, CILT

@SteveAgg
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www.ciltuk.org.uk
The UK automotive industry is on course to break manufacturing records by the end of the decade, according to a new forecast report from The Society of Motor Manufacturers and Traders (SMMT). Annual car production is expected to pass the two million milestone by 2020, breaking the current record of 1.92 million cars, which was set in 1972, when the most popular car was the Ford Cortina. Today’s top seller is the Ford Fiesta.

More than 1.5 million cars were built in the UK in 2014, and acceleration in productivity and production volumes towards the end of the decade will see the UK consolidate its position as the third-largest maker of cars in Europe, behind Germany and Spain but ahead of France and a strengthening Eastern Europe. The report also predicts a rise in employment, with jobs growth in the sector driven predominantly in the supply chain. Up to 9,500 jobs will be created at source by vehicle manufacturers, but that could generate a potential extra 28,000 at component supply companies as UK manufacturers’ demand for home-grown components increases.

Key to the sector’s success is the shift to premium – that is, increasing value of the vehicles made in and exported by – British manufacturers. In 2010, 37% of UK car production was by premium manufacturers; this is projected to rise to 54% by 2020. This reflects increasing global demand for premium vehicles and benefits the whole economy, with more value generated for each vehicle exported. The UK is already Europe’s second-highest producer of premium cars, behind only Germany.

The report: The Future of UK Automotive Manufacturing in 2025 and Beyond provides a comprehensive long-term outlook on the future of the UK automotive industry. Since the recession, the UK automotive sector has undergone a renaissance with significant recent investments, including a cumulative £2 billion to date in 2015 alone. Car production for the year to date passed the one million mark in September, its best annual performance since the recession.

The prospects for the UK automotive sector are well grounded, although as the report makes clear this is dependent on global market conditions and the prospect of future investments which assume the UK’s continued membership of the EU.

Mike Hawes, Chief Executive, SMMT, says: ‘This report is further proof of the growing stature of the UK as a global destination for high-quality vehicle manufacture. The automotive industry has made tremendous strides in recent years, as significant investment, along with partnership with government, has driven huge growth in production and employment. The prospect of further jobs growth, particularly in the supply chain, is extremely encouraging, while the UK’s consolidation as a global hub for premium production is testament to our prowess in design and precision engineering. This success, built on improvements in productivity, workforce flexibility and skilled people, has been hard fought for; we cannot be complacent. Future growth in a fiercely competitive global market will rely upon continued Government support, as well as an attractive business environment which drives investment and stimulates innovation.’

New CILT Chief Executive announced

CILT has announced that Kevin Richardson FCILT has been appointed as its new Chief Executive. He will join the Institute on 1st December for a brief period of handover and then on 1st January will take over from outgoing Chief Executive Steve Agg, who is stepping down after nearly 10 years in the role.

Kevin Richardson joins the Institute from XPO Logistics, formerly Norbert Dentressangle, where he held the role of European Development Director for four years. Prior to that, he spent 20 years at TDG plc progressing from Implementation Director to Strategic Development Director. An experienced senior logistics executive with over 35 years’ experience in the sector, he has extensive knowledge in operational and project management across Europe and has been a member of the Institute for 28 years.

Professor Richard Wilding, Chairman, CILT board says: ‘We are delighted to announce Kevin Richardson as the new Chief Executive. He will lead the Institute with commitment, energy and a wealth of expertise into a new era within the logistics and transport sector.’

Beverley Bell, CILT President and Senior Traffic Commissioner for Great Britain, says: ‘I am looking forward to working with Kevin. His experience in the logistics and transport sector will ensure the Institute continues to grow as the profession expands and develops.’

Professor Richard Wilding becomes new CILT Chairman

Professor Richard Wilding OBE FCILT is the new Chairman of The Chartered Institute of Logistics and Transport in the UK (CILT). He has been a member of the Institute since 1992 and a board member since 2011. He is also Chair (Full Professor) in Supply Chain Strategy at the Centre for Logistics and Supply Chain Management, Cranfield School of Management UK. He has been a valued member of the Institute’s board and in recent times has been a steering committee member of the Logistics Research Network, as well as the Co-Chairman of the Leaders in Supply Chain Forum. He has extensive logistics and supply chain experience and will help drive the growth of the Institute’s profile as the leading logistics and transport professional body. He was made OBE in 2013 for services to business, recognising his outstanding achievements in logistics and supply chain management.

Richard Wilding wishes to honour the dedicated and committed role of the Institute’s former Chairman, Neil Ashworth: ‘Neil has demonstrated an unrivalled commitment to the Institute and its development over the last five years. His dedication, drive and enthusiasm for the industry and the Institute is second to none and his leadership has ensured the creation and development of an Institute we are all proud to be a part of. I am committed to building on his approach and style to continue his outstanding work.’

Richard Wilding is enthusiastic about working with existing and new members of the CILT board, as well as overseeing the change in leadership at CILT’s head office. He says: ‘I am delighted to be elected as Chairman of the CILT board. During my term I want to guide the Institute through its change in leadership and to meet and engage with as many members as possible to ensure that I represent their needs at both board and executive level within CILT.’
Chartered Fellows and Members recently elected

The following members have been elected to Chartered Fellowship and are now entitled to use the post-nominals FCILT:

New:
Andrew Heaney
Paul Hunter, SVP Group Distribution Director, TJX Europe

Upgraded:
Michael Kemp, Operations Director, Fleet Source
Soroosh Saghiri, Course Director and Senior Research Fellow, Cranfield University
Mathew Cottis, so1 Operations Support, Royal Naval Division
Patrick Stringer, Head of Commercial Development, Arriva the Shires
Stephanie Docherty, Lead Business Project Manager, Caledonian MacBrayne

The following members have been elected to Chartered membership and are now entitled to use the post-nominals CMILT:

New:
Debra Chaloner, Senior Transport Planner, Grontmij Ltd
Christopher Davies, Principal Transport Planner, Grontmij Ltd
Glenn Higgs, Associate, WSP
James Stevenson, Driver Administrator, Maritime Transport Limited
Keiron Butler, SSM/MTO/USA/UFSM/DESO, Ministry of Defence
Marilia Pinto, Transport and Logistics Manager, Tempur UK Ltd

Mark Clegg, Housing Support Officer, HM Forces (Army)
Patrick Dibb, Transport Planning Manager, Broadstone Group
Julian Neale, Deputy Director Procurement and Logistics, DFID/Crown Agents
Julie Yadav, Senior Demand Planner, Cambridge University Press
Kenneth Williamson, Operations Manager, Forth Ports
Michael Skerrett, Driver Development Manager, Manpower Professional
Monika Crouse, Principal Transport Planner, Hyder Consulting (UK) Ltd
Neil Moon, Managing Director, Castle Eden Solutions Ltd
Tim McCann, Principal Consultant, AECOM
Kelly Chiu, Principal Transport Planner, JMP Consultants
Kevin Haigh, Training/Operations Major, HM Forces (Army)
Robert Davies, Senior Transport Planner, Atkins
Simon Harris
Hannah Budnitz

Upgraded:
Subramaniam Subramaniam, Head of IT Projects and Data Intelligent Analyst, 99P Stores Ltd
Kevin Humphreys, Transport Planner, Dorset County Council
Alison Jackman, Head of Vertical Market – Automotive, DB Schenker
Jerry Ward, Manager Legal Compliance, John Lewis Central Transport

Association of European Transport news

Graham Ellis CMILT, owner, Ellis Transport Services, and former IRTE National Council member, has been elected to the Council of the Association of European Transport (AET) at its 43rd European Transport Conference in Frankfurt. Ellis Transport Services provides assistance and support to transport operators within the UK and continental Europe, and is also involved in pan-European transport projects. Graham Ellis also owns Transport Stationery Services.

AET promotes networking and the exchange of ideas, information and opportunities amongst its members through conferences, special interest groups and the members’ website, and is responsible for organising the European Transport Conference. AET is also committed to the development of young professionals in the transport industry and in academic fields.
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Graham Martin Jones FCILT – 29th July 1944- 3rd August 2015

Chris Eades, Chairman, Central Southern Region, says: ‘It was with shock and sadness we received the news that Graham Jones, had passed away. We wish to acknowledge his huge contribution to our region as Treasurer, Central Southern Region, as Chairman and committee member, Swindon Group, and also to the wider CILT family.’ Ben State, former Chairman, Swindon Group, has also expressed his sympathies and says: ‘Working with Graham marked a fine era for the CILT Swindon Group. His energy helped drive on the Group and events he will be very much missed.’

In his early years, Graham Jones was apprenticed as a diesel mechanic and worked at that whilst studying for City and Guilds qualifications. He was a great believer in the opportunities that education gave you and carried on the habit throughout his life, gaining more qualifications as his career progressed. One of his greatest academic achievements was his Masters in International Logistics from University of Glamorgan in 2011, having spent the previous three years studying in the evenings and weekends. He also loved travelling and that took him to his next adventure; as a young man, he spent two winters on the ice in Antarctica as part of the British Antarctic Survey Expedition in the role of diesel mechanic, responsible for keeping the big Lister engines going – and keeping his mates safe and warm in the extreme temperatures.

When he returned, he started his career in bakeries, which took him from engineer to chief engineer to chief executive running a number of bakeries in the UK. He moved into head office and was responsible for some large national accounts with familiar retail names. He then moved into logistics and set up Logistics Planning Ltd in June 2005. He celebrated his 10 year anniversary this year, no mean achievement given that we went through one of the worst recessions in living memory.

Graham Jones had an abiding interest in people. He had a huge network of people with whom he remained in touch and some very valued old friends from his schooldays, as well as others he met along the way. He was a very modest man, far more interested in others than himself, and he was an incredible listener, a skill of which – many people have been the recipient over the years. He was an active member of many societies and enjoyed the interaction they provided.

He started representing Cimcorp a number of years ago and was helping them to introduce robotic warehousing systems into the UK, including a successful installation in a large UK plant bakery. He was working on a number of projects for Cimcorp for presentation at the Logistics Research Network at the time of his death. Outside of work, he was a loving husband, father and grandfather. He also loved his dogs and his horses and animals had always played a part in his life. His wife said ‘He was one of the most rounded, well respected men I have ever come across in my life, and so proud that he was my husband and in my life for the last 30 years.’ Our thoughts and condolences are with his wife and family.

Happy Birthday, John Harvey CBE FCILT

Colleagues and friends with the Institute and beyond came together to celebrate the 80th birthday of John Harvey CBE FCILT, and their acknowledgements and best wishes were presented to him in a book during a celebration dinner. John Harvey gave a fascinating view of his reflections over the many years as a leader in the logistics and supply chain sector, Reflections of a Dinosaur.

John Harvey is one of the most respected leaders in the world of 3PL logistics and supply chain, admired by many practitioners for his unique and inclusive style. Despite the many changes in the sectors we serve, he has maintained his position as a thought leader that inspires many. In the many tributes to him, recurring words were: inspirational, professional, icon, friend, thought-leader, valued opinions and sound advice.

He was awarded the CBE for services to the transport industry in 1992. In 1994 he received the Motor Transport Special Award for outstanding achievement in the Road Transport Industry. In 2002 Tibbett & Britten Group received The Queen’s Award for Enterprise: International Trade (Export) (2002). In 2011, he was named Freight Personality of the Year. He still regularly addresses freight, logistics and supply chain management audiences across the world, and chairs conferences and seminars.

Jim Spittle FCILT
In order to improve the efficiency of the UK rail system, RSSB’s Future Railway programme launched a competition in 2014 to find novel, technical solutions to increase braking performance and reliable braking rates, independent of wheel rail adhesion. Mole Solutions was one of the winning entries and has received funding to carry out a six-month feasibility study to investigate the technical and commercial viability of its proposed solution.

Bob Silverthorne, Development Director, Mole Solutions, says: ‘In the UK, the performance of train brakes relies on friction at the wheel rail interface and railways have to be designed to allow for unpredictable brake rates caused by changes in weather conditions and rail contaminants such as tree mulch. This is sometimes called the “leaves on the line” problem. We are investigating the use of an out of vehicle electromagnetic control loop to compensate for degradation at the wheel rail interface and so ensure the required braking performance is met.’

Mole Solutions is using the same technology of magnetic propulsion and braking it has developed for its freight pipeline, which carries unmanned capsules safely and securely in enclosed pipes. Three months into the feasibility study and computer modelling has been used to establish the basic design parameters. A facility is now being prepared to validate the model and demonstrate its effectiveness on low mass and velocity vehicles. If the results are suitably compelling to receive the second stage of funding, Mole Solutions will develop preproduction subsystem hardware and undertake tests with higher mass and velocity vehicles at an enhanced testing facility at Alconbury Weald Enterprise Campus.

Predictable and optimised braking on the UK rail network will benefit all users by enabling more reliable timetabling and increased capacity. Subject to a successful feasibility study and further testing, Mole Solutions could open up a new system of train control whereby off vehicle braking would become an interactive part of the journey management process.

Further information, website: www.molesolutions.co.uk
USAID funds 40 scholarships for humanitarian logistics qualifications

Fritz Institute in the USA and CILT in the UK are delighted to announce that the United States Agency for International Development (USAID) has sponsored a new scholarship programme for the Humanitarian Logistics Certification Programme and will be awarding 40 full tuition scholarships.

The Ebola outbreak in West Africa last year was the deadliest occurrence of the disease and highlighted the importance of the work of medical specialists and logisticians in protecting vulnerable supply chains and in providing support and guidance on the availability of critical supply items, including medicines. This is why in 2015 USAID will be funding 27 scholarships for the Certification in Humanitarian Medical Logistics Practices (MedLog). There will also be funding for an additional 13 scholarships for the Certification in Humanitarian Logistics (CHL) in either English or French. Last year, over 500 applications for the USAID funded scholarships were received from around the world and the selection panel had an extremely challenging task to select 40 successful candidates.

The Humanitarian Logistics Certification Programme was developed with the goal of raising the effectiveness of emergency response to vulnerable populations worldwide, by increasing the professional skills of logisticians and medical specialists in the humanitarian supply chain. The Medical Logistics qualification is designed to increase humanitarian logisticians’ and medical specialists’ ability to plan and operate the medical supply, and safeguard against the high rate of substandard and counterfeit medical items pervading the international medical supply chain. CHL combines best practices in supply chain management and implementation from the humanitarian community, commercial world, and academia. It is administered online by Logistics Learning Alliance (LLA).

The online certification programme uses a competence approach that emphasises application of skills, as opposed to the examination of knowledge. At the start of the course, learners are inserted into a reality-based scenario in which they have to advise on and manage logistics functions. The tasks that they are requested to do are designed to facilitate the development of and demonstration that they have the required skills. Throughout the programme, learners are supported by LLA’s learning coaches experienced in logistics.

The Certification Programme is recognised as the best practice for training in humanitarian logistics and supply chain management and represents an exceptional instance of sustained interagency and private-public collaboration. The programme is guided by the Certification Advisory Group, which comprises senior logistics officers from UN agencies, international non-profit organisations, and the International Committee of the Red Cross.

A CHL student said: ‘I found the contents really useful and very applicable to what I am doing. The programme has given me knowledge that has enabled me to have a better appreciation of the role that supply chains play in the success of an emergency response. My favourite sections were those on preparation and improvement of supply chains.’

A MedLog student commented: ‘The programme has helped me to widen my knowledge on medical logistics; now I have confidence in what I do. I have used the programme to improve my supply chain management skills. Now I know what I need to ensure the quality of what we deliver to our beneficiaries including lifesaving materials drugs. I have already conducted various training to my colleagues on various topics. My plan is to share this knowledge as much as possible.’

In natural disasters and emergency situations, efficient and effective logistics can make the difference between life and death. Having sufficient number of qualified logistics staff available for immediate deployment is a constant challenge for humanitarian organisations. Professional humanitarian logisticians must be able to hit the ground running, for it is they who make sure that the right goods, equipment and medicines get to the disaster area in time and in sufficient quantities to save lives and improve living conditions for the future.

Further information, website: www.hlcertification.org

Above: The Ebola outbreak in West Africa last year was the deadliest occurrence of the disease and highlighted the importance of the work of medical specialists and logisticians
Fellows’ Lunch

Friday 4th December
Hotel Russell, 1-8 Russell Square
London, WC1B 5BE

www.ciltuk.org.uk/fellows
events@ciltuk.org.uk
01536 740148
CILT Golf Society Annual Tour

The return of our Annual Tour to the delights of Belgium proved to be every bit as successful as we hoped. Once again, we based ourselves at the excellent Sandton Grand Hotel Reylof, Ghent.

On Day 1, the party played at Oudenaarde Golf Club, which proved challenging. Cameron Grant emerged as individual winner, ahead of Peter Taylor, with Bob Harper third. In the team event, Phil Reeves, Bob Harper and Paul Symes triumphed with 40 points; Doug Taylor took the Guest Prize.

On Day 2, we returned to Royal Antwerp Golf Course, which everyone agreed was the standout course of the tour. Paul Beever won the day with an outstanding 40 points. Bob Harper was second and Peter Taylor third. The Guest Prize went to Mike Harris. On that evening our Gala Dinner was held at the interesting and popular Brasserie Pakhuis.

Day 3 took us to Royal Latem Golf Course, and once again the weather proved benign and we were able to enjoy the delights of this undulating parkland course. The final formal act of the tour was to present the prizes, which included a large bottle of wine donated by Royal Latem Golf Course. Cameron Grant won the day yet again and was presented with the Sponsor’s Cup. Peter Taylor was second and Gus Whyte third. Jocelyn Raymond was awarded the Guest Prize. The prize for being closest to the total number of balls lost on tour was presented to Richard Healey, with a guess of 152. Guest Winner overall was Phil Reeves, and Peter Taylor took the Member’s Trophy by one point from Cameron Grant.

The tour would not have been as successful as it was without the excellent organisation, planning and administrative skills of John Winter and his able assistant Jeff Warnock. Nor must we forget the invaluable contribution of sponsors Secureseal (thanks to Cameron Grant), FPS (thanks to Adrian Malupa) and Eurostar, to whom we extend our sincerest thanks. In a straw poll at the end, there was a popular wish that we return to Belgium for next year’s tour: I can’t wait.

Paul Ritchie CMILT

Plans unveiled for UK’s first multimodal logistics training centre

Plans for Modal Training Limited, the first organisation in the UK to offer integrated, multimodal logistics training for sea, road, rail and air, as well as a full range of support services, have been unveiled.

The new £7 million centre of excellence for the ports, energy and logistics sectors is being jointly funded by the Grimsby Institute and the Humber LEP. It will be located in a 5,696m² fit-for-purpose-designed facility on Kings Road in Immingham, in the former construction facilities owned by Fabricom ENGIE.

Equipped with state-of-the-art simulators for training maritime crew, truck and crane drivers, Modal Training will deliver realistic training, replicating the working environment in a wide range of settings. Facilities will include extensive warehousing, engineering and rail safety teaching facilities, and the UK’s only Air Freight Forwarding Academy.

The launch event attracted a wide range of key stakeholders, including representatives from many local businesses operating in the ports, energy and logistics sectors. Speakers included Sam Whitaker and Patrick Henry, Modal Training, Kishor Tailor, Humber LEP, and Nigel Carlton, UK CEO, Fabricom ENGIE.

The centre is on schedule for completion and full operation in September 2016.
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Level 5 Professional Diploma in Logistics and Transport
CILT and University of South Wales MSc International Logistics and Supply Chain Management
CILT’s Annual Awards
for Excellence 2015

Over 500 of the UK’s leading professionals in transport, logistics and transport planning gathered in London to honour the very best projects and individuals. Find out who took home an award this year.

President’s Award

Neil Ashworth, outgoing Chairman, and Steve Agg, outgoing Chief Executive, CILT were presented with the prestigious President’s Award for their commitment and work with the Institute.

Sir Robert Lawrence Award

This year’s winner is Steve Parkin, Executive Chairman, Clipper Logistics plc. His business provides training opportunities for the unemployed and develops the managers of the future with an in-house Senior Leadership Programme. There is active engagement with schools to promote logistics as a career. Because of the consultancy-led approach to providing value-added services to clients, the business continues to invest in the recruitment, training and development of people with specialist skills. This award was presented by John Boulter FCILT, Managing Director, DHL Supply Chain.

Above: Neil Ashworth (right), outgoing Chairman, and Steve Agg (centre-right), outgoing Chief Executive, CILT were presented with the prestigious President’s Award by Beverley Bell, CILT President, and HRH The Princess Royal, CILT Patron

Above: Steve Parkin (centre-right), Executive Chairman, Clipper Logistics plc, was presented with the Sir Robert Lawrence Award by John Boulter FCILT, Managing Director, DHL Supply Chain with Beverley Bell, CILT President and HRH The Princess Royal, CILT Patron
The McKibbin Foundation’s objective is to encourage a piece of in-depth research on a transport, supply chain or logistics issue that takes participants out of their comfort zone and stretches their understanding. This year’s winner is Helena M Moretti, Graduate Project Manager, Transport for London, for: *The London Highways Alliance Contract: A Case Study of Collaborative Working Practices*, in collaboration with David Monaghan, Matthew Lees and William Fane-Gladwin, which highlighted the areas where substantive improvements to the working of the Alliance could be made.

The judges said that Richard Westcott’s consistent, high-quality reporting met the critical element of the award, namely to demonstrate an outstanding contribution to the promotion and understanding of transport and logistics.

These awards are designed to honour examples of coverage of the CILT standards, to congratulate a student’s application of knowledge to real-life and celebrate a student’s demonstration of technical competence.
Young Manager of the Year
Sponsored by Hays Recruitment

Mahesh Kurukulasuriya, Managing Director, GAC Group of Companies, Sri Lanka

At just 33, Mahesh Kurukulasuriya is an accomplished manager with a track record of operational and commercial success. His clear vision for the shipping sector has gained him worldwide recognition.

Freight Transport Best Practice
Sponsored by Telogis

Allport Cargo Services and Sainsbury’s

This entry demonstrated how upstream logistics techniques can deliver reduced cost, improved service and clearly extend the capability and longevity of an established retail supply chain in a sustainable and repeatable way.

Passenger Transport Best Practice
Sponsored by XPO Logistics

Heathrow Airport

Multi Airline Check-In (MACI) has delivered a wealth of improvements for passenger service, and has integrated airline and handler operations to enable Star Alliance to operate under one roof.

Warehouse Operations
Sponsored by Toyota Materials Handling (UK)

United Biscuits in partnership with Logistex

This winning entry has delivered significant cost savings and successfully redeployed staff, not only increasing capacity but also provide a step change improvement in performance.
Information Management
Sponsored by BiS Henderson Consulting
Wickes
The virtual community implemented by Wickes has increased effectiveness across the company. It has improved supply chain availability, increased understanding between functions and improved customer service.

Development of People
Sponsored by FORS
DHL in partnership with Virgin Trains
By championing people development since partnering Virgin Trains in catering logistics, DHL has experienced a high retention rate, reduced absenteeism and increased colleague and customer satisfaction.

Operational Excellence
Sponsored by the Institute of Operations Management
Palletways
This entry encapsulates Palletways’ culture of innovation and the strategic planning with bold investment that has improved efficiency and added value.

Transport Policy, Planning and Implementation
Sponsored by Tachograph Analysis Consultants Limited
Transport for Greater Manchester – Metrolink Airport Line
This civil engineering project showed how a major transport infrastructure project can be successfully delivered ahead of schedule and under budget.
Supply Chain Best Practice
Sponsored by Castell

SpringTide and DS Smith

This successful integration of acquisitions has driven up margins through significant cost savings and procurement innovation.

Safety
Sponsored by Great Bear

Marshalls plc

A series of innovative controls were implemented that have seen significant improvements in safety and a reduction in accident and lost days.

Environmental Improvement
Sponsored by Road Haulage Association

Reading Buses

This winning entry shows a combination of commercial acumen and environmental awareness.

Vulnerable Road-Users Safety
Sponsored by Transport for London

CEMEX UK Logistics

Extensive investment and stakeholder engagement have returned impressive results on initiatives to help make Britain’s roads safer for vulnerable road-users.

FURTHER INFORMATION

For more information on the CILT Annual Awards for Excellence, website:
www.ciltuk.org.uk/Events/NationalEvents/AnnualAwards

Or contact Allison Glandfield.
Tel: 01536 740125. Email: allison.glandfield@ciltuk.org.uk
CILT at the party conferences

The Institute took its Vision 2035 debate to this year’s political party conferences. At each of the debates, a panel of politicians and industry experts discussed the future of transport, with an emphasis on railways and road improvements. Anthony Kendrick and Melanie Stark report.

Labour: the time for the railways has come

At the Labour Party Conference in Brighton, a panel of experts from across the rail sector discussed the future of our railways. Panellists each offered their visions for the future of the UK’s railways to a packed audience of politicians, industry experts and Labour Party members.

Alex Hynes, Managing Director, Northern Rail, kicked off the discussion and spoke of the company’s plans to create a greater connected railway that puts the customer first and drives economic growth. He claimed that the Northern Rail vision for the future of the railway would be: ‘where decisions are made by the north, for the north, from the north.’

Lord Berkeley, Chairman, Rail Freight Group, and Vice-President, CILT, claimed: ‘The model in the future for freight is that we need increased capacity . . . intermodal freight will double in the next 20 years.’ He emphasised the importance of ensuring we are prepared for this significant increase in demand.

For Cllr Liam Robinson, Liverpool City Council, Chair, Merseytravel, the future of our railways is about growing the railway, delivering value for money and being responsive to Britain’s needs. Anthony Smith, CEO, Transport Focus, declared: ’The time for the railways has come,’ and said that revenue for the railways is at a high. He stated passenger numbers are increasing, and that the key to successful long-term development is to rebuild trust between the operators and the passengers.
Conservative: the journey to improve our roads

At the Conservative Party Conference in Manchester, Steve Agg FCILT, Chief Executive, CILT, chaired a panel of road network experts to discuss: Vision for the future of our roads.

Andrew Jones, Parliamentary Under-Secretary of State, called for the future road network to be more resilient and benefit all road-users. He also announced that the Government is considering rolling out a budget of £3 billion for a second Road Investment Strategy.

Anthony Smith, Chief Executive, Transport Focus, applauded the five-year road investment plan that has been put in place, but stressed that much of the road network needs improvement: ‘Research that Transport Focus carried out demonstrated that the road-users’ biggest priority was for the improvement of the road surfaces.’

Steve Gooding, Vice-President, CILT, and Chair, RAC Foundation, expressed concerns that the current road network is struggling to cater for the capacity of vehicles: ‘There’s an awful lot of work to do . . . We are building roads in the same way that we did 100 years ago.’

Shaun Spiers, Chief Executive, Campaign to Protect Rural England, reminded the panel that roads affect far more than just those people travelling in cars: ‘We will see more car-centric estates being built if we fail to focus on connecting our residents.’

On information provision, technology and smart highways, Steve Gooding said: ‘We are currently building smart motorways that are smart and dumb at the same time. There has to be a better way to give information to our drivers.’ Anthony Smith called for an information revolution to put the road user-back in control.

The Transport Minister fielded questions about emissions and air quality. He said: ‘We must keep our traffic moving in order to reduce emissions. Technology and the development of driverless and electronic vehicles can benefit air quality . . . making sure our infrastructure isn’t trapped building for the technology of the past.’

FURTHER INFORMATION

These CILT debates were organised in partnership with the Transport Hub, a group of transport organisations working together to promote the crucial issues affecting the way goods and movements move around the world at the party.

Further information, website: www.transporthub.org
LRN Conference: why logistics practitioners should attend

The Logistics Research Network (LRN) Conference is CILT’s leading academic event, attracting academics and practitioners from around the world. Taking place in early September each year, the conference is hosted by a UK university, this year by the University of Derby. Dorothea Carvalho MILT reports.

The theme of LRN 2015 was: Resource Efficiency and Sustainability in Logistics and Supply Chain Management, and focused on the growing scale and complexity of servicing the needs of global consumers. Changing demographics, legislation, technology and lifestyle provide significant challenges for the profession. In addition to the many papers presented by academics, plenary sessions were presented by senior practitioners from DB Schenker Rail UK, Re-think Solutions and CEVA Logistics, who gave practical and topical examples of the real-world applications of logistics and supply chain management methods.

Takeaway ideas for business

A key aim of the LRN is to promote academic research that has practical applications for the logistics sector. Helen Gallimore, a member of the CILT Board, attended the LRN conference for the first time this year. She said: ‘I have considered attending the LRN Conference for a number of years, but something always seemed to get in the way. If I’m being totally honest, I was always a little intimidated by the academic nature of the conference. My perception was the papers could have little immediate relevance for practitioners, as they would be purely theoretical in nature. How wrong I was!’
'This year I was in a position to present a paper – a conceptual model for business process improvement. This, and my attendance at presentations of 12 other papers, totally changed my opinion. The content was relevant, interesting and full of ideas that could be applied to a variety of supply chain scenarios, providing excellent takeaway ideas for business. I also believe the presence of practitioners helps academics to further tailor their research and thinking to real-life scenarios, providing benefits to all parties. I shall definitely attend in the future and wouldn’t hesitate to recommend the conference to practitioners.’

Often companies struggle with supply chain issues that are in fact covered by academic research, though practitioners may be unaware of its existence. Research studies on topics such as risk in the supply chain, supply chain co-operation and collaboration, and supply chain strategy are all relevant and extremely useful to the work of many commercial organisations. Previous LRN conference papers are available through the CILT Knowledge Centre.

**Global trade management agenda**

An example of research with immediate practical application was a presentation on the identification of annual global trade and logistics trends for the upcoming business year. This paper, developed by Professor Dr Dirk Hartel and Dr Ulrich Lison, was a collaborative project carried out by AEB GmbH and Baden-Württemberg Co-operative State University in Stuttgart, Germany, was based on the results of an online survey from different industries in Germany, Austria and the UK. It aimed to shed light on latest GTM priorities in global supply chains and to assist business in their everyday operations, as well as strategic planning, in order to increase supply chain efficiency and achieve regulatory compliance.

Results of the survey for 2015 showed: the top priority in global supply chains is compliance with embargo regulations; the use of preferential agreements in supply chains is becoming increasingly important; and regardless of how the respondents felt about the Transatlantic Trade and Investment Partnership (TTIP) between the EU and the USA, it was agreed that this agreement would have a major impact on most companies.

**Academic research providing solutions**

Shenin and Grant examined the adoption of environmental management systems (EMS) by Finnish logistics service providers. An issue is that the small and micro SMEs cannot afford to introduce EMS – that is, ISO 14001 – despite increasing demands from customers that they do so. This study, which focused on the Finnish sector, confirmed the findings of similar research carried out by Dr Sarah Shaw in 2014.

The authors suggest that associations such as ISO or EMAS should consider an ‘EMS-lite’ whereby small and micro SME LSPs and other companies can embrace environmental reporting. They also suggested that governments and associations such as CILT promote awareness of the benefits of adopting...
an EMS and that governments should consider incentivising firms to do so. In summary, everyone would like it, but there is a disconnect. This research is an example of academic research that provides solutions from industry and policy-makers. It is a case of academia leading practice.

Responsive logistics for perishable flowers

A paper on designing a responsive logistics network for perishable flowers looked at research carried out in the Netherlands as part of a four-year project with the objective of strengthening the leading competitive position of the Dutch floricultural sector in a global virtualised trade network. The researchers outlined the changes in the market place for cut flowers and the special challenges associated with a guaranteed vase life. They looked at developments in supply and demand, at different supply chain models for optimising the network and identified the main logistics bottlenecks.

The research has shown that the duration of logistics operation and the temperature under which they are carried had a significant impact on the performance of logistics network for perishable products. The research identified new logistics concepts and network designs to deal with the specific characteristics of the sector.

Awards

Each year, there is an award given for the best conference paper based on the quality of the research paper and also on the presentation given at the conference. This year this award was given to Margaret Farrell and Dr Claudia Wagner for their paper: Analysing skills and knowledge requirements of entry-level logistics and supply chain management professionals: future-proofing the Irish graduate.

Due to the fast-moving world of logistics and supply chain management, it is important for universities to be aware of how changes in the logistics and supply chain environment impact on the knowledge, skills and competence required by graduates entering the profession. The research included internet-based surveys and in-depth interviews with relevant Irish companies to look at Ireland’s current industry requirements. The authors argued that the framework used and further developed during this study is not only of benefit to universities developing supply chain degrees, but also to logistics managers to help them identify the skills and knowledge to build on as part of their staff’s further professional development.

This year’s award for the best undergraduate dissertation went to Derek Debrah, University of Aston,
for: Inventory and warehouse management at Langley Distribution Ltd. The award for the best Masters dissertation went to Luluk Lusiantoro, University of Cranfield, for: Identifying the ideal blood stock level: a statistical analysis of the blood supply chain in the UK.

The most prestigious LRN award is the James Cooper Cup for the best PhD dissertation. It is given in memory of Jim Cooper who was one of the academics who first conceived of the idea of the LRN, yet sadly did not live to attend any of its meetings. This year the James Cooper Cup was awarded to Dong Wook Kwak, Cardiff Business School, for: Risk management in international container logistics operations: risk analysis and mitigating strategies.

Celebrating 20 years of the LRN

This year, we celebrated the 20th anniversary of the LRN Conference. The first was held at the University of Warwick in 1996 and since then it has been hosted by 16 different universities, and attended by more than 2,695 delegates from over 50 countries. This year’s conference was attended by delegates from countries as far apart as South Africa, France, Sweden, Poland, Nigeria and Turkey. Whilst there are many new faces at the conference each year, there is also a continuity of people who have attended most of them, including: Emeritus Professor Martin Christopher, University of Cranfield; Professor Alan McKinnon, Kuehne University, Hamburg; and Professor Michael Browne, University of Gothenburg.

A key strength of the conference is that new PhD students, for whom this may be their first presentation at an international conference, can present their papers in the same tracks as eminent professors and be received by the audience with the same level of interest and enthusiasm. The atmosphere at the LRN is supportive with comments, challenges and questions on research projects offered in a constructive rather than combative way.

FURTHER INFORMATION

The 21st LRN Conference will be 7th–9th September 2016 and will be hosted by the University of Hull.
Civilian and military collaboration during humanitarian operations
Based at Brize Norton in Oxfordshire, 1 AMW’s deployable aircraft loading and cargo and passenger terminal operations (air movements) specialists enable the rapid deployment of personnel and equipment by air anywhere in the world in the full range of RAF, UK Joint Service and multinational environments. Whilst much of the unit’s average of 65 tasks a month is in support of RAF air transport aircraft missions transporting UK armed forces personnel and equipment to and from worldwide operations and exercises, the unit has also been at the fore of military logistical support to recent humanitarian operations, including relief efforts in the Philippines, Vanuatu, South Sudan, Nepal and West Africa.

Number 1 Air Mobility Wing (1 AMW) is a very high-readiness Air Combat Service Support Unit within the RAF’s 38 Group Air Logistics (A4) Force. Squadron Leader Ken Felton provides an insight into how this highly responsive logistics organisation provides military expertise to humanitarian operations around the world, and how its experience of supporting recent operations has enhanced key relationships.
'There can be no doubt that the amalgamation of humanitarian logistics expertise and military capabilities, often in the areas of transportation (especially air lift and security), has helped to save lives and reduce human suffering.'

1 AMW, and its predecessor organisation the UK Mobile Air Movements Squadron, has provided military logistics capability to disaster relief operations since the Zambian Oil Lift between November 1965 and November 1966 when RAF Britannia aircraft moved nearly two million gallons of oil from Tanzania to Zambia following the imposition of UN sanctions on Rhodesia. Since then, RAF strategic and tactical heavy-lift capability, now provided by the C-17 Globemaster, A-400M Atlas and C-130J Hercules aircraft, has meant a regular role for 1 AMW to respond rapidly to disaster relief operations and work alongside the Department for International Development (DFID), other nations and non-governmental organisations (NGOs) to deliver aid.

Typical of such operations was the wing’s deployment of teams following the devastation caused by Typhoon Haiyan in November 2013 when a six-person movements team was deployed within six hours of notification from the Middle East to Cebu in the Philippines on a RAF C-17 aircraft transporting UK aid and plant. The decision to forward-base this team in the Middle East was taken as the task was being scoped, as it meant that the team could arrive suitably rested and ready to commence operations after a long transit from the UK. A similar scenario arose when, on 14th March 2014, a 1 AMW team was retasked from a mission in Yuma, Arizona, to deploy to Amberley, Australia, in the wake of Cyclone Pam that had just hit Vanuatu. Arriving on a C17 with a full load of aid and, amongst others, a DFID representative, the team was able to start delivering aid almost immediately.

It is this ability to foresee a potential issue, despite often uncertain and fluid set of circumstances that makes the RAF such a reactive force in such situations. Air Combat Service Support Units such as 1 AMW are in the vanguard of this highly responsive RAF logistics capability and are able to react so quickly because the senior management team constantly assures itself of the readiness of its personnel against set preparedness criteria for such contingencies. This includes the ability to deliver top-down training to meet exact operational theatre requirements and to issue specific pre-deployment vaccinations and equipment. Consequently, following the earthquake in Nepal in April 2015, 1 AMW was able to have teams moving to Nepal within three hours to co-ordinate ground-handling of C-17, C-130 and chartered AN-124 aircraft in Delhi and Chandigarh in India, as well as in Kathmandu.

‘Co-ordination is the Holy Grail of disaster response.’

In the wake of Typhoon Haiyan, the six-person team in Cebu was followed by a further team on a C130J. With over 23 NGOs and C130s from 12 nations at Cebu, plus a huge amount of aid and equipment to distribute, the 1 AMW team members found themselves in a fast-moving and ambiguous situation where the greatest struggle was how to work out who to help first: a bit like pouring the pieces of an impossibly small jigsaw puzzle on to the carpet and just beginning with the first piece that takes your fancy. Such circumstances are commonplace to anyone involved in disaster relief operations, but by working alongside the World Food Programme to co-ordinate a freight prioritisation system and establish a process by which aid agencies could bid for space on aircraft, the team was eventually able to forecast loads 48 hours ahead, thereby moving the reactive logistics environment to a proactive one.

In Amberley, the presence of a 1 AMW liaison officer from the organisation’s USA West and Pacific Permanent Air Movements Detachment (PAMD) greatly helped this co-ordination effort. 1 AMW has a network of six such small teams around the world whose role is to plan, execute and monitor the transit of RAF air transport aircraft through their geographical area of responsibility. Specifically, PAMDS are responsible for co-ordination of ground-handling services, but they have considerable utility for disaster relief operations, where their local knowledge and network of ground-handlers, hotels, transport, refuelling and catering providers can pay dividends.

In this case, the previous work to establish such a network at Amberley and the physical presence of a PAMD officer on the ground in a liaison role with the Royal Australian Air Force and NGOs added considerable value and enabled more effective planning, sharing of assets and efficient use of carrying capacity. Likewise in Delhi, the PAMD Middle East team was deployed to work alongside the British High Commission to cut through immigration and customs clearance issues, as well as conducting logistics reconnaissance of potential airfields as airport capacity became an operational risk. The utility of 1 AMW’s PAMD network can therefore provide a trusted key link between NGOs, host nations and military logisticians.

‘Through understanding and patient leadership, strong relationships can and should be developed; working together, the two sides of the humanitarian coin have the potential to be a very strong and effective team.’

Building mutual trust has proved essential in 1 AMW’s recent experience in support of humanitarian operations. Military uniform or insignia can be perceived by some NGOs as the symbol of an organisation that operates outside of humanitarian principles. In February 2015,
1 AMW was tasked to generate an 11-person team for Operation VOGUL, to support the UN Mission in South Sudan (UNMISS), a peacekeeping operation protecting civilians, monitoring human rights and supporting the implementation of the cessation of hostilities agreement. The UK committed to the task one C-130 aircraft that was based in Entebbe, Uganda, and planned to fly a daily schedule to move equipment from Juba to Malakal to support the main effort: a headquarters relocation. Airlift was critical to this task, because of the fighting along the surface lines of communication and the lack of suitable vehicles to move the equipment. In order to mitigate the potential threat to personnel and as a demonstration of the humanitarian intent, the C-130 operated with UN markings and deployed personnel wore the UN blue beret.

However, the issue of trust between military organisations and some NGOs can run deeper, and has to a certain extent become more complex as a result of military interventions in Iraq and Afghanistan. Operating collaboratively with organisations that needed to maintain distance from military organisations in order to continue working in other countries can therefore be a challenge. Tactical measures such as wearing of UN berets and some NGOs removing or covering labels from consignments or covering over logos when working with the RAF, have proved to be successful. However, this perceived unease needs to be overcome mainly by creating a climate of mutual trust and openness. By remaining cognisant of the fact that this was the UK military delivering a niche supporting capability to other government departments, the 1 AMW teams operating in Australia, West Africa, India, Nepal, South Sudan and the Philippines were able to build trust between civilian and military organisations and avoid creating a legacy that makes future humanitarian operations difficult. Fortunately, RAF personnel are highly trained in handling the uncertainty that is typical of disaster relief operations, and 1 AMW teams are practised in quickly building relationships with host nation airport staff and other agencies to establish air movements operations at either well-found or austere locations. Therefore, in these scenarios, where the military contribution to an operation (as we perceive it) could be different from how our partners see it, this dichotomy is solved by 1 AMW personnel on the ground proving the utility of their niche capability and working collaboratively in a supporting role to aid agencies.

1 AMW capability to humanitarian operations is scalable and can be delivered by a singleton, such as the 1 AMW liaison officer attached to UN Mission for Ebola Emergency Response (UNMEER) in Accra in late 2014, up to, and in excess of, 54 people depending on the nature of the task. Our personnel are trained to provide air movements capability autonomously in environments where they have limited pull on life support and take decisions based on a grasp of the overall intention and priorities of the operation. A good example of this was the deployment of two junior 1 AMW personnel to Chandigarh following the Nepal earthquake. These individuals soon became key enablers for the reception of freight whilst prioritising and preparing equipment for onward movement. Their ability to influence and communicate with confidence with host nation support agencies and NGOs came to the fore on a number of occasions, most significantly when they worked with inexperienced local ground-handlers to enable them to adapt to the high-tempo aircraft flow they were, by then, experiencing.

As an early-entry rapid response logistics organisation capable of establishing cargo, passenger and aircraft loading and unloading operations at austere locations, 1 AMW is ideally suited to add value to humanitarian and disaster relief operations. The recent experience of working collaboratively with the DFID, NGOs and other nations has added to 1 AMW’s understanding of such operations and familiarity with their dynamic and often ambiguous nature. It is estimated that logistics accounts for anywhere between 50% and 80% of the total resources associated with any disaster relief effort and the requirement for disaster relief is expected to increase fivefold over the next 50 years.

Accordingly, the expertise and utility that military logistics organisations such as 1 AMW can provide in such circumstances is likely to be increasingly in demand. The trust that 1 AMW has developed with DfID, NGOs and other nations during humanitarian operations, particularly since Typhoon Haiyan in late 2013, will cultivate closer collaborative relationships.

About the author
Squadron Leader Ken Felton CMILT is Deputy Head, 1 Air Mobility Wing, and a graduate of the University of Lincoln MSc (Logistics Management)/Defence Logistics Staff Course programme, in collaboration with the Defence College of Logistics and Personnel Administration.

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Social innovation in transport clears the road for a safer, healthier world

With congestion supressing GDP by 2%, 65.7 million road accidents a year and seven million deaths from air pollution worldwide, there is a huge challenge for organisations wanting to effect change in the transport industry. Yet there is also a huge opportunity for those willing to take an innovative approach.

Commuters in the UK spend a year of their lives travelling to work and this daily practice can be rather trying at best. How we travel and the transport we choose has a huge impact on society, from congestion and pollution to productivity and wellbeing.

About 2% of GDP a year is currently suppressed by congestion and in excess of 10,000 deaths a year occur as a result of air pollution exposure in London alone. In the UK, there are around 2.3 million accidents each year. Other more intangible issues include poor connectivity, unreliable traffic updates and sporadic availability. Despite the list of significant challenges that call for smart solutions, little headway has been made in the UK to improve people’s daily lives.

Why drive towards social innovation?

Social innovation in transport applies technological innovation to travel experiences in order to deliver life-changing outcomes for people, requiring the
convergence of technologies, industries, products and business models. This could take the form of mitigating the effects of congestion or pollution, or developing new mobility products and services, providing behaviour change when adopted on a mass scale. The most opportune areas for innovation include reducing congestion and air pollution caused by transport, and improving journey time reliability, information on transport, connectivity, infrastructure and security.

Mobility should become far more integrated and seamless and offer customers effective, integrated travel options as opposed to the largely individual modes of transport we have now. We are already witnessing new mobility models such as car sharing, cycle hire and on-demand transport applications that reduce the reliance on private cars and are far more sustainable. Such new forms of mobility create a sense of community, freedom, opportunity and environmental consciousness, rather than the stress and individualism that much of the transport network currently breeds.

Call for connectivity

In London, just 34% of trips are made by private car, with the remainder made by public transport, walking or cycling. There has also been a decline in the number of driving licence applications amongst 16–29-year-olds in particular over the last decade – for example, in the UK (9%), France (4%) and Germany (14%).

Those who do use cars are increasingly looking for smarter solutions. We have seen a sharp rise in the market for smart parking solutions, by installing sensors in the infrastructure and by linking the supply and demand through mobile applications. Given that around 30% of congestion is estimated to be searching for a parking space at any time in a city, navigating drivers to a secure space that is paid for in advance improves user confidence and reduces congestion. The smart parking market was worth $14 billion in 2014, and is forecast to grow to $56 billion by 2025, creating particular opportunity for train stations and transport hubs.

To deliver the wider societal benefits of reducing congestion, pollution and improving the economic viability of cities, there needs to be a more compelling reason to switch from using private to public transport. This is currently hindered by the lack of information, the price of the services and habitual user experience. As such, journey planners have come to the fore. One of the largest is Israeli start-up Moovit, which has already gained over 20 million users, and sends notifications to the user’s smartphone in times of disruption.

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Giving back time to commuters

Hitachi is working as part of a consortium to deliver V2V and V2I communications, initially with pilots for full electric vehicles (FEVs), as demonstrated in their role in the EU project eco-FEV. This includes the invention of an electro-mobility platform that combines information from FEV-related infrastructure systems, with intelligent telematics services. This could generate a whole ecosystem of clean electric vehicles and allow communities to measure and track congestion and transport use.

When it comes to rail, a vast increase in the so-called infotainment available on board has led to increased productivity and comfort levels during travel, with 8.15 % of trains now wi-fi enabled and forecast to rise to 17.74% in Europe by 2020. Improving access to the internet will allow people to learn, share, buy and work increasing their productivity and sense of self.
In the UK, the HS1 railway has led to a 33% passenger increase on the Southeastern trains network, and has cut journey times between Kent and London to under 20 minutes in Ebbsfleet, and under 40 minutes in Ashford. Alistair Dormer, Global CEO, Hitachi’s rail systems business, said: ‘This is a life-changing event for commuters from Kent to London, because people can save time and therefore enjoy having breakfast with their children or getting to the gym – a true social innovation in daily life.’

Additionally, when the expertise gathered from rail and road-based solutions is combined and IT integration services prioritised as part of this, businesses can increase the intelligence and potential of road and rail services, enabling them to become essential parts of smart communities. By incorporating high-end shops, restaurants and services into the transport hubs and linking their IT systems to the transport IT system, a smart community is brought together, providing improvements and efficiency to daily lives.

A more connected future?
Social innovations in transport, such as those outlined above, have the potential to bring considerable economic, social and environmental benefits, including reducing emissions by 10%, congestion by 20% and fuel consumption in transportation by 10% globally. In addition, such solutions could reduce the reducing the number of accidents on the road by 25%, saving the UK £1.2 billion.

The building blocks are already in place in many cities and countries. A global push to increase sustainability and accessibility locally has led to improving mass transit and new ways of using cars. If we can take a more collective fluid approach to transport technology, we can build a reciprocal transport system that will in turn, allow us to live more collective informative lives.

However, it is also important to note that social innovation in transport and mobility is a truly global phenomenon, with many regional opportunities to make a real difference to people’s lives. Whether it is bringing personal mobility to parts of the world where infrastructure is limited, to driving economic growth around transport hubs such as train stations, or to enhance the comfort and convenience of commuters in the world’s major cities, social innovation in transport and mobility is an enabler of a better future.

About the author
Klaus Dieter Rennert is Chief Executive, EMEA-CIS, Hitachi Ltd

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FURTHER INFORMATION
The research on the challenges facing transport and mobility networks and the role social innovation could play comes from a new white paper from Frost & Sullivan and Hitachi on: Social Innovation in Transport and Mobility.
PTRC Training Programme

PTRC is part of the Chartered Institute of Logistics and Transport (CILT) and is an international, multi-disciplinary training and development organisation specialising in training and staging events on all matters relating to transport and travel planning.

Courses and Training
We offer a diverse range of technical courses in a variety of formats, from evening lecture series to one and two-day public courses. We continuously refresh long-standing courses whilst developing new ones, and strive to provide our clients with the most up-to-date information that is professionally relevant and accessible.

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Events & Events Management
Whilst we’re best known for our annual Transport Practitioners’ Meeting, we also organise other topical events and conferences throughout the year. We have extensive experience in planning and delivering successful courses, events and conferences and would be happy to lend our events management skills to your organisation’s transport-related event. From organising bookings to overseeing the event on the day, we have the expertise and skills to help your event run smoothly.

NOVEMBER 2015

2nd - 3rd, Risk, Liability and Project Delivery - Essential Legislation for Highways and Transport Practitioners, Manchester
The legislation affecting transport practitioners is wide ranging, with often serious consequences for non-compliance. Covering the main duties, this course provides an essential insight into the distinction between law and guidance and the risks that can arise from departing from this.

4th - 5th, Public Inquiries and Appeals, Manchester
How confident do you feel about the prospect of presenting evidence under cross-examination? This course, aimed at practitioners with first formal inquiry or wanting to refresh skills, provides hands on experience of preparing a robust case and defending it under scrutiny.

18th, Successful Planning Applications, London
Are you involved in the development planning process? This course explores how the transportation issues associated with new developments are considered by local planning authorities, and guides practitioners through the key steps for ensuring that transport considerations contribute to a successful planning decision.

19th, Road Safety Audits: Principles and Good Practice, London
Following the publication of the DMRB Road Safety Audit Standard HD 19/15, this timely one-day course provides an overview of the road safety audit process, an update on changes from HD19/03 and current methods for reducing the risks of injury on our roads.

For further information about all our events, please visit www.ptrc-training.co.uk or call the Events Team on 020 7348 1970 or email info@ptrc-training.co.uk
Disruptive technology: tomorrow’s supply chain today

‘Ninety-four per cent of industry executives think drone delivery is inevitable and more than 40% of manufacturers and retailers expect their logistics providers to have some understanding of driverless vehicles,’ said Professor Alan Waller OBE, Chairman of the first LiSC UK event of 2015.
Citing the findings of the 2015 EFT report: 3PL Selection & Contracting, he continued: ‘Almost 20% of manufacturers and retailers are already using 3D printing in their businesses. Is it all hype or will this technology change the world and our supply chains?’

**Creative destruction**

First keynote presenter was **Sean Culey**, Principal Consultant, Aligned Integration. He said: ‘I believe the UK and world economies are now entering a significant period of creative destruction, one where the technology to join up the needs of the supply chain will be developed and supply chains revolutionised.

‘Arguably, the first period of creative destruction was the industrial revolution: Supply Chain 1.0. Significant technology developments led to huge productivity gains all across the economy from agriculture to industry, and the birth of mass production and the introduction of the assembly line created a wide variety of new jobs in all sectors. Into the 1960s and 1970s, western manufacturing companies were outperforming by new levels of quality, cost and efficiencies emanating from Japan, a process of creative destruction that still baffles some western companies.

‘The computer age, or Supply Chain 2.0, brought economic and technological developments that connected enterprises and created knowledge workers, and we saw the global impact of the World Wide Web. Now it’s time for Supply Chain 3.0. Global supply chains are still largely human supply chains, but as we move towards 2020 we will see exponential acceleration of creative destruction, and the emergence and development of the cyber-physical supply chain. Historically, creative destruction took time; it took 51 years for the steam engine to replace the atmospheric engine, but it only took 20 years for a $400 iPhone to replace 13 products, including camera, phone, video, watch, calculator, satnav and portable music player, that would have cost more $5,000 in 1991. Think about photography: when Kodak went bust in 2012 they owed more than $1 billion and employed more than 145,000 people. Meanwhile Instagram, the mobile photo/video-sharing app, was bought for $1 billion in 2012 and employs just 13 people.’

Sean Culey went on to discuss emerging examples of technologies that are radically affecting the source, make and deliver links in the supply chain.

- **Robotics:** ‘We are now seeing robots that can handle very delicate items, and this is having a major impact on the previously labour-intensive agricultural sector.’ He presented videos and case studies of the application of robotics in various parts of the world economy, including: robot trucks fitted with radars, lasers and GPS systems that work mines in Australia operated from a control centre 1,500km away; and the container port in Rotterdam that uses driverless vehicles to move containers between ships and storage. ‘We should also remember that humans take thousands of years to evolve and adapt to their situation. These robots can be upgraded frequently to improve their productivity.’

- **Autonomous vehicles:** ‘While there will be a need for changes to legislation, Google predicts driverless cars will be on the road by 2017. Volvo have already driven over 120 miles in a driverless road train in Spain, and Mercedes have said they will test their driverless vehicles on UK roads in 2015. It is very unlikely this technology will replace the driver in the vehicle; rather, the driver will be able to otherwise dispose of their time.’ Meanwhile, despite Amazon’s insistence that it is serious about drone deliveries, significant changes to legislation would be required to make this a reality. Elsewhere, the EU is funding a £2.8 million investment in automated cargo ships.

- **Additive layer manufacturing:** The concept of 3D printing has been proven, and is already changing the supply chain for the manufacture of small items, including spare parts, components, models, clothing, footwear and, worringly, weapons. It is not just small items that can be printed, but also big area additive manufacturing can now print much bigger items, such as cars and event houses. This is an area where adoption of the technology is showing exponential growth.

- **Intelligent machines:** ‘Any innovation that supports both marketing and operations is going to have an impact – and the introduction of intelligent vending machines like the Coca-Cola Freestyle has certainly done that. The machine is much more than a simple dispenser; it is a data capture tool and a marketing device. It also transmits supply and demand data to Coca-Cola and to the machine-owner, including which brands are sold and at what time of day. The Freestyle has also demonstrated the effectiveness of releasing new trial recipes in select markets, gathering consumer feedback and then beginning full-scale production. There has been an
explosion in the use of intelligent machines in our personal lives, too. Amazon Echo is a new gadget that sits in your home and is always on . . . running on Amazon Web Services, so it continually learns and adds more functionality over time.’

• The Internet of Things: This is the network of physical objects, people and animals embedded with electronics, software, sensors and connectivity to enable it to achieve greater value and service by exchanging data with the manufacturer, operator and/or other connected devices – for example, fridges that can reorder milk, sensors in car parks directing drivers to vacant spaces, and wearable medical devices allowing doctors to monitor patients remotely. Cisco estimates the number of connected devices in 2014 outnumbered the world’s population by 1.5 to 1: ‘Data is the world’s next global resource and it signifies the end for mass marketing and mass production.’

Sean Culey concluded: ‘The fourth industrial revolution is enabled by the Internet of Things. The future supply chain will be personalised, where consumers become creators, and mass production is replaced by customisation; automated, from 3D printing to digital products on demand and from robotic production to autonomous vehicle delivery; and localised – production will be reshored nearer to the customer, supported by local micrologistics networks and home production capability.’

The future starts today

Second keynote speaker Markus Kückelhaus, Director, Trend Research, DHL Customer Solutions & Innovation, said: ‘Historically I don’t think we have been working in the most innovative industry. I think generally there has been an inability, or unwillingness, to react to significant changes that occur gradually in many parts of the supply chain. This situation is definitely changing, and we are now seeing technological advances that have significant potential for the logistics sector.

‘The information we collate is presented to the business on the DHL Logistics Trend Radar, identifying trends and emerging technologies and putting them into perspective in terms of disruptive potential and impact on a scale from short to long term. Suggestions on how to tackle the trend and on the benefits for corporations complete the picture. I believe the key focus areas for logistics in the next five years are crowd logistics, low-cost sensor technology, 3D printing, augmented reality, autonomous logistics and big data.

‘By adding layers of computer-generated information to the real environment, for example via phones, tablets, smart glasses, it is possible to expand physical reality and totally transform the user experience.’

IKEA, for example, has launched an app that enables consumers to ‘see’ how an item of furniture will look in their home; and travellers are able to point their smartphone at foreign language text and Wordlens will provide a translation.

‘In the logistics sector, this technology has significant use in warehouses – for example, for vision picking where smart glasses scan barcodes to reduce errors and increase productivity. A recent pilot scheme carried out by DHL showed a 25% increase in efficiency through the use of vision picking, so this technology is already proving itself. In transportation, the technology can be used to translate trade documentation or to provide dynamic traffic support, and in last mile deliveries to improve van loading, parcel handling information, eg weight, handling requirements and final metre challenges such as concealed entrances.’

DHL has researched and tested the limits and capabilities of unmanned aerial vehicles (UAV) technology extensively, and publicly. Markus Kückelhaus suggested some applications of the technology across industry in general: ‘UAVs are increasingly being used by major energy companies to monitor their infrastructure, where the size of installations, scale of operation and the environment and weather conditions challenge other means of monitoring. Other applications have been observed
in forestry and farming, construction planning, environmental protection, film and photography, and humanitarian aid delivery.

‘The first and last metres of an urban delivery are the most challenging and probably provide the most opportunities for using UAVs in the logistics industry; but it is also the application with perhaps the largest number of barriers to their use, for example relating to privacy and safety concerns. It is also the most challenging in terms of regulatory framework conditions and infrastructure, so I think it’s unlikely we’ll see urban UAV deliveries in the next 10 years. Outside urban areas, for example where the regulations do not require the operator to have “line of sight” there are, of course, other opportunities that may offer significant business potential.’

Alan Waller invited questions for the speakers before moving to the breakout sessions.

**Breakout groups**

All the breakout groups were asked to consider: *Were the developments discussed just another wave of change, or is it something different this time? Over the next five to ten years, will we see the start of a dramatic change to the social construct as people become technologically unemployed? If this happens, will there be a whole host of new jobs that will replace those that are automated? – see Figure 1.*

The first group, facilitated by Chris Markey, Chris Markey Associates, believed the accompanying generational shift meant the change was seen as far less dramatic for Generation Y, as they have not known anything different. They tend to see technology as an enabler supporting innovation and development of new sectors and industries – unlike earlier generations.

The second group, facilitated by Les Beaumont, Cadence Management Consulting, suggested that change is not happening very quickly, but the speed of change will accelerate as the cost of entry falls. The shortage of labour in certain areas of the country or the world may be the issue that focuses hearts and minds, as the geography of labour may have a bigger impact on growth in developing countries.

In contrast, the third group, facilitated by Larry Woelk, BiS Henderson, argued that the changes discussed were an evolution, not a revolution, and we are already in the midst of a level of significant change that has been seen before in history. The group did, however, show concern that it is the speed of the current change that is unprecedented.

The fourth group, facilitated by Andrew Blatherwick, A2B4P, suggested it was not really a wave of change due to its speed, describing it as a ‘social upheaval’ that challenged the role of the human race and questioned its economic sustainability.

**Concluding remarks**

Markus Kückelhaus said: ‘When we talk about disruptive innovation we cannot only talk about technology, we must also look at many areas including social trends, risk, ecosystems, collaboration, demographic changes, and so on.’

Sean Culey added ‘Individually, the disruptive technologies we have mentioned may seem to be simply interesting and innovative technological advances. However, I believe the real opportunity is in aligning these together to radically transform the end-to-end supply chain. Businesses in control of their supply chains will be able to align and exploit these new opportunities, whereas companies lacking control will not.’

Alan Waller closed the event, thanking the speakers and delegates for their contributions to this important subject.

About the author

Helen Gallimore FCILT is Managing Director, Littledot Limited and a CILT board member. She is also working on a project with CILT that will see logistics form part of the National Curriculum geography syllabus.

**Above: IKEA has launched an app that enables customers to ‘see’ how an item of furniture will look in their home**

**FURTHER INFORMATION**

Leaders in Supply Chain (LiSC) UK is an independent, invitation-only network of leading practitioners helping to shape the future of the supply chain profession. It is an independent, self-funding body operating under the umbrella of CILT.

Further information, website: www.liscuk.org.uk
When people think of the operations and activities of the British Transport Police (BTP), they almost inevitably think of main line railways, and this is certainly the main core of its responsibilities. The BTP is a specialist police force with extensive experience of policing the railways, together with a number of local metros, underground railways and tram systems. In the past, the BTP has been responsible for policing docks, harbours and even, until 1984, London buses.

In addition to the train operating companies, its current operational area extends to the London Underground, the Docklands Light Railway, the Midland Metro tram system based in Birmingham, the Sunderland Metro, the Glasgow Subway and even includes the Emirates Air Line cable-car system that stretches over half a mile across the Thames from the Greenwich Peninsula to the Royal Victoria Dock. The BTP has service agreements in place with the train operating companies, including Eurostar, with responsibilities for the Channel tunnel, and a number of other transport operators. On a recent visit to London, I travelled on the Croydon Tramlink, which has a route of about 17 miles from Wimbledon through Croydon. To my surprise I noted that on this service, too, the body responsible for policing was the BTP and not the Metropolitan Police, as you might expect.

John Flynn FCILT presents recommendations for policing the UK’s tram network.

John Flynn believes the Nottingham Tram System must be a prime candidate for being included in the remit of the BTP.
As far as local or regional rapid transit systems are concerned, perhaps the best known is the London Underground. This system has a route length of about 250 miles, with about 270 stations, and has long worked closely with the main line and suburban rail systems. On some sections of track, joint services are operated. The lines are electrified using a four-rail DC system, with a conductor rail and a return rail operating at about 630V DC.

The Docklands Light Railway, with a route length of 21 miles, uses standard gauge and is powered from an overhead line electrified at 750V DC. Having many interchange stations with London Transport and the main rail systems, it probably makes sense for this to be policed by the BTP. Similar arguments would apply to the Emirates Air Line.

The Midland Metro, providing light rail transport between Birmingham and Wolverhampton, is about 13 miles long, running on standard gauge track of 4ft 8.5in, and operating from an overhead line electrified at 750V DC.

The part of the Tyne and Wear Metro between Fellgate and South Hylton known as the Sunderland Metro comes under the responsibility of the BTP, but the other parts come under the responsibility of the local police force. However, there are other systems, including the Sheffield Supertram, the Manchester Metrolink, the Edinburgh Tram, and the Blackpool Tramway, that are covered by the local police forces and not the BTP.

In contrast, the Glasgow Subway is a quite different light rail system that runs on a continuous loop under the city’s streets. It is isolated from other rail systems, has a gauge of 4ft, is about 6.5 miles in length, and operates on a 600V DC third rail system.

In the case of the Nottingham tram system, the time grows ever closer for the opening of the extension to the outer suburbs at Clifton, Chilwell and Toton, and thoughts turn to the hard-pressed Nottinghamshire Police and the demands that will be made on its limited resources. Policing the tram system sometimes involves technical matters, and some specialist knowledge and experience can be useful.

The Nottingham system uses an electrified overhead line system of 750v DC, with a top speed of about 50mph on its own reserved track, and will have a route mileage of about 20 miles. This is comparable to other tramways in Britain that already come under the BTP. It would seem that the Nottingham Tram System must be a prime candidate for being included in the remit of the BTP. Even now, the operational area of the BTP includes Nottingham rail station, where it maintains its own functional police office, and extends along all the rail lines, including those to Bulwell and Hucknall train stations, which are also tram stops. Although there is a degree of separation between the tram line and the train line for a section of the route from Basford to Hucknall, they are physically close and run in parallel.

In view of the fact that the BTP already has an established presence in Nottingham, there are clearly arguments, in terms of increased efficiency and effectiveness, and possibly cost savings, for handing responsibility for the policing of the entire Nottingham tram system to the BTP. Under the current arrangements, certainly at Nottingham rail station, there is a split in responsibility for policing between the train and the tram systems. At first sight, there do not seem to be clear principles to establish whether the policing of a local transport system should fall to the BTP or the local police force. Some considerations in favour of responsibility being passed to the BTP would include:

- Connections with existing transport systems that already come under the BTP – for example, common interchange stations
- Shared tracks or rights of way, including bridges and tunnels, between light rail and heavy rail systems
- Availability of new or existing BTP offices and staff

The question is really whether transport policing is sufficiently distinctive to justify its own police force. A separate transport police service allows local police forces to allocate scarce resources according to their own locally determined, non-transport priorities. Certainly, a separate transport police force can set its own priorities in terms of transport, rather than having to compete with a different set of priorities over a wider range of topics.

As a general principle, the BTP should be the first choice for policing local transport systems. Only if there are clear arguments in terms of distinctiveness and special local circumstances should the policing be carried out by the local police force or other body.

About the author
John Flynn FCILT is a former Board Auditor for the British Railways Board, is an occasional columnist on transport and other topics for his local newspaper, and periodically takes part in Chartered Membership Panels for the Institute.
We continue our membership recognition scheme in listing those celebrating their membership anniversary in November 2015.

Inevitably, some of our records inherited from those organisations that have combined over the years to become today’s Chartered Institute of Logistics and Transport might be incomplete. If you have been a member of the Institute with any of the legacy bodies for 20 years or over, or you know of another current member you believe has been overlooked, please let us know.

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Our congratulations also go to the following member who joins those listed in our previous issues:

**30 years**

John Sullivan FCILT – 1975

Inevitably, some of our records inherited from those organisations that have combined over the years to become today’s Chartered Institute of Logistics and Transport might be incomplete. If you have been a member of the Institute with any of the legacy bodies for 20 years or over, or you know of another current member you believe has been overlooked, please let us know.

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Welfare Driver Report

Key areas:
- Ageing workforce
- Security
- Funding
- Cleanliness
- Economy
- Nutrition
- Hygiene
- Skills
- Rest standards
- Rest shifts
- Nutrition standards
- Safety
- Health
- Government
- Food
- Parking
- Nutrition standards
- Rest shifts
The current heavy goods vehicle driver shortage is being created by a combination of deteriorating driver welfare, increased costs of licensing and the competitive market situation in road freight. It threatens the huge success that British logistics has delivered to the economy and demands action from hauliers, regulators and government.

In CILT’s report: Logistics and Transport Vision 2035, UK Freight Planning to 2035, we made it clear that the bottom line of the success of UK logistics is that its costs have declined steadily from around 12% of sales to as little as 6%, according to surveys by the ELA and AT Kearney. In conjunction with low-cost supply, this has been transformational, driving economic growth and market innovation. We said that the concern at the time of writing was that there were some signs that the trend may be reverse in the face of higher vehicle operating costs and the impact of congested networks reducing transport efficiencies. Driver shortages spell higher costs for shippers and increased probability of service failure.

We also pointed out that the logistics market operates as a zero sum game in the short term; price elasticity of demand in freight does not exist without a significant business model change, which we have seen over the last three decades. The market is now mature on the new model and remarkably competitive; traffic moves from one carrier to another based on pennies without driving up total volume. Hauliers’ margins are squeezed hard. These are businesses many of which find it hard, quite understandably, to invest in driver recruitment, licensing and welfare.

The pressures for cost and price increases have been mitigated to some extent by collaboration in the EU-wide supply chain with the majors sharing routes, white fleets and service providers’ facilities under the watchful eye of their ‘control towers’ (global and EU-wide load and cost tracking centres). A major component of collaborative transport cost saving is wage control. The consequence across the EU has been the employment of drivers from the more eastern member states with structural under-employment, less onerous social packages and low wages, with the super-contractors maintaining investment in state-of-the-art fleets. This, combined with relaxed cabotage rules, has contributed to undercutting and disincentivising UK traction.

The effect on the UK driver base is that this new market is putting up barriers to recruitment and retention for UK drivers. The HGV driver shortage and the underlying conditions identified in the recent CILT survey (and by others) is Europe wide. A recent speech by Violeta Bulc, European Commissioner for Transport, highlighted that more than a third of HGV drivers are over 50 and that younger people are not being attracted into the profession because of irregular working hours, long absences from home and stress derived from time-pressures largely due to electronic tachograph drivers’ hours controls.

The UK, as integral members of the EU supply chain, cannot treat the driver welfare issue in isolation. At a UK level, the lack of provision of secure parking with drivers’ rest facilities on key trunk routes located to match drivers’ hour isochrones, room for trailer interchange and chilled trailer chill-down away from domestic communities is a pressing public policy problem that must be resolved. The alternative is further exacerbation of the dreadful conditions that can be found, continued failure to attract young, high-calibre recruits, rising costs for industry and reduced safety on the roads. As a result the public, which has no insight into the issues we face as a profession, will simply disrespect our crucial economic contribution the more.

Jolyon Drury FCILT – Chairman, Public Policies Committee, CILT
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Driver facilities are a sign of respect

Jenny Tipping provides us with an insight of life behind the wheel and urges companies to respect the professional driver in order to attract a new generation into the industry.

The facilities provided for drivers for basic tasks such as washing and preparing food, and toilets are fundamental to their experience of the job, and in these days of a driver shortage, we drivers are able to pick and choose which company we work for. In the past, if a driver had complained about poor conditions, the response might have been: ‘If you don’t like it, you know where you can go. There are plenty more to replace you.’ That is no longer the case, so companies would be wise to take note of the drivers’ concerns.

The stereotypical driver might well be a large man wearing a dirty uniform, eating a breakfast bap at a layby by the side of the road, but plenty of modern-day drivers are not prepared to live like that day in, day out. Male and female drivers want to be able to wash their hands before eating, prepare their own healthy food and have access to toilet facilities that they would be happy to share with their families. The job can be unhealthy enough as it is, and many drivers would actively choose a company that supports them in staying healthier.

I posted on a couple of truckers’ Facebook groups to ask about their experiences and most seemed fairly happy with the facilities provided by their company at their home depot. Out on the road, however, was a different story. Good-quality roadside services are few and far between and the food on sale is expensive; yet you are not allowed to eat your own food in the building. Drivers who do European work said that facilities on the continent are vastly superior: frequent, free, clean service areas.

By far the worst problems of all were reported at the delivery sites. I have personally had the experience of arriving at a warehouse at 04.00 hrs and being told that the ladies’ toilets are on the first
Drivers have complained of having to sit outside and by their trucks in chairs they have brought themselves.

floor with the offices, are kept locked and the only key is in the desk of the woman who does accounts and she is not due in until 08.30 hrs. One driver complained of having to sit on a plastic chair for six hours while being loaded, with little more than a bucket for a toilet. There were adequate facilities for the staff there: he just was not allowed to use them.

While poor facilities are inconvenient and unpleasant, drivers on the whole are not frightened of a little dirt. It is not the practicality that is the issue. The real issue is one of respect. One driver said: ‘I think this is an essential basic human right that somehow as a truck driver we seem to be thought to be able to do without. I am sick of [being told] “Oh, sorry, those toilets are not for you.”’ Access to decent facilities and respect go hand in hand; but when asked about their treatment on site, several drivers used words like ‘animal’, ‘leper’, and ‘second class citizen’.

The fact is, if a company does not clean the drivers’ toilets as often as the office ones or only puts furniture in the drivers’ rest room when it is so worn out that the office staff are no longer prepared to sit on it, that tells the drivers everything they need to know about the company’s attitude. If a driver complains to his or her home depot about the lack of facilities at a particular drop and is not supported in the complaint, that sends a clear message about how much respect that transport manager feels for the driver.

If the industry as a whole does not provide good facilities at rest areas, and expects drivers to urinate in the open (one woman was told to go behind the trailer) or exclusively to eat unhealthy fast food, that tells potential or new drivers everything they need to know about what the industry thinks of them and how much effort and money is put into their welfare. If that is the driver that is catered for, then that is the driver you will get, and the number of people prepared to put up with it is dwindling.

Why would a young person pay thousands to acquire a licence when that is the treatment he or she will get at the end of it?

There are examples of good practice. One tanker driver said: ‘I deliver fuel. If there are no toilets on site, we don’t tip.’ The drivers stick together on the issue and their company supports them.

So what does best practice look like? In terms of facilities at the home depot, toilets and, if necessary, showers, for both sexes, cleaned as regularly as those for the office staff. Poor treatment and facilities at collection and delivery sites is not acceptable. As an agency driver, I have seen good and bad examples, and I would not take a job with a company if it included waiting for hours at a drop with no facilities. Drivers will vote with their feet. It would be good if other employers were as supportive as the one mentioned above. It is simply a case of employers looking at the conditions provided for drivers and thinking: Would I put up with this? If the answer is no, then why should a driver?

The last word must go to an employer of driver Caz Holmes who: ‘Interpreted the access to hot water bit of H&S as putting a brew kit in every lorry, along with the advice of “There are very few situations that can’t be improved with tea.”’ There is a man who understands driver welfare!

About the author

Jenny Tipping has worked in the driving industry since 2004 and currently works for Manpower Logistics as a CPC trainer and C+E driver. She was a finalist in the 2014 and 2012 Everywoman Transport and Logistics Awards in the Driver of the Year category. As an agency driver, she has driven all sizes of vehicles and in many branches of the logistics sector, including construction, supermarkets and general haulage, and has also worked as an instructor in vehicles from cars up to C+E.
Cultural change needed to tackle driver crisis

Transforming driving from a job to a profession is the key to tackling the driver crisis facing the logistics sector, TIR Chief Executive Paul Downey told an industry training seminar.

Speaking at the Training and Assessing Competence in the Logistics Sector (TACLS) Employer Seminar at the Defence School of Transport in Leconfield, in his capacity as Chief Executive, Deflog VQ Trust, which owns TIR Training, Paul Downey warned that the shortage was a long-term problem and said the industry needed a cultural change in the way it thinks about drivers. His message comes as it is estimated the UK needs an extra 60,000 drivers just to keep the economy moving.

He said: ‘We don’t need short-term solutions because it’s a long-term problem. A cultural change is needed about the way we think about the role of a driver. To tackle the problem, we need to stop thinking about drivers as operatives we can hire at a moment’s notice. We need to treat them as an essential part of the team and we need to transform driving from just being a job to being a profession. In many ways, they are more important than any of us in this room. Chief Executives and Finance Directors come and go, but within the transport or logistics business, the driver is your lifeblood.’

Research shows just 1% of LGV drivers are under the age of 25, compared to the army, which takes drivers in their late teens and early 20s.

Paul Downey said: ‘If it’s good enough for the army, it’s good enough for the commercial sector.’ He stressed the industry needs to promote careers in

Above: A cultural change is needed to the way we think about the role of a driver
logistics to young people while they are still at school and pick drivers of the future early, as well as giving them the best professional training.

He added: ‘As well as training new entrants to the industry, we also need to take the best staff from our warehouses, offices and other parts of the business and give them the opportunity to become professional drivers. Drivers can also play a part in helping to change the image of the profession by wanting to elevate their skills to the highest level. I’ve no doubt attitudes will change, but they need to change pretty quickly if we are going to solve the problem we face.’

He told the audience about TIR and Deflog VQ Trust’s sponsorship of a new initiative by the Local Enterprise Partnership to promote careers advice in schools, including careers in logistics. He also sat on an expert panel for an open debate on tackling the UK driver shortage, alongside Alex Farkas, Department for Work and Pensions and Jobcentre Plus, and chair of the panel Patrick Henry, Director of Logistics, Grimsby Institute of Further and Higher Education.

Paul Downey said: ‘Lack of funding and bureaucracy: these are the two recipes for disaster. In terms of funding, we have become very much about this immediacy and achieving results for shareholders. We have to think about seriously financing it ourselves. We have to take the bull by its horns and look at growing our own workforce. The ones who do that will be the survivors.’

Deflog VQ Trust was one of 60 employers from across the country invited to attend the TACLS Employer Seminar. The day provided an opportunity for logistics companies to gain an insight into the military’s cradle-to-grave driver training and debate wider issues, including how to tackle the UK driver shortage and the employment of service leavers and reservists. According to the Freight Transport Association, there is a currently a shortage of between 50,000 and 60,000 LGV drivers in the UK. The number of LGV drivers in employment has fallen by 12.5% compared to 10 years ago, while more than 62% of LGV drivers are aged 45 or over.

FURTHER INFORMATION

Further information, website: www.tirtraining.co.uk/blog/cultural-change-needed-to-tackle-lgv-driver-crisis/
Driver numbers: a different perspective

It is thought that in 2014 the industry has gained 15,000 younger drivers compared to 2013.

Kirsten Tisdale FCILT analyses the statistics behind the driver shortage and offers potential solutions to making the industry a more appealing job for under-35s.

We are all talking about the driver shortage, not just in logistics, but also in the retail trade press as well, with Retail Week publishing an article on its website recently.

Statistics from the Department for Transport released in September show that in the year 2014/15 over 30,000 LGV tests were passed in Britain, which is up on the past five years, but below the over 32,000 a year for 2007/8 and 2008/9. Surely with figures like that we must be making decent inroads into the shortage? However, this number includes test categories C, C1, C+E, C1+E, so do not be tempted into thinking that one test pass equals one LGV driver. To spell it out: if you have a Class C and you pass C+E, you were an LGV driver before and you are still an LGV driver afterwards, as far as the stats are concerned; and in statistics where C1 drivers are not included, you could pass a test and still not be making any change to the numbers.

The issue of the driver shortage is a difficult one to research. It does not help that in different statistics, sometimes category C1 drivers are included (Department for Transport (DfT) stats on LGV tests and pass rates, as above) and sometimes not (as in DVLA stats that the Freight Transport Association (FTA) presented about six months ago on Driver Qualification Cards). Some are for the UK
as a whole, whereas others do not include Northern Ireland. Nor does it help that the DfT sometimes uses the expression LGV to mean Light Goods Vehicle as well as Large Goods Vehicle. No wonder so many of us have stuck with HGV. In this article, whenever I use the term LGV I mean large.

Statistics

In August 2015, Labour Force Survey figures were published that showed that the number of ‘large goods vehicle drivers’ had risen to 299,000 for the period April to June 2015 against a year ago, an increase in the region of 4–5%.

This increase of approximately 12,000 in the Labour Force Survey figures might feel quite good in a year when the need for the DQC came in, with fears that the industry would lose many older drivers, who just would not be bothered with the additional requirements. I am very grateful to the Office for National Statistics for sharing the split of these Labour Force Survey figures into age range, and although these numbers are not seasonally adjusted, they should be pretty comparable with the same period in 2014 – see Table 1.

There is little in the way of good news. Only one in nine of the increase were 34 years old or under; and one in four of the increase is over 65, most presumably having got a year older and moved up an age bracket.

Another aspect of the various stats that does not help interested parties is that the age bands are different in different stats, and can be of different sizes even in the same stats. Therefore, I have added an ‘Average’ column – that is, the average number of drivers for each year in that age band. I did not calculate a figure for the extremities, as an average would not be meaningful and/or possible to calculate – see Table 2.

What this column shows is that, on average, in each of the years of age from 25 to 34, there are only about half the number of large goods vehicle drivers that there are for each year of over-35s. I am guessing that these figures do not include C1 drivers – see DQCs, below – but either way, it appears that for the past 10 years or so, the industry has only been recruiting half the number of drivers that it was before. This age band represents a group that turned 17 from 1998 onwards; in 1997, the need for Cat C1 to drive a vehicle up to 7.5t was introduced.

More useful statistics

I have found looking at the average numbers of drivers in each year in the various age bands the most useful way of considering the data. In Table 3, the DQC figures included in the FTA’s March presentation – the figures were from September 2014. The considerable peaking in the older middle age group is even more pronounced.

These figures suggest that, rather than only recruiting half the number of new drivers required, we need to
start bringing in younger drivers at about three times the current rate just to maintain our existing driver workforce, which is already said to be at a point where it is about to restrict the economy’s growth.

My reason for surmising that the Labour Force Survey figures do not include C1 drivers is that these DQC figures amount to some 326,000 drivers with what was described as ‘LGV full’ DQCs in 2014. The FTA commented on this in its report and regarded the Labour Force Survey as an under-estimate, and obviously it would be even more of an under-estimate if it did include C1s.

Having said that, the FTA was concerned that these DQC figures were somewhat higher than the Labour Force Survey figures for that year. Is it conceivable that some one in eight people have a DQC, but would not describe themselves as HGV drivers: some managers, fitters, semi-retired drivers, people who want to keep an option open, drivers who count themselves as something else, perhaps in construction or waste collection? I do not have an answer.

The figures in Table 3 exclude those drivers who have both LGV and PSV licences and also Cat C1. The figures publicly available from DVLA do not make this differentiation and, intriguingly, in March 2014 recorded some 736,000 drivers active in CPC training since September 2008. Intriguing, as the total number of LGV, bus/coach AND van drivers recorded by the most recent Labour Force Survey figures is 626,000 and both figures are reported as for the UK as a whole. There must be a bit of double counting in the CPC records, methinks. The current rate of issue of DQCs is 6,000–7,000 a month, which will include all categories.

Looking backwards

This becomes a very Alice Through the Looking Glass experience, where you start to wonder if you have swallowed a bit too much of the drink-me/eat-me stuff. In 2014, we appear to have gained 15,000 younger drivers compared with 2013. Were they the result of a training initiative? Were they drivers from other countries?

We also appear to have lost a load of lower-middle-aged drivers, and gained an even greater number of older drivers. Did a large tranche of drivers all turn 50 at the same time? If so, what made them go into truck driving? They would have been born in 1964, the last people whose dads did National Service. They would have been 14 in 1978, when the BBC documentary featuring Astra drivers in Destination Doha was broadcast – there would certainly have been more romance in the job in those days – and they would have been 21 in 1985, when PSV tests became compulsory. There was a 5,000 drop in the number of bus drivers between 1979 and 1985; did people who might have gone into bus driving now go into truck driving?

What can we do?

There are various calls for help from the Government, but we do not help ourselves as an industry. We want to have our cake and eat it: we want reduced tax on fuel and then demand spending.

There are various routes out of this problem, including:
• Looking after drivers: give them self-respect by paying them an attractive rate for sensible hours, and providing some decent facilities at DCs and out on the road; except for the very last, these are all in the control of logistics companies, their customers and their customers’ suppliers.

• Widening the pool: plenty has been written about the very narrow band of population from which drivers are recruited, and with many companies apparently relying on word of mouth as a prime way in which to fill vacancies, this is not going to solve itself.

• Encouraging immigration: perhaps, counter to current Government initiatives, we have to call for a specific initiative like the London Transport solution to shortage in the 1950s; we are not alone in having a driver shortage – in 2013 it was reckoned that Germany would be 150,000 drivers short within 10 years.

• Investment in automated trucks, and soon: the subject of another non-logistics trade press piece, in The Grocer recently.

I would also like to see some statistics that clearly establish the state of the nation in this area.

About the author

Kirsten Tisdale FCILT is principal of Aricia Limited, the logistics consulting company she established in 2001, with a career spanning various aspects of logistics. She specialises in strategic projects that require analysis and research, helping companies put facts and figures around decisions they need to make. She used to have a full HGV licence, but let it lapse when the need for a DQC was introduced.

FURTHER RESOURCES

The FTA documents are available, websites:

www.fta.co.uk/_galleries/downloads/events/driver_crisis_delegate/session_1_theo_de_pencier2.pptx

www.fta.co.uk/export/sites/fta/_galleries/downloads/events/driver_crisis_delegate/driver_crisis_repgraph_analysis_web.pdf
Give our drivers clean, working toilet facilities

For many lorry drivers, simply going to the loo is an ordeal they face on a daily basis.

All across the UK, public facilities have closed down. At service stations, toilets for lorry drivers are often in a state of disrepair. That’s if they’re even open.

Meanwhile, private companies – in some cases, companies that drivers are delivering to directly – are refusing access to their toilets.

Not being able to go to the toilet for long periods of time is a serious problem. It’s painful and uncomfortable – not to mention dangerous. A lack of basic hygiene can be harmful for drivers as well as the general public – let’s not forget that they transport and handle everything we use, every day.

It’s easy for us to forget just how vital lorry drivers are but it’s no exaggeration to suggest that the UK would come to a grinding halt without them.

Nearly 65% of the UK’s LGV drivers are 45 years of age or older. New drivers are desperately needed. The industry faces an unprecedented crisis – how do we attract young people to an industry that can’t even offer them a clean toilet?

Sign our petition to make a difference!

When lorry drivers can’t use toilet facilities – because they’re either closed, dysfunctional or unhygienic – road safety and security is compromised for everyone. It’s as simple as that.

The Department for Transport is legally obliged to ‘maintain high standards of safety and security in transport’. We believe it therefore falls clearly within their remit to take action. To make sure we are heard we need you to sign and share our petition: www.bluearrow.co.uk/pages/drive-with-pride.aspx

What do we want from the Department for Transport?

We created a statement that reflects a clear set of minimum standards for lorry drivers’ toilet facilities to be enforced across the UK:

‘Any toilet, shower or hand washing facility should be available 24 hours a day. It should be clean, well-maintained, appropriately stocked and have suitable lighting and non-slip floors. Separate toilet and shower cubicles should be available for both male and female drivers, and shower cubicles must never be communal.’

How do we attract young people to an industry that can’t even offer them clean toilets?
Lorry driver training

As the development of Crossrail continues to roll on, the pressure of establishing a safe logistics operation within the capital has been crucial to the project. Crossrail developed the lorry driving training course as a requirement for all frequent lorry drivers working on the project. Michael J Heduan MBE CMILT reports.

Crossrail is the largest construction and civil engineering project in Europe, a mega-project costing £14.8 billion that sets high standards for construction logistics and will leave a lasting legacy for new major projects to adopt. One key area Crossrail is addressing is road safety, specifically the relationship between construction vehicles and cyclists. This approach was driven by an undertaking in The Crossrail Act that was petitioned in 2008 by the London Cycling Campaign (LCC) and Cycling Touring Club (CTC). Crossrail’s response was to develop the lorry driver training (LDT) course as a contract requirement for all frequent lorry drivers working on the project. This award-winning industry benchmark for a HGV Driver Certificate of Professional Competence course has been in operation for nearly six years, and covers sharing London’s roads with vulnerable road-users and protective security.

In 2009, during the planning and development of LDT, the relationship between construction vehicles and vulnerable road-users, including the contributory factors that caused collisions, was investigated. This research was used to design LDT, along with input from key stakeholders including the LCC, CTC and RoadPeace. Crossrail also explored additional vehicle safety equipment to include in all contracts, along with introducing FORS Bronze membership, which was a first for any project, let alone the construction industry in London. The first Driver CPC accredited LDT course was delivered on 2nd November 2009 to just three drivers at the start of building Crossrail. Nearly six years later, we have trained almost 9,000 drivers and we are just over 65% through completing the new railway.

Scale

Building Crossrail is an immense logistical challenge, with up to 20,000 planned vehicle movements delivering to 40 main construction sites every four-week
period in Central London. A project this size carries a lot of responsibility, setting high standards and demonstrating best practice in construction logistics. Crossrail has been using a multimodal approach to avoid putting too many lorries on London’s roads – for example, of the seven million tonnes of material excavated from below London to create 21km of twin-bore tunnel, 80% has been transported by rail and water on a tkm basis and 98% of all excavated materials beneficially reused.

Building 10 new stations involves demolishing buildings, creating deep excavations, delivering reinforced steel, premixed concrete and construction materials to 40 central London worksites. This has involved thousands of lorry movements on a 24-hour basis. Given the scale of works being undertaken in one of the busiest cities in the world, it was critical that all lorry drivers working on Crossrail appreciated the importance of defensive driving when delivering in London’s busy urban environment. This is especially important because cycling is an important mode of transport to keep the capital moving on a daily basis. We had a responsibility to make sure all frequent lorry drivers were aware of the challenges they would face sharing London’s roads with all vulnerable road-users when making round-the-clock deliveries to our work sites.

What differentiates LDT?

One of the things setting LDT apart from any other Driver CPC course is that it is bespoke to the project, covering the specific and essential information for drivers delivering to Crossrail work sites and the challenges they face. As well as information that applies to the project, such as agreed lorry routes, health and safety policies, vehicle safety checks and security at worksites, a whole range of defensive driving subjects are included.

From the outset, hazard perception sets the scene for drivers to think about how to identify and assess the risks of driving large vehicles in an environment of unpredictable behaviour from other road-users. This approach to learning uses real hazards and collision history on some of Crossrail’s agreed lorry routes. Drivers are encouraged to identify potential hazards and explain how an incident could develop and what the outcomes could be. The course is very interactive, teasing out personal experiences from drivers so they share their lessons learned, whether positive or negative.

The Highway Code is used throughout the course and acts as a refresher and reminder of its importance as a code of conduct for professional drivers. We have supplied almost 9,000 copies to drivers and observers and Crossrail is probably the single biggest consumer of the publication in the UK. Drivers are reminded about all the rules that apply to vulnerable road-users and how critical it is that they follow them. We reinforce that if they ever get into a position of having to defend their driving in court they have to be able to show that they followed The Highway Code, referring to the specific rules applicable to their actions and outcomes.

LDT also covers a range of driver well-being subjects – drugs, alcohol, diet, stress, fatigue and reportable medical conditions, such as sleep apnoea – all of which can impair the ability to drive legally and safely. Driver impairment through using mobile phones is also covered, explaining the consequences on reaction times, perception and the judgement of speed and distance.

Case studies based on real collisions are used to create a second-by-second build-up of a serious or fatal collision. CCTV images are shown and drivers see how the contributory factors materialise and result in a serious incident. This approach ensures that drivers begin to realise that a chain of actions, emerging hazards and behaviours make a direct contribution to a collision, particularly speed and driving whilst impaired. Our LDT trainers come from a roads policing background, with enforcement experience of commercial vehicles and excellent knowledge of the Road Traffic Act, Construction and Use Regulations, Operators Licencing and The Highway Code. This expertise makes a huge difference to the course and gives LDT authority and expert power to deliver a one-day course that can change the views of drivers and help them adopt a more defensive style of driving.

Engaging drivers

LDT sets itself apart from other Driver CPC courses, as it engages with all drivers in productive discussions and debates about the challenges they face driving in London. This is particularly important as many drivers working on Crossrail have either not driven in London previously or do so rarely. Drivers are expected to share their experiences and relate to The Highway Code at all times. They participate in a round-the-table quiz covering road signs and road markings, the results of which can be very surprising, with some intriguing interpretations of even the most common road signs.

Stakeholders and observers

A unique aspect of LDT is that at almost every course we have guests and observers from key stakeholder groups or senior managers from the large companies building Crossrail. Most Crossrail directors, including the CEO, have attended LDT as part of their senior leadership objectives. By far the most common source of observers is the Metropolitan Police and City of London Police. Our police observers add significant value to the courses they attend, as their background is typically commercial vehicle enforcement, collision investigation, cycle safety or traffic management. When police observers attend LDT, drivers are initially suspicious, as they always think they will get the blame for an incident. This myth is quickly dismissed as discussions get underway on case studies that see drivers
are found not to blame for over three-quarters of fatal or serious injury collisions that make the headlines in London. Unlike many CPC courses, LDT creates a positive experience that drivers remember and the presence of our stakeholders plays a key role in that.

**Administration best practice**

Behind the scenes, the LDT team is made up of Crossrail staff from the logistics department who interface directly with principal contractors and subcontractors, and Havering College of Further and Higher Education, which won the contract to deliver LDT for the duration of building the railway. Working as one team, Crossrail and Havering College regularly evaluate the performance of the course, reviewing feedback from drivers, changes to regulations or the law and specific Crossrail requirements that need reinforcing.

We have translated project and road safety materials into 17 different languages, which is printed out on demand at the start of each course for drivers who speak English as their second language. This provides a boost to those drivers and helps us respond to the multinational mix of professional drivers working on the project.

The course administration and procedures are optimised end to end to ensure LDT runs smoothly from enrolment through to site support on the day at our training centre – for example, drivers leave LDT at the end of the course with their certificates and a photographic ID card so they can start delivering to Crossrail the following day with no delays.

Justin Rowley CMILT, Manager, Transport & Logistics Department, Havering College, says: ‘Havering College has been privileged to work with Crossrail on this unique project since its conception. The Crossrail lorry driver training programme is a unique course developed by Michael Heduan, Crossrail, and Havering College to help lorry drivers share London’s roads with vulnerable road-users. Our tutors are all ex-road policing specialists who have a vast knowledge of the subject and recognise the major contribution to road safety the Crossrail course provides. The partnership between Crossrail and Havering College has been an excellent alliance and this collaboration has been an important factor in the growth of the Transport & Logistics Department at the college.’

**Feedback**

At the time of writing, 605 courses have been delivered to 8,772 lorry drivers from over 800 motor transport, civil engineering and construction materials supply companies working on Crossrail. Feedback is gathered using a questionnaire at the end of each course to capture the drivers’ experience and their suggestions for improving the course content or delivery. Similarly, the 389 observers who have attended from stakeholders groups associated with the project also feedback their experience on the day.

The main KPIs are:

1. This course has raised my awareness of sharing London’s roads with vulnerable road-users
2. This course will make me a safer driver

Feedback is also consistently high:

- **KPI 1:** 90.6% ‘Significantly raised my awareness’; 9% ‘Only slightly raised my awareness’; 0.4% ‘Not raised my awareness at all’
- **KPI 2:** 92.7% ‘Will definitely make me a safer driver’; 6.6% ‘Only made me a slightly safer driver; 0.7% ‘Not made me a safer driver at all’

Crossrail was the first construction project to redraw the boundaries of health and safety, covering every frequent driver, the vehicle involved and the company, plus the agreed routes used on the project. LDT is probably the biggest example of upskilling professional drivers on a single construction project in the UK. This leadership in road safety has created a substantial group of cycle-safety-aware construction and transport companies that will have a positive effect on road safety in the UK. LDT won the IOSH Transport and Logistics Health & Safety Award in 2013 and the Brake Fleet Safety Award in 2014.

**What people say about LDT**

‘When considering the range of CPC programmes out there I have to say this is without doubt one of the best I have seen and it helps so much to have good trainers that are enthusiastic about the subject, engaging and encouraging drivers and pitching it at the right level. I was fortunate to have been in a session with some drivers that were very eager to engage and had a great sense of humour. Congratulations on producing such an excellent package and thank you for inviting me back to again complete the Driver CPC with Crossrail.’ Police Sergeant, Metropolitan Police Commercial Vehicle Unit

‘Best CPC day attended – nothing to add.’ tanker driver, BOC

‘This is an excellent course and the delivery is excellent definitely 100% benefit to all drivers.’ Transport Manager, Bywaters, Recycling Company

‘Course was excellent, very interesting opened my eyes and was put across excellently.’ lorry driver, Marshalls Paving

‘I thought the course was very informative and that the delivery was excellent. I have learnt a lot from it.’ lorry driver, Laing O’Rourke

‘I would like to say this is the first course that had my full attention.’ tipper driver, Muck IT Ltd

**About the author**

Michael J Heduan MBE CMILT is Driver Training and Vehicle Safety Programme Manager, Crossrail Ltd.
Rise of the supercontractors as logistics skills gap widens

The UK logistics sector is in the grip of a skills shortage, and if it remains unchecked it could significantly limit business growth. Steve Smith looks at the impact of the shortage and how companies can help ease the problem.

Government research suggests that by 2020 the sector will require a further 900,000 staff, encompassing a diverse range of positions from drivers and warehouse operatives to operations experts and senior management. As the chasm between supply and demand deepens, more logistics professionals are taking on the role of contractor, forgoing job security in order to charge a premium for their services.

With demand for skilled logistics experts rising above the market rate and new immigration laws set to narrow the pool of available candidates even further, sector players must act now to allow for significant financial investment so they are able to attract talent, invest in their workforce and achieve business growth.

Skills shortage

We have recently conducted exclusive, independent research with the owners and managing directors of logistics specialist recruitment agencies. Results were that 83% of respondents believed that a mismatch of skills and job criteria was their biggest challenge, while 90% experienced a lack of jobs against suitable candidates. As a result of this, 95% of recruitment bosses have seen an increase in demand for temporary and contract roles, as opposed to permanent positions.

The current skills shortage and subsequent rise of the supercontractor is exacerbated by an ageing workforce. It is estimated that almost half of commercial drivers are over the age of 50, with the Freight Transport Association (FTA) stating that 45,000 new recruits are required now just to keep the profession afloat. With new immigration laws also coming in to effect in April

AUTHOR
Steve Smith
2016 preventing all non-EU Economic Area workers from staying in the UK for more than five years, unless they earn over £35,000 a year, 90% of logistics recruiters believe that this will further decrease the number of available candidates.

**Barrier to growth**

For many businesses, current market conditions represent a real barrier to growth. The skills shortage is driving a reliance on specialist head-hunters and has led to increased recruitment costs. Alongside this, the increased demand for specialist staff has left many businesses burdened with an inflated wage bill and increased staff turnover.

This uncertainty reduces business confidence and is detrimental to business growth. The cost of recruiting the staff required to expand can put huge pressure on cash flow, leaving firms in a weak financial position and unable to pursue new contract opportunities. This problem is particularly acute for SMEs, for whom one late payment from a major client can cause a significant strain on working capital. Our analysis of client debtor days revealed that the worst offending firms take up to 121 days to pay outstanding invoices.

**React and protect**

Logistics businesses should react now to adapt to changing market conditions. It is vital that firms invest in their staff, working to attract and retain skilled individuals. This can be achieved through careful management of the working environment and the implementation of an appealing remuneration package. Alternatively, companies may find it more efficient to train staff and develop the desired skills in-house.

Either way, this investment relies on businesses maintaining a strong cash position. By protecting cash flow, firms can better absorb the effects of a skills shortage and maintain the agility required to supplement their workforce. Doing so will facilitate business growth. Only the most adaptable firms will capitalise on the increased appetite for haulage and logistics services at a time when skilled workers are in such short supply.

**About the author**

Steve Smith is Managing Director, Hitachi Capital Invoice Finance.
Driver fatigue: are you in the chain of responsibility?

Driver fatigue is cited as one of the main causes for accidents involving heavy vehicles. Greg Braun raises awareness of the important role that all parties in the supply chain can play in reducing the risk of driver fatigue on our roads.

Fatigue is the gradual decline of physical and mental alertness that leads to drowsiness or sleepiness.1 When this starts to happen, reaction times increase, judgement and memory are impaired, and field of vision begins to decrease. At the wheel of any vehicle, a person suffering from such fatigue is a serious hazard, to him or herself and anybody else on the road.

While the industry likes to play up its safety record, ample evidence shows that lorry drivers do suffer from fatigue; it has been cited as the cause of 31% of accidents involving heavy vehicles.2 Fatigue is not just the product of long hours at the wheel, but can also result from a much more complex set of interconnected factors. Anything from circadian rhythms, to general health, possible sleep disorders and the number of hours awake can affect an individual’s fatigue level. Length of shifts, rotating shifts and high demands are all factors to be considered by the employer. Factors such as ergonomics, weather and the relative monotony of a task can also play a part.

In the demanding, high-intensity, 24/7 world of commercial driving, there is significant pressure for drivers to ensure deliveries are made on time. There is also pressure on the drivers to take on as many loads as possible to increase their income. All too often, the result is a driver who tries to do it all without adequate rest.

This pressure needs to be counteracted with understanding and policies across the chain of responsibility in the supply chain – all those with the ability to affect a driver’s level of fatigue, from the direct employer’s senior management, to those with whom the driver interacts along the supply chain, including dispatchers, receivers or loaders at the dock doors – to ensure that the driver is able to do the job in a safe and responsible manner. Failure to take these steps can have serious consequences not only for the driver who may become involved in a crash, but also all the way to the boardroom and on the cargo owner’s side. It affects the health and well-being of drivers, the safety of all road-users and business productivity.

Fortunately, there is a wealth of information readily available to help recognise, prevent and treat fatigue before it becomes a matter of liability for your enterprise.3

In Quebec, the Société de l’Assurance Automobile has published a comprehensive guide for the logistics industry on driver fatigue. It explains in detail the causes and physiology of fatigue and how it impairs the ability to drive. It goes on to detail how to recognise and manage the risks driver fatigue presents, and offers practical tips on the recognition and prevention of fatigue for the driver, from the immediate (stop and go for a walk or take a short nap) to the bigger picture (ensure adequate sleep, avoid holding multiple jobs and be screened for sleep disorders).

In the USA and Canada, the North American Fatigue Management Program (NAFMP) is jointly sponsored by governments and the driving industry. Supported by comprehensive research and testing by volunteer carriers, the
NAFMP outlines the components necessary for a successful fatigue management programme:

- A corporate change process
- Risk-based modifications to scheduling based on fatigue management guidelines
- Fatigue management training
- Sleep apnoea screening and treatment

The last point is a major new area of focus for logistics companies, after it was discovered that sleep apnoea can contribute significantly to driver fatigue. Testing for apnoea is one of the pillars of the NAFMP, which has shown that drivers suffering from sleep apnoea who were identified and treated increased their observed sleep time by 73% and experienced 44% fewer lapses in vigilance following a fatigue management programme.

No matter where in the supply chain your business falls, chances are you have interactions with drivers. Ensure you have taken steps to make the roads safer for everyone by doing what you can to keep fatigued drivers off the road. It is your responsibility, too.

FURTHER INFORMATION

Further information on how to prevent incidents caused by heavy vehicles, whether due to driver fatigue or other controllable influences, such as alcohol, drugs or speed awareness, a white paper: Understanding chain of responsibility – road safety is no longer the sole responsibility of carriers is available.


REFERENCES

2. Driver Fatigue: Fatigue Management Guide for Use by the Carrier Transportation Industry, Société de L’Assurance Automobile, Quebec. Driver Fatigue and Chain of Responsibility in the Supply Chain
3. The road to wellness: Course offering on OTA website. http://ontruck.org/ota-online-training/road-wellness/
Driving change in logistics

Instead of only looking for experienced drivers, Maritime are now ‘home growing’ their drivers.
Driver Welfare has been at the forefront of Maritime Transport for some time and the company has devised a new scheme to enable the company to train new drivers and tackle the driver shortage.

The shortage of LGV Drivers across the UK has been a recurring theme, causing concern to all those invested in the transport industry. September 2014 focused minds more than ever with the deadline of the Driver CPC. The requirement for all drivers of vehicles over 3.5t to complete 35 hours of training to retain their vocational licence entitlement meant that a number did not meet the deadline, compounding the shortage, overnight.

It is estimated that the UK haulage industry needs an additional 45,000 drivers, which according to the RHA will rise to 60,000 within the next 12 months if it is not addressed. More than 35,000 drivers on Britain’s roads are due to retire within the next two years and with the average age of a driver in the UK at 53, it is clear the situation could soon become a whole lot worse.

Professional Driver Scheme

Transport and logistics operator Maritime has recently launched a Professional Driver Scheme to help tackle the shortage, in partnership with vehicle manufacturer Scania. The scheme targets newly qualified and inexperienced drivers, some of whom come through Scania UK’s in-house LGV and Driver CPC qualification scheme, giving them the opportunity to sign up to a year-long course at Maritime during which they are taught best practice through a structured training and mentoring programme.

In a reciprocal arrangement, Maritime can also refer individuals who are interested in a career in transport to Scania UK to qualify for their vocational licence and Driver CPC.

John Williams, Group Managing Director, Maritime, says: ‘Instead of only looking for experienced drivers, we are now “home growing” and we’re turning the traditional industry approach to recruitment on its head. Our scheme, in partnership with Scania UK, will train drivers with limited commercial experience, in all aspects of our business, as well as in driving standards.’

Gaining employment with a reputable transport company is extremely difficult for newly qualified or inexperienced drivers. Maritime’s scheme is the perfect next step to full-time employment with the company and Scania UK has endorsed the scheme.

Mark Agnew, Driver Development Manager, Scania UK, says: ‘We feel that [Maritime’s Professional Driver Scheme] will result in a higher calibre of drivers on UK roads and it complements what we doing with our driver training programme.’

Looking after the driver

Driver welfare has always been at the forefront at Maritime, too, and something John Williams is very passionate about. He says:

‘The welfare of our drivers has always been the foundation upon which the business has been built and thrived. We put a lot of effort into this area to provide the best possible working environments for our drivers, whether that is through top class driver restrooms, shower and kitchen facilities, or ensuring our trucks are the best on the road and providing benefits packages that are second to none.’

A lot of drivers can get tempted by the premium rates driver agencies are paying these days to attract them and John Williams has strong views on their role in the industry. ‘ Agencies aren’t good for the industry or for the driver. They distort the market and agency work is feast or famine for. At Maritime we put the drivers first, we make the job easy for them and we try to look after all of their needs, including financial support for their families should the worst happen.’

Maritime has done a great deal of work behind the scenes to improve conditions for its drivers and to maintain a small-company feel, despite now employing over 1,700 full-time drivers. One of the ways it does this is by spending a lot of time on communications – for example, a daily business update to all employees. It has also developed a company intranet populated with latest company developments, and a bi-monthly printed newsletter is sent to all employees and posted to those on long-term sick leave to ensure they remain a close part of the company.

Alex Williams, General Manager, Marketing, says: ‘We place as much emphasis on internal communications as we do on external press releases and social media. We don’t believe there is another company making the commitments we do to ensure our entire workforce is kept up-to-date with what is happening in the business. We feel it is extremely important for every employee to feel valued and involved.’
See your company name here...
Reach all members of CILT by sponsoring Programme – the place where all members go to find out what is on in their region.
**NORTH EAST**

**South Yorkshire**

**Reverse Logistics Seminar**
24th November 1730 (for 1830) - 2000

**Speakers:** Anthony Baldwin, Head of Returns, Shop Direct; Mark Catley, Business Development, XPO Logistics (Formerly Norbert Dentressangle); Mike Bernon FCILT, Senior Lecturer, Cranfield University (also Chair of the CILT Reverse Logistics Forum)

**Location:** Cantor Building, Sheffield Hallam University, Arundel Street, Sheffield, S1 2NU

**Booking:** Online or through Membership Services

Code: SYKG0327 CPD hours: 1.5

**Visit to Finningley & Rossington Regeneration Route Scheme (FARRRS)**
1st December 1330 (for 1430) - 1800

**Speaker:** Michael Widdicks, Project Manager, Carillion Construction Services

**Location:** Carillion Site Offices, Sheepbridge Lane (Opposite the Park & Ride), Rossington, Doncaster, DN11 0GT

**Booking:** Online or through Membership Services. Please note, the delegate list for this event will be vetted.

Code: SYKG0329 CPD hours: 3

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**NORTH WEST**

**Cheshire**

**Eddie Stobart – Training Academy**
12th November 1000 (for 1030) - 1300

**Speaker:** John Smith CMILT, HR Director, Eddie Stobart

**Location:** Eddie Stobart, Lyncastle Road, Appleton, WA4 4SN

**Booking:** Online or through Membership Services. Please note, the delegate list for this event will be vetted.

Code: CHG0326 CPD hours: 2

**Greater Manchester**

**University Transport Seminars: Resilient Transport for Turbulent Times, Seminar 2 – Greater Manchester’s Vision in 2040**
4th November 1145 (for 1800) - 2000

**Speaker:** Simon Warburton & Nicola Kane, Transport Strategy, Transport for Greater Manchester

**Location:** The Business School, Manchester Metropolitan University, All Saints Campus, Oxford Road, Manchester, M15 6BH

**Booking:** Please note, bookings are not required to attend this event.

Code: GMG0351 CPD hours: 1.5

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**University Transport Seminar 3: Unlocking Growth in Cheshire and Warrington – A Sub-Regional Transport Strategy**
2nd December 1745 (for 1800) - 2000

**Speakers:** Andrew Ross, Head of Strategic Infrastructure, Cheshire East Council; Leighton Cardwell, Jacobs

**Location:** The Business School, Manchester Metropolitan University, All Saints Campus, Oxford Road, Manchester, M15 6BH

**Booking:** Please note, bookings are not required to attend this event.

Code: GMG0352 CPD hours: 1.5

**Lancashire**

**The DAF Future Truck Chassis Concept (FTCC) Research Project**
18th November 1900 (for 1830) - 2000

**Speaker:** Robert Lawton, Engineering Project Management, Leyland Trucks Ltd

**Location:** Leyland Trucks/PACCAR, Croston Road, Leyland, Lancashire, PR26 6LZ

**Booking:** Online or through Membership Services. Please note, the delegate list for this event will be vetted.

Code: LG0321 CPD hours: 1

**Visit to First Rail Support Office/Control Centre**
26th November 1900 (for 1830) - 2000

**Speaker:** Andrew Scholey CMILT, Managing Director, First Rail Support/First Games Transport

**Location:** First Rail Support Ltd, Time Technology Park, Blackburn Road, Simonstone, Lancashire, BB12 7TG

**Booking:** Online or through Membership Services. Please note, the delegate list for this event will be vetted.

Code: LG0313 CPD hours: 1

**Merseyside & Warrington**

**Annual Merseyside & Warrington Dinner**
6th November 1845 (for 1915) - 2300

**Speakers:** Kate Willard, Corporate Affairs Director & Company Secretary, Stobart Group; Richard Brown CBE FCILT, Non-Executive Board Member of the Department for Transport & CILT Vice President

**Location:** Crowne Plaza John Lennon Airport Hotel, Speke Aerodrome, Speke Road, Liverpool, L24 9DQ

**Booking:** Cost: £25.00 Book online or through Membership Services

Code: MWG0333

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**Bootle Army Logistics Unit Visit**
24th November 1800 (for 1830) - 2000

**Speaker:** Major Bill Busby FCILT, 156 Regiment Royal Logistics Corp

**Location:** Army Reserve Logistics Unit, RG Masters VC Reserves Centre, 30 Pelham Drive, Bootle, Liverpool, L30 4XN

**Booking:** Online or through Membership Services

Code: MWG0341 CPD hours: 1

**Rail North: The Path to Devolution of Rail Services in the North of England**
8th December 1800 (for 1830) - 2000

**Speaker:** Hugh Chaplain CMILT, Technical Director, Rail Planning & Operations, ATKINS

**Location:** Merseyrail, Rail House, Lord Nelson Street, Liverpool, L1 1JF

**Booking:** Online or through Membership Services

Code: MWG0334 CPD hours: 1

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**SCOTLAND**

**2015 Annual Scottish Dinner**
5th November 1815 (for 1900) - 2300

**Speakers:** Beverley Bell FCILT, President of CILT UK and Senior Traffic Commissioner for Great Britain Professor; John Lennon, Director of the Moffat Centre for Travel & Tourism at Glasgow Caledonian University

**Location:** Roxburghe Hotel, 38 Charlotte Square, Edinburgh, EH2 2HQ

**Booking:** Online or through Membership Services. Member/Non-Member: £295 + VAT; Table of 10: £800.00 + VAT.

Code: SR0370

**The Annual Scottish Rail Event: The Thornton Junction – Levenmouth Rail Link**
17th November 1730 (for 1830) - 2000

**Speaker:** Dr Allen Armstrong, Secretary, LMRC

**Location:** Royal OverSeas League, 100 Princes Street, Edinburgh EH2 3AB

**Booking:** Please note, booking is not required to attend this event.

Code: SR0363 CPD hours: 1.5

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See your company name here...

Contact Nicky Peacock
Tel: 01536 740153 Email: nicky.peacock@ciltuk.org.uk

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SOUTH EAST

Kent

Rail Infrastructure Improvements in Kent and South East London
5th November 1830 (for 1830) - 2000
Speaker: Mike Smith, CPFA Route Enhancement Manager – Network South East Route, Network Rail
Location: Holiday Inn North, Hothfield, Ashford, Kent, TN26 1AP
Booking: Online or through Membership Services
Code: KTG0340 CPD hours: 1

Vehicle Recovery Today
18th November 1900 (for 1930) - 2100
Speaker: Nick Ovenden, Managing Director, Ashford Group
Location: Holiday Inn North, Hothfield, Ashford, Kent, TN26 1AP
Booking: Online or through Membership Services
Code: KTG0347 CPD hours: TBC

The Medway Queen
19th November 1945 (for 1900) - 2130
Speaker: Mark & Pam Bathurst, Medway Queen Preservation Society
Location: Greenwich University, Medway Campus, Central Avenue, Chatham Maritime, Kent, ME4 4TB
Booking: Online or through Membership Services
Code: KTG0348 CPD hours: 1

The Dartford Crossing DART Charge Project – Looking Back
3rd December 1900 (for 1930) - 2100
Speaker: David Lakin, Highways England National Stakeholder Team
Location: Holiday Inn North, Hothfield, Ashford, Kent, TN26 1AP
Booking: Online or through Membership Services
Code: KTG0341 CPD hours: 1

Tour of Cummins Generator
9th December 1830 (for 1900) - 2000
Location: Cummins, Columbus Avenue, Manston Park, Manston, Ramsgate CT12 5BF
Booking: Online or through Membership Services
Code: KTG0349 CPD hours: TBC

Gatwick

Enhancing Railway Infrastructure and Operations in EU New Member States: Case Study Romania
24th November 1830 (for 1900) - 2030
Speaker: Richard H Brown, Department for Transport
Location: Harlequin Theatre, Warwick Crescent, Redhill, Surrey, RH1 1NN
Booking: Online or through Membership Services
Code: GTG0330 CPD hours: 1

Airline Safety and the Wider Transport Industry
15th December 1830 (for 1900) - 2030
Speaker: David Heath, Training Captain, EasyJet
Location: Harlequin Theatre, Warwick Crescent, Redhill, Surrey, RH1 1NN
Booking: Online or through Membership Services
Code: GTG0331 CPD hours: 1

Sussex

Managing Global Supply Chains – Retail Challenge of a Changing World
19th November 1930 (for 1900) - 2045
Speaker: Paul Gallagher FCILT, Chief Executive Officer, Damco Ltd
Location: Room 144, Jubilee House, Sussex University, Falmer, Brighton, BN1 9RH
Booking: Online or through Membership Services
Code: SG0333 CPD hours: 1

Rail Freight Group – Influencing Policy within Government and the Rail Industry
1st December 1830 (for 1900) - 2045
Speaker: Maggie Simpson FCILT, Executive Director, Rail Freight Group
Location: Room 313, Cliffe Building, Sussex Downs College, 1 Mountfield Road, Lewes, East Sussex, BN7 2XH
Booking: Online or through Membership Services
Code: SG0334 CPD hours: 1.5

SOUTH WEST

Devon & Cornwall

ST Austell Brewery Logistics & Production
17th November 1000 (for 1015) - 1600
Speaker: Kevin Andrews CMILT, Supply Chain Manager, ST Austell Brewery
Location: ST Austell Brewery, 63 Trevarrian Road, ST Austell, Cornwall, PL25 4BY
Booking: Online or through Membership Services
Code: DCG0336 CPD hours: 2

WEST MIDLANDS

Birmingham & Coventry

Logistics Learning at Aston
4th November 0945 (for 1000) - 1200
Location: Aston University, Aston Triangle, Birmingham, B4 7ET
Booking: Online or through Membership Services
Code: BCG0336 CPD hours: 1.5

Staffordshire

Stoke on Trent’s New Bus Network
10th November 1800 (for 1830) - 2030
Speaker: Nigel Eggleton FCILT, Managing Director, First Potteries
Location: Lecture Theatre LT 114/116 in the Ashley Centre, Staffordshire University, Leek Road, Stoke-on-Trent, ST4 2DF
Booking: Online or through Membership Services
Code: STG0327 CPD hours: 1.5

The Norton Bridge Rail Flyover Project
8th December 1800 (for 1830) - 2030
Speaker: David Lawrence, Engineering Manager, Network Rail Infrastructure Projects
Location: Staffordshire University, Ashley Building, Stoke-on-Trent Campus, Leek Road, Stoke-on-Trent, ST4 2DF
Booking: Online or through Membership Services
Code: STG0328 CPD hours: 1.5

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66 FOCUS NOVEMBER 2015
NATIONAL EVENTS

CILT Annual Fellows’ Lunch 2015
4th December  1200 (for 1230) - 1500
Speaker: Beverley Bell FCILT, CILT President; Professor Richard Wilding FCILT, CILT Chairman
Location: Russell Hotel, 1-8 Russell Square, London WC1B 5BE
Booking: For further information please contact us: Email: event@ciltuk.org.uk Tel: 01536 740148. Cost: £80 + VAT
Code: D6310

CILT INFORMATION SERIES

OPEN DAY
The Knowledge Centre Open Day
19th November  1015 (for 1030) - 1245
Speaker: Peter Huggins MIL T, Knowledge Centre Manager, CILT
Location: CILT UK, Earlstrees Court, Earlstrees Road, Corby, NN17 4AX
Booking: Online or through Membership Services
Code: N0328

CORPORATE ROUND TABLE

Next Generation Supply Chain Security Practices
1st December  0930 (for 1000) - 1600
Speakers: Michael Bogacki, Managing Director, Mega Fortris UK Ltd; Raj Patel, Business Development Executive, Mega Fortis UK Ltd; Maarten Andersen, Managing Director, CaptureTech Corporation B.V; Road Haulage Association - Speaker name to follow
Location: The Best Western Premier – Moor Hall Hotel & Spa, Moor Hall Drive, Four Oaks, Sutton Coldfield, B75 6LN
Booking: Online or through Membership Services. Cost: Member: Free; Non-Member: £20
Code: COR0322 CPD hours: 4

FORUM EVENTS

Defence
Visit to Marchwood Military Port
28th January  0945 (for 1015) - 1600
Speaker: Colonel Ian Alexander FCILT OBE, Commandant of Marchwood Sea Mounting Centre
Location: Sea Mounting Centre, Marchwood, Southampton, SO40 4ZG
Booking: Online or through Membership Services. Please note the delegate list for this event will be vetted. Security restrictions apply. Clothing suitable for inclement weather is essential.
Code: DSC0313 CPD hours: 4

Rail Freight
Sustainability and the Rail Freight Sector
9th November  1345 (for 1400) - 1600
Speakers: Andrew Blackmore, Business Development Manager – External Business, Network Rail; David Turner CMIL T, Director of Rail, W. H. Malcolm Ltd.; Andy Martlew, T & R S Engineer, Direct Rail Services
Location: DHL Supply Chain, Subcontract Centre of Excellence – TEMEC, Valley Cross, Valley Drive, Swift Valley Park, Rugby CV21 1QN
Booking: Online or through Membership Services
Code: RF0310 CPD hours: 2

Supply Chain Skills Shortage – Closing the Gap
3rd December  0930 (for 1000) - 1600
Speakers: John Eldridge, Principal Engineer Cammell Laird; Steve Granite FCILT, Abbey logistics & Founder of Think Logistics, TBC; Andy Walker/Michele Lawty-Jones, Head of Business Growth/Skills Hub Director LEP; Hugh Evans, Deputy Chief Executive at North &West Lancs Chambers of Commerce; Andrew Moses, Managing Director at The Config Team; Ian Nichol, National Manager at Career Ready UK
Location: Edge Hill University, St Helens Road, Ormskirk, Nr Liverpool L39 4OP
Booking: Online or through Membership Services. Cost: Members: Free; Non-Members: £20
Code: COR0321 CPD hours: 4

PTRC

Public Inquiries and Appeals
4th-5th November  0900 - 1700
Location: JMP City Tower, Piccadilly, Manchester, M1 4BT
Code: PTRC0381 CPD hours: 12
Successful Planning Applications for Transport Planners
18th November  0900 - 1700
Location: PTRC, 22 Greencoat Place, London, SW1P 1PR
Code: PTRC0382 CPD hours: 6
Road Safety Audits: Principles and Good Practice
19th November  0900 - 1700
Location: PTRC, 22 Greencoat Place, London, SW1P 1PR
Code: PTRC0383 CPD hours: 6

For further information about all of the above PTRC events please contact: info@ptrc-training.co.uk
CEVA Logistics, one of the world’s leading supply chain management companies, has been awarded a major new contract to provide UK warehousing and transportation services to Continental, one of the world’s leading tyre manufacturers and distributors.

Under the new five year contract, worth over $50 million, CEVA will manage Continental’s 21,000 square metre warehouse at Central Park, Rugby which will involve receiving product, storage, and dispatch activity of around three million tyres each year. CEVA will also manage Continental’s UK transport requirements, which is backed by a dedicated CEVA fleet as well as a network of regional partners.

CEVA has a strong track record for developing effective partnerships with its customers, underlined by its recent recognition at the 2015 Motor Transport Awards, where it won the Partnership award category. The solution designed for Continental is no different and includes a collaborative hybrid management model with a joint steering committee at the top of its operational structure to ensure a true partnership approach to the successful running of the operation.

The solution also utilised CEVA’s global expertise and the company’s SMART Solutions in the tyres market. Such solutions are based on best practices for a variety of sectors and are a key part of CEVA’s commitment to continuous improvement and innovation, while supporting its drive to continue offering market-leading, efficient supply chain solutions to its customers.

Stewart Jackson, Supply Chain Director of Continental said: ‘CEVA and Continental share a joint commitment to LEAN methodology, process improvement and optimisation techniques. We were also impressed with the ingenuity CEVA showed with regards to its storage strategies and transport management systems. With these aspects in mind, we are delighted to be partnering with CEVA in such a collaborative manner and look forward to recognising the benefits that this will bring to our overall supply chain performance.’

Michael O’Donoghue, CEVA’s Managing Director, UK, Ireland and Nordics said: ‘I’m absolutely thrilled to announce this new agreement with Continental. The team has designed a truly excellent collaborative solution which will deliver greater efficiency fuelled by our unyielding commitment to continuous improvement. With the clear similarities in our operating cultures and with the hybrid management operating model in place, I’m extremely confident that the operation will realise its full potential in the very near future.’

For CEVA globally, this announcement builds on the launch of its TireCity in Italy. Announced in June, the hub, which covers an area of 50,000 sq m, is strategically located in Somaglia, in the province of Lodi, and is fully dedicated to the warehousing, handling and cross docking of products in the tyre market.

Above: CEVA’s TireCity in Italy is fully dedicated to the warehousing, handling and cross docking of products in the tyre market
DB Schenker Rail & CILT Dissertation Award

Overview

DB Schenker Rail UK has joined with CILT to sponsor a Master’s degree final year student dissertation

Theme

Rail Freight Logistics – the role of rail freight in the intermodal supply chain of the future

Benefits for students

- Prize package
- Opportunity to make contacts with potential employers in the logistics industry
- Real-life project for a dissertation
- Working with DB Schenker on a project
- 1 year CILT affiliate membership, giving access to the knowledge centre and other benefits

Prize

- £500 + presentation at the DB Schenker Rail UK Intermodal Port Conference 2016 (hotel and travel expenses paid by DB Schenker Rail UK) + CILT 1 year membership
- Prize for Professor: Invitation to Intermodal Port Conference (hotel, travel expenses paid)

Deadlines

Deadline for applications: 1st May 2016
Deadline for dissertation submission: September 2016
Winner announced: October 2016

Please visit our website to complete an application: www.rail.dbschenker.co.uk
A perfect storm

According to the latest IMRG Cap Gemini e-Retail Sales Index, the online retail market in the UK grew 14% in 2014, with spending topping the £100 billion mark for the first time and eRetail now accounting for an estimated 24% of the total retail market.

With this continued growth has also come huge and volatile peaks in demand such as flash promotional sales, 'Black Friday' and, of course, Christmas.

This is, increasingly, causing capacity constraints to key supply chain components such as warehousing space, capacity and flexibility, carrier capability, labour availability, management expertise and IT systems processing capacity.

With some operations experiencing over 100% uplift in activity levels at certain times of the year, many fulfilment centres simply don’t have the facilities to sustain the number of extra people required to carry out the additional work associated with these spikes in demand. In some cases, the sheer number of active colleagues can lead to 'dis-economies of scale' and a reduction in overall productivity. Flexible warehousing solutions are also required to cope with the increased stock holding required to fulfil such demand.

As a result, many retailers are now exploring how automation can positively impact upon these multiple capacity constraints.

Automation vs mechanisation

While fully automated solutions can deliver significant benefits to some retailers, fully automated eCommerce warehouses are currently (and perhaps always will be) only suited to operations which have sufficiently high volumes, broadly consistent stock characteristics, are cube and dimension friendly with a baseline of predictable sales to make this technology viable. In addition, significant time and effort must be channelled towards full integration of warehouse management, warehouse control and all peripheral systems.

By contrast, ‘mechanisation’ covers a wide range of technologies, machines and equipment which can part-automate different components of the fulfilment process.

Tipping point

Manual operations can only scale up to a point, with some UK retailers now getting close to the tipping point when the number of man hours required to process the number of orders equates to a workforce which even the largest distribution centre cannot physically accommodate.

With both people and property at a premium, will the fully automated eCommerce warehouse remain the preserve of those relatively few major retailers who have both the volumes and predictability to justify the investment and, if so, will this be enough to ease the...
aggregated eCommerce industry capacity constraint on both core and short-term industry volatility? Or, will we see radical developments, either in operating models and/or technology and, if so, what might these look like?

If the capacity issues being experienced begin to drive significant increases in costs for the eCommerce supply chain, through reduced availability and the ever-growing need for service excellence, the comparative payback periods for major automation projects could easily become shorter and look more attractive.

**New ways of working**

For retailers with similar stock profiles but not enough volume to support a fully automated warehouse, collaboration is a possible solution, after all, the practice of sharing space and other resources in traditional third-party warehouses is well-established. However, given the high levels of synergy needed to facilitate the sharing of an automated warehouse, it is more likely that these organisations will be direct competitors.

This is commonplace in other sectors; in mainland Europe, many frozen food manufacturers already share huge automated cold stores and distribution networks to get their products to grocery retailers’ stores. This has been made possible partly through the realisation that competitive advantage in this sector/channel is achieved through product assortment, availability and price and not by how those products arrive at the store.

Although this is likely to change as the market continues to mature, in direct to consumer retail, how products arrive with the customer is currently a major source of competitive advantage and collaborating with a direct competitor therefore requires a massive leap of faith. However, with eCommerce retailers already sharing major carrier providers, albeit offering a range of different service propositions, to deliver their products, the collaborative model is already established and working well.

In another scenario, a multi-channel retailer may have separate warehousing operations for its store replenishment and direct to consumer fulfilment, neither of which alone handles enough volume to keep an automated warehouse operating efficiently but together the combined throughput could be sufficient. Although far from easy, integrating store replenishment and e-fulfilment within a single automated warehousing system is theoretically possible and would deliver the benefits of a single inventory pool without the need for channel replenishment. One of the ways in which this could be achieved is for retailers’ stores to order their replenishment stock online, in exactly the same way that a consumer does, simply in much larger quantities.

In eCommerce fulfilment, automation is not necessarily about replacing people but about making those people more efficient and productive.

However, with labour in the UK increasingly at a premium, retailers are faced with finding new ways to augment their workforce or paying that premium and passing the cost on to the consumer.

**New technologies**

There is no question that a goods-to-man system is more efficient than a man-to-goods environment due to the elimination of the travel time associated with put-away and order picking. In general, the larger the warehouse and the smaller the order size, the more travel is required, unless a batch pick and secondary sort solution can be adopted through mechanisation and systems integration.

Automated storage and retrieval systems have long been used to facilitate the efficient storage and movement of unit loads, i.e., pallets. Mini-load systems offer the same benefits for smaller storage media such as cases, trays or cartons.

In both cases, these systems support ultra-high density storage and can be built to much greater heights than traditional storage systems, allowing operators to reduce their warehouse footprint and improve cube utilisation – a major advantage where warehouse availability is declining.

Even so, these systems may be limited in terms of handling a retailers’ entire product range; their ability to cost-effectively serve operations which experience extreme demand peaks can be limited and they may not be easily scalable to accommodate unforeseen growth, so will always need flexible processes and labour to cope with peaks.

Key to supporting growth and the increasingly frequent and more extreme peaks is the design of flexible warehouse space by incorporating long term processing and welfare areas from Day 1; together with the ability to increase storage capacity through the retro-fit of mezzanine levels and sprinklers on a modular basis within the existing footprint, or by building expansion on additional land.

**The rise of the robots**

While also having limitations in terms of the types of operation they are suited to, robotic rover systems are further revolutionising automated eFulfilment operations. In these systems, autonomous robots are system guided to move inventory pods – effectively portable shelving units – to storage, replenishment and picking/packing stations via a grid mapped out on the warehouse floor by a series of 2D barcodes.

The major advantage of robotic systems is their ability to scale up quickly, simply by adding more robots, pods or work stations and relatively cheaply in comparison to traditional automated warehousing systems.

Following its 2012 acquisition of Kiva Technologies – the principal provider of robotic order fulfilment systems – Amazon itself deployed 15,000 robots in 10 fulfilment centres in November 2014 to help cope with the Christmas peak.

**The way forward**

The way forward for the eCommerce industry is to embrace mechanisation and automation subject to their respective or collaborative business profiles in order to address the capacity constraints that are likely to increase in the short to medium term.

It is also incumbent upon all parties (consumers, retailers, logistics providers, carriers etc.) to think about how we can work together to iron out significant demand spikes.

However, whatever the future holds, the core components of flexibility, resources, and competition that have driven growth will continue to be right at the very heart of the future eFulfilment supply chain.

Mark Catley, Head of eCommerce and Business Development, XPO Logistics
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People development

Professional development short courses 2015

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- Road haulage operations
  - 30th November–4th December, 14th–15th December
- Passenger transport operations
  - 23rd–27th November, 10th–11th December
- Optional revision day
  - 16th December
- Exam
  - 17th December

**LONDON**
- Road haulage operations
  - 23rd–27th November, 9th–10th December
- Optional revision day
  - 11th December
- Exam
  - 17th December
- Passenger transport operations
  - 30th November–4th December, 14th–15th December
- Optional revision day
  - 16th December
- Exam
  - 17th December

Professional skills online

The Institute has added more courses to its flexible online learning portfolio. Learners can take their own route through a variety of topics covered in each course. They can learn at their own pace through a variety of activities designed to accommodate a range of learning styles. The courses can be accessed through the Members’ area of the website and can be studied over a period of three months from the date of first login. Each course should take about three hours in total and costs £70 per person. Subjects covered are:

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FURTHER INFORMATION

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Congratulations!
The following learners have recently been awarded the Chartered Institute of Logistics and Transport qualifications/awards:

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Centres: Grimsby Institute Group, HM Forces (RAF), Distance Learning College & Training

**CILT(UK) Level 5 Professional Diploma in Logistics and Transport**
Terry Hood; Lauren Tyler; William Pashley
Centre: Grimsby Institute Group

**CILT(UK) – IOM Level 5 Diploma in Operations Management**
Andrew Logan
Centre: CILT DLC

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Than Aung; Wencke Petersen; Helena Dvornik; Azizullah Khan; Justine Mecha; Tino Wehrle; Pietro Dal Dosso; Jane Han
Centre: Logistics Learning Alliance

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Temmy Tanubrata; John Woloko; Godfrey Muchapireyi; Lennox Owegi
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Ahmad Saoud; Qazi Rizwan Nawaz; Yin Khine
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**GS1/CILT Foundation Award in Supply Chain Management**
A new professional qualification, the **GS1/CILT Foundation Award in Supply Chain Management**, is a tailored programme for GS1 UK employees. It includes in-class sessions on how to link supply chain operations and processes efficiently to GS1 standards. On completion of the classroom element, there is a 6,000-word assignment for each GS1 UK employee to complete, which is then independently reviewed and evaluated by CILT. At the final stage, each GS1 UK staff member needs to present this to the directors of GS1 UK and CILT to qualify for accreditation. To date, 18 members of staff have successfully completed the course.

Gary Lynch, CEO, GS1 UK, says: ‘Participating in this new initiative reinforces our commitment to our employees’ professional development and excellence. By applying high academic rigour and independent external reviews, we aim to achieve the highest service standard in order to meet our members’ needs and offer them best value.’

Further information, contact: the Awarding Organisation.
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CILT(UK) Level 6 Advanced Diploma in Logistics and Transport

The CILT(UK) Level 6 Advanced Diploma in Logistics and Transport provides the strategic management skills and tactical insight necessary for professional and business development in the logistics and transport profession. It bridges the gap between the undergraduate CILT(UK) Level 5 Professional Diploma in Logistics and Transport and the postgraduate standard of a Masters degree.

Content

The qualification comprises five mandatory units:

- **Strategic Contexts** In this unit, learners will be encouraged to examine organisational business environments from a global perspective through case studies and models. The unit looks at resource availability, utilisation and how managers decide on the best approach to make the most of the limited resources available to their organisation’s operations. Stakeholder and relationship mapping tools will clarify the different priorities in the competition for resources. Cost benefit analysis is examined in order to make strategic decisions and investment appraisal, with the principles of risk being considered. Appropriate strategies should be developed to assist operations management within organisations to deliver products and services in a sustainable way. The final element in this unit considers the various types of competition and their impact. It also examines contingency planning and trade-offs between operations. The implication of performance on an organisation’s supply chain operations is explored.

- **Leadership and Strategic Management** The first element of this unit defines culture and examines organisational culture in a wider business environment, along with the associated internal and external factors that influence the differing cultures in organisations. Through the use of concepts and models, the relationship between organisational culture, strategy and performance is investigated. The element on leadership describes and investigates a number of theoretical and practical aspects of leadership in the work environment. There is also a review of the alternative styles that a leader can utilise in different situations. This section further examines the purpose of the organisation, its values and vision, relating this to the methods used to influence and motivate people to achieve the organisation’s goals. Collaboration is examined in the global environment, as are the benefits and risks of intra-organisational working to achieve common goals and organisational improvements. The final element of this unit looks at business ethics. Ethical and unethical business practices usually reflect the values and beliefs of the organisational culture; the links between what the organisation says and what it does are examined, as are the legal implications.

- **Strategic Network Planning** This unit is concerned with the important subject of strategic planning, taken from an organisational, intra-organisational and a global perspective. The first element is concerned with examining organisational models and looking at how influences inside and outside the organisation can affect business strategy. Risk and decision-making models are examined in some depth. The second element looks at forecasting, using the information that is available to make effective and realistic business decisions. Delivering customer service is an element in which the area of relationships with customers is explored in order to develop and build a culture of customer focus, thus delivering excellent customer service. The final element in this unit addresses the issues surrounding change. Today’s organisations need to adapt continuously to new situations and address these issues if they are to survive and prosper. This element explores the triggers for strategic change and how organisations can develop strategies for innovation and learning.

- **Delivering Strategic Performance** The first element in this unit looks at how organisations need to become more aware of strategic performance and to integrate if they are to achieve the aim of operating on a global scale. Tools and techniques are examined that can assist in producing a plan to improve intra-organisational performance. The second element looks at strategic supply strategies and the opportunities to collaborate between organisations, examining issues that impact on future long-term procurement requirements. Organisational performance looks at how organisations can use models and concepts to assist in the design and implementation of a functional strategy to support the business strategy, using concepts such as trade-offs, cost and service balance. This element illustrates how this support works. The final element in this unit examines the use of technology in the implementation of organisational strategies. A number of tools and techniques will be evaluated that enhance internal and external business integration.

- **Research Methods and Professional Projects** The unit aims to develop learners’ ability to apply research methods and techniques to organisations and to enable them to use qualitative and quantitative methodologies in problem analysis and solving. The professional project will develop the learners’ skills in undertaking a structured and methodical research project, involving production of a substantial body of work (8,000–10,000 words) that has been instigated, developed and produced as a consequence of their own initiative, using in-company research and/or industrial liaison and that offers opportunities for specialism. Learners will be encouraged to use work-based research to realise the requisite requirements for this module. Learners can base their project on their own work-based environment, or using a relationship with a company or organisation.

Who the qualification is for

This qualification is aimed at managers aspiring to move to more senior, strategic roles within the logistics and transport professional sectors. Entry is open and as such the qualification is also suitable for graduates in other disciplines who are entering the sector for the first time, although learners would benefit from having some prior knowledge of logistics and transport at a strategic level.

How long does it take?

The recommended guided learning hours are 360. The registration period, during which a learner should complete the qualification, is three years.

Further information, contact: the Awarding Organisation.
Tel: 01536 740170. Email: ao@ciltuk.org.uk
Website: www.ciltuk.org.uk
CILT(UK) – IOM Level 6 Advanced Diploma in Operations Management

The CILT(UK) – IOM Level 6 Advanced Diploma in Operations Management provides the strategic management skills and tactical insight necessary for professional and business development in the operations management profession. It bridges the gap between the undergraduate CILT(UK) – IOM Level 5 Diploma in Operations Management and the postgraduate standard of a Masters degree.

Content
The qualification comprises five mandatory units:

- **Strategic Contexts** In this unit, learners will be encouraged to examine organisational business environments from a global perspective through case studies and models. The unit looks at resource availability, utilisation and how managers decide on the best approach to make the most of the limited resources available to their organisation’s operations. Stakeholder and relationship mapping tools will clarify the different priorities in the competition for resources. Cost benefit analysis is examined in order to make strategic decisions and investment appraisal, with the principles of risk being considered. Appropriate strategies should be developed to assist operations management within organisations to deliver products and services in a sustainable way. The final element in this unit considers the various types of competition and their impact; it also examines contingency planning and trade-offs between operations. The implication of performance on an organisation’s supply chain operations is explored.

- **Leadership and Strategic Management** The first element of this unit defines culture and examines organisational culture in a wider business environment along with the associated internal and external factors that influence the differing cultures in organisations. Through the use of concepts and models, the relationship between organisational culture, strategy and performance is investigated. The element on leadership describes and investigates a number of theoretical and practical aspects of leadership in the work environment. There is also a review of the alternative styles that a leader can utilise in different situations. This section further examines the purpose of the organisation, its values and vision, relating this to the methods used to influence and motivate people to achieve the organisation’s goals. Collaboration is examined in the global environment, as are the benefits and risks of intra-organisational working to achieve common goals and organisational improvements. The final element of this unit looks at business ethics. Ethical and unethical, business practices usually reflect the values and beliefs of the organisational culture; the links between what the organisation says and what it does is examined, as are the legal implications.

- **Strategic Network Planning** This unit is concerned with the important subject of strategic planning, taken from an organisational, intra-organisational and a global perspective. The first element is concerned with examining organisational models and looking at how influences inside and outside the organisation can affect business strategy. Risk and decision-making models are examined in some depth. The second element looks at forecasting, using the information that is available to make effective and realistic business decisions. Delivering customer service is an element in which the area of relationships with customers is explored in order to develop and build a culture of customer focus, thus delivering excellent customer service. The final element in this unit addresses the issues surrounding change. Today’s organisations need to adapt continuously to new situations and address these issues if they are to survive and prosper. This element explores the triggers for strategic change and how organisations can develop strategies for innovation and learning.

- **Delivering Strategic Performance** The first element in this unit looks at how organisations need to become more aware of strategic performance and to integrate if they are to achieve the aim of operating on a global scale. Tools and techniques are examined that can assist in producing a plan to improve intra-organisational performance. The second element looks at strategic supply strategies and the opportunities to collaborate between organisations, examining issues that impact on future long-term procurement requirements. Organisational performance looks at how organisations can use models and concepts to assist in the design and implementation of a functional strategy to support the business strategy, using concepts such as trade-offs, cost and service balance. This element illustrates how this support works. The final element in this unit examines the use of technology in the implementation of organisational strategies. A number of tools and techniques will be evaluated that enhance internal and external business integration.

- **Research Methods and Professional Projects** The aim of the unit is to develop learners’ ability to apply research methods and techniques to organisations and to enable them to use qualitative and quantitative methodologies in problem analysis and solving.

The professional project will develop the learners’ skills in undertaking a structured and methodical research project, involving production of a substantial body of work (8,000–10,000 words) that has been instigated, developed and produced as a consequence of their own initiative, using in-company research and/or industrial liaison and that offers opportunities for specialistism. In this unit, learners will be encouraged to use work-based research to realise the requisite requirements for this module. Learners can base their project on their own work based environment, or using a relationship with a company or organisation.

Who the Level 6 qualification is for
This qualification is aimed at managers aspiring to move to more senior, strategic roles within the operations management professional sector. The qualification is open entry and as such is also suitable for graduates in other disciplines who are entering the sector for the first time, although learners would benefit from having some prior knowledge of operations management at a strategic level.

How long does it take?
The recommended guided learning hours are 360. The registration period, during which a learner should complete the qualification, is three years.

Further information, contact: the Awarding Organisation.
Tel: 01536 740170. Email: ao@ciltuk.org.uk
Website: www.ciltuk.org.uk
North West Region

Merseyside and Warrington Group
Visit to Northern Rail Depot, Allerton

The Group was welcomed to the depot by Craig Harrop Client & Stakeholder Manager, who, together with Graham Burke, Outstation Depot Manager, gave a presentation about Northern Rail and the background to the opening of the depot.

The Northern franchise was let in December 2004 and originally set to run until September 2011 with no forecast of significant growth in passenger numbers. Fast forward 10 years and Northern has seen a staggering 47% growth in passenger numbers, with annual journeys totalling 96 million.

The company inherited 15 different types of traction units and 464 stations, and provides 2,500 local and regional train services every day, serving a population of nearly 15 million covering an area stretching from the Scottish Borders down to Nottinghamshire, and from Merseyside and Lancashire in the west to Whitby and Hull in the east. It is a wide-ranging landscape of rural communities, market towns and bustling urban centres where rail services are at the heart of economic regeneration.

Northern has committed to a range of improvements, including improving ticket purchase facilities, extending the availability of advanced tickets, investing in better passenger information by, for example, installing customer information display screens at a further 100 stations, and funding new environmental initiatives. Since the beginning of the franchise, the company has spent over £200 million on various improvement schemes. Passenger numbers have risen 50%, and there are now 263,000 passengers each weekday.
This is achieved by 5,146 members of staff, four train maintenance depots and 20 train crew depots.

Community Rail is in Northern’s DNA and is at the centre of everything it does, working closely on a with many rail-user groups and 18 community rail partnerships, as well as the 461 ‘station adopters’ and 50 ‘friends of’ groups who help keep the stations neat and tidy.

The train fleet has increased by 30%, and reliability has improved, with unit problems every 4,000 miles in 2007 reducing to every 11,000 miles in 2015. The increased fleet needed additional maintenance centres, so in 2011 Northern Rail took over Allerton, which English Welsh and Scottish Railway had closed a number of years previously. The buildings needed refurbishment to cope with passenger units, as opposed to freight engines. There are now 28 Class 156 diesel units and 16 Class 319 electric units operating out of Allerton. Because the Class 319s are longer than 156s, three roads had to be extended to cater for them. These units were transferred from First Capital Direct, and it was anticipated that a quick paint job into Northern Rail livery was all that was needed. As it turns out, a total refurbishment was required.

The company now has GPS on 214 trains, and it is gradually being introduced to all stock. This is giving more accurate running information, which is important in the regulatory framework based on punctuality at stations. It is planned to withdraw all Class 142 (Pacer) units by December 2019.

The national Network Performance Reporting System (NPRS) is performed every six months, and interviews only 1,500 passengers. In order to keep up to date, Northern Rail conducts its own customer satisfaction surveys, which interview between 4,000 and 5,000 passengers on board trains every four weeks. This all goes to sum up the ethos that it is trying to build: ‘A railway that the North can be proud of.’

The franchise is now due to expire in April 2016, and the process to re-let it has produced a shortlist of three companies: Abellio, Arriva and Go-via. The new specification envisages providing at least 120 additional new carriages.

After a short refreshment break, we split into small groups to be escorted on a tour of the depot. This visit had been postponed from April due to electrification works, and these were evident, as the building work was not yet quite completed. The sheds were divided in two, with diesels being maintained in one part, with two roads, and the electrics on three roads. In order to keep the electric shed clean, no diesels will be allowed. The refurbishment of the depot means that the pits have been rebuilt to modern standards, making maintenance easier.

To improve throughput, the parts store has been contracted out to Unipart. Anything required by the maintenance staff is ordered from the stores and staff bring them to the workshop, rather than the workers going to the stores. Our attention was drawn to a machine that looked like a snack dispenser, but was actually for small parts. Rather than have to contact the stores, fitters can go this machine, key in the unit number and collect the part. This gives electronic tracking of parts used, as well as saving time.

For a short time, Merseyrail electric units came to the depot in emergencies, but the introduction of 319 caused problems with the two electric supplies, 15KV AC and 700V DC.

We thank Northern Rail staff, particularly Craig Harrop and Graham Burke, for a very enjoyable and informative visit.

Mike McDonnell CMILT – Chairman, Merseyside and Warrington Group
The Group returned to its roots when it visited the airport from which it originally took its name and where it once used to meet. The visit was very kindly provided by Gatwick Airport Limited (GAL) and hosted by David Livesley, Head of Airport Master Planning, and his colleagues Doug Waters, Construction Utilities and Integration Manager, and Richard Higgins, Surface Access Planning Manager.

In addition to the topicality created by the recent Report of the Airports Commission, the visit was particularly appropriate as the airport had just had its busiest summer on record, during which it had handled a record number of 934 aircraft movements in a single day. As a result, its passenger throughput is likely to exceed 40 million for the first time this year and it continues to be far and away the busiest single runway airport in the world.

David Livesley took us through some of the history of the airport, which was started in 1933 by the visionary Alfred Jacomen. At a time when Croydon airport was dominant, he had the foresight to recognise that Gatwick’s position alongside the London to Brighton main railway line gave it a tremendous advantage. Construction of the iconic beehive terminal in 1935 (now a listed building) broke new ground by being directly connected to the adjacent railway station by means of a subway. Following wartime service as an RAF station, Gatwick reopened as London’s second airport in 1958, this time with a new railway station on the main line. A pre-war pioneer of the application of loading piers, the 1970s and 1980s saw Gatwick continuing to innovate by being the first UK airport to install automated people-movers and, for some years, providing a helicopter link to Heathrow. The 1990s brought innovation in the form of the very striking bridge that straddles a taxiway to serve Pier 6. More recent developments have included Gatwick Connect, which handles interchange for passengers who are changing planes and operators at the airport, and who do not therefore have a through booking. Other recent developments include automated bag drop facilities, Gatwick Direct logistics and the new Pier 1 at the South Terminal.

Gatwick is currently a base for about 45 airlines, of which easyJet is the largest and BA the next biggest runway, which would reduce the distance that aircraft have to travel on the ground and increase flexibility of use. With the full package of phased expansion being subject to planning processes, the new runway could be open by 2025, and the overall development completed in stages up to 2040. The key steps in this process would be a decision in favour of Gatwick by Government, the creation of a National Policy statement and the granting by the Secretary of State of a Development Consent Order.
We were taken through the implementation sequence for the second runway and associated facilities by means of a comprehensive set of computer graphics. These showed the changing arrangement of the airport as it would be carried out step by step and how the expansion programme could be brought on line. GAL believes that the impacts from the second runway development would be relatively low, because the areas affected are mainly agricultural or low-density housing and construction access will mainly be in three self-contained sites. In addition, there would be no major interaction either with the main line railway or the M23. A local diversion of the A23 would be required around the site, but once the runway has been completed the other works to expand passenger capacity and add facilities would take place in a further three phases between 2025 and 2040. Up to 2025, it has been estimated that works will cost £3 billion, all of which can be privately financed.

Surface access is a particularly important part of the airport’s work today and a key element in its development strategy. The numbers involved are very substantial: 35,000 car trips to the airport each day, 1,000 bus and coach departures, 500 daily train departures and 45,000 on-airport parking spaces. A total of 22,000 staff work at the airport and 40% of these live within about 20 minutes’ travel time.

Rail accounts for 37% of the total airport traffic and all public transport accounts for more than 50%. GAL plans to increase number of airport workers using public transport and to increase rail’s share of all traffic to 50%. Rail’s capacity and performance has been improved by the opening of the new Platform 7 and further improvements are in the pipeline with new Thameslink and Gatwick Express trains and the planned expansion of the station concourse.

The expansion of the station concourse and related changes to access routes for passengers, on and off the platforms, were illustrated by means of computer graphics. The upgrading of the nearby section of the M23 to become a smart motorway was outlined, as were other measures, such as the provision of new slip roads to access the airport and changes to local roads. All of this, and the associated design of the new airport concourse, is part of a strategy of providing the airport with ‘a single front door’ for all passenger movements regardless of their connecting mode of transport. Throughout the presentation, it was emphasised that a programme of improvements would continue at Gatwick with or without a new runway, although there would clearly be a difference in their scope in the latter case.

Questions were taken during the different parts of the presentation and at the end. They covered topics as diverse as whether it was planned to use rail for bringing construction materials to site (the answer was yes), how the proposed works would be financed and the implications of ticketless rail travel. On the subject of the impact of the increasing number of airline passengers on railway services into London, it was explained that planned increases in the capacity of these services together with the time difference between the commuter peak and the airport peak meant that the effect should be fairly minimal.

After a vote of thanks to the three speakers for a fascinating and detailed presentation, the audience expressed its warm thanks in the usual manner.

John Baggs FCILT

Left: The 1990s brought innovation to Gatwick, including the Pier 6 bridge
Forums

Retail Logistics Forum

Sainsbury’s site visit

The Forum had a fascinating visit to J Sainsbury’s Distribution Centre at Hams Hall near Birmingham. The subject of the event was Sainsbury’s logistics network development and sustainability, and it was hosted by Chris Marrow, Director of Logistics, and some of his team, including Nick Davies, Head of Transport and Sustainability, and Paul Woods, General Manager of the site. This event had been rescheduled from May when one of the Sainsbury’s sites in the south suffered from a fire incident. Chris Morrow said he was pleased with the way the site had recovered so quickly, due to the excellence of the team around the company’s network. The delegates were a good mix of seasoned logisticians with a sprinkling of students, particularly from Nottingham University.

The session commenced with a welcome from Chris Marrow who gave us a quick picture of his over 25-year career in retail logistics both with grocers (Safeway, Morrisons and Sainsbury’s) and 3PLs (TDG and Salvesen). He followed this by sharing the short history of the Forum, which kicked off two years ago with the aim of promoting retail logistics as a discipline and as a career for younger people in the sector. Andy Banks, John Boulter and Ana Walker from the Forum committee were also at the event and they discussed some of the aims of the Forum, especially in relation to questions about diversity, attracting and retaining talent and mentoring schemes.

Chris Morrow shared a great story of how the Sainsbury’s Logistics Team is helping its business face into the challenges of a rapidly changing market place driven by external disruptors in the form of food deflation and customer shopping habits, particularly around convenience, and also the proliferation of mobile technology. He told the audience about Sainsbury’s goals and how his team used a Logistics Steering Wheel with balanced KPIs in the areas of Customer, Colleagues, Network Capability & Resilience, and Efficiency in order to improve overall performance. He described how the team had reconfigured the logistics network to cope with the huge growth in the convenience store format over the last decade: and had done it in a fashion whereby all the service, cost and, most importantly, the safety measures had all shown improvement. He finished by showing the activities undertaken to engage the colleagues who work in the Logistics Division.

Nick Davis presented Sainsbury’s 20x20 Strategy and how the Logistics Team was playing its part in delivering against carbon reduction commitments. He explained Sainsbury’s innovation in terms of aerodynamics, fuel efficiency, waste solutions and vehicle design, particularly a vulnerable road-user vehicle that it has developed for use in urban areas. He also shared what he saw as the future challenges and opportunities in relation to the green agenda.

The centrepiece of the event was a tour of the distribution centre – ambient and chilled, conventional wide aisle and sortation environments – and the resource recycling unit, and a look at the vulnerable road-user vehicle. Paul Woods and his team were very informative and knowledgeable about the distribution centre operation.

The session ended with an excellent supper and a roundtable discussion about what delegates had seen and about the role of the Forum. On behalf of the Forum, thanks go to Chris Marrow and the Sainsbury’s Distribution Team for a great visit.

Further information about future events, if you have any suggestions or would like to become part of the steering committee, contact: Ana Walker, CILT. Email: ana.walker@ciltuk.org.uk

John Boulter FCILT, Retail Logistics Forum
AIDF Global Disaster Relief Summit

The seventh annual AIDF Global Disaster Relief Summit was held in Washington D.C. on the 10th and 11th of September at the Ronald Reagan Building and International Trade Center. The two day summit had more than 350 participants representing NGOs, UN agencies, donors, governments, military personnel, academia and the private sector.

Starting with Dmitri Dovgopoly, the director of the UN Procurement division addressing updates on UN Procurement such as procurement volume of the entire UN doubling in the last 5 years; the UN is to buy more goods and services than ever before.

The first panel moderated by Carlos Carrazana, Executive Vice President & Chief Operations Officer at Save the Children USA, brought a wealth of practical experience and in-depth understanding of laws, rules, contracting terms, procurement procedures, accounting and audit procedures.

The conference was then split into two parallel streams, with security and logistics in one room and Health and WASH in another.

The security and logistics panels concentrated on Security and Stability in the Middle East & Africa moderated by Andrii Nebrat, Director at Ukrainian Helicopters, Best Practice for Getting Supplies into Areas of Reduced Infrastructure presented by Becky Turner, Consultant at the Humanitarian Logistics Association. The last panel in this stream discussed Operational Efficiency & Supply Chain Management.

During the Best Practice for Getting Supplies Into Areas of Reduced Infrastructure panel, difficulties with logistics delivery in developing countries at the time of disaster were assessed ranging from customs clearance to last mile distribution. Presenters explained their current solutions and a few of their challenges. Participants were interested to hear more of the difficulties from the humanitarian agencies so Igor of IRD was able to shed light. Customs procedure initiatives worked on by OCHA and UNCTAD were discussed as well as ‘The Future of Humanitarian Logistics’ humanitarian practice network paper being published by ODI this year to highlight policy that could be changed to improve the delivery and effectiveness of humanitarian logistics in the next ten years.

The first Health and WASH panel on Reducing Health Consequences During Emergency Situations discussed current health threats during and after emergencies and the best practice to overcome them. This was followed by panels on Best Practice and Innovations for Emergency WASH and Lessons Learned from the Ebola Outbreak highlighting the need for strong emergency medical coordination between governments and NGOs.

Informal roundtable discussions on both days allowed audiences to share their experiences with the group or ask more specific questions and then conclude the first day with panel discussing Strategic Partnerships & CSR Models.

During the networking breaks and lunches the audience had the opportunity to explore the exhibition area with stands from Global Fleet Sales, Danimex Communication, Inmarsat, Butyl Products, Ebury, NRS International/NRS Relief/TANA Netting/Flexxyway Solar Solutions, Volga-Dnepr Airlines, TOYOTA Gibraltar Stockholdings, Iridium Satellite, Greenshields Cowie & Co, MPowered, TATE Global, Red Rose, GlobalCorps, OECD, Air Partner, ARPA, Ukrainian Helicopters, CTG Global, JSI; the International Association for Public Health Logisticians and UN Development Business, ARPA, Biomerieux, BakerHostetler, Motorola Solutions, Satcom Direct, Palladium, BDO, E-geos, MinXray, Ford and Earth Networks.

The second day at the Ronald Reagan Building & International Trade Center offered panels such as Innovations in Emergency Coordination & Social Networks, moderated by Keith Robertory, Director of Disaster Logistics Support at the American Red Cross. By 2020 there will be 2.9 billion smartphones in the developing world; use of digital aid will become an ever more increasing strategy for aid response. This panel was again followed by split parallel sessions in ICT & Data and then Field operations. The discussions included panels focused on Better Communication with Communities highlighting the importance of communicating in a disaster and Electronic Payment Models for Aid Operations that emphasized the trend and need for digital payments during and after an emergency where access to actual money can be difficult.

The Field Operations stream looked at Safety of Crisis-Affected Population and Shelter Assistance and Post-Disaster Settlement Planning. Concluding with the last expert panel of the summit in Taking a Human-Centered Approach to Relief and Recovery Programs, examining a holistic approach to aid delivery to better address community needs and rights.

Elizabeth Zimmerman, Associate Administrator of the Office of Response & Recovery at the Federal Emergency Management Agency, closed the summit with a passionate keynote speech about FEMA’s strategy and the importance of partnerships and collaboration. This very much summed up the objective of this summit: bringing together all stakeholders from different backgrounds and organizations to improve disaster relief and management globally.

Brent Anderson, United Nations Development Business, said: ‘This year’s summit was an excellent networking and learning opportunity for us. The speakers were informative and engaging. There was a wide range of practitioners and officials which provided a very well rounded summit with players from government, aid organizations and the private sector. We have made contacts that should prove most valuable to us in the coming months’.

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Business Unit Director
Flexible location

£130,000pa + executive benefits

We are currently in the process of identifying senior logistics professionals for the role of Business Unit Director with a highly specialised third party logistics provider. In order to ensure that our client is able to differentiate itself from the competition the successful candidate will need to be able to provide high quality strategic direction along with Account and Project Management to both existing and new clients.

You may well be a senior logistics executive currently working for a blue chip retailer or manufacturer with experience in a number of different businesses whose skills and experience are truly world-class. Essentially, you will have advanced change management skills as you will be expected to deliver change programmes for the client base and also to develop the capability and culture of the business itself. Moreover, you will understand the technology that is available to drive improvements in warehousing and transport operations. As a member of the operating board you will contribute to the business as a whole with a particular emphasis on creating a culture of continuous improvement and customer satisfaction.

We look forward to hearing from candidates who can rise to the challenge of breaking the mould and preconceptions of the role of Business Unit Director. If you feel that you are this sort of individual then we would be keen to hear from you. In the first instance please forward your CV to leigh.anderson@bis-henderson.com

Ref: J6618

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Regional Manager
UK-wide

To £100,000pa + benefits

This is a specialist 3PL with a large national network of Distribution Centres and a dedicated transport fleet. The client portfolio includes a mix of clients that are predominantly from the retail, food manufacturing and consumer goods sectors.

In this role you will take ownership of a large estate with a considerable number of staff based at various sites across the UK. The contract covers both warehousing and transport and is a secure, long-term piece of business. Your role will be to ensure that the client continues to receive high standards of service as well as looking at innovation and the introduction of best-in-class practices. You will manage a significant P&L and work closely with your client to drive cost savings and operational efficiency improvements across the network. Clearly you will have a deep understanding of operations and a background in multi-site management but most important will be your ability to lead and engage large, geographically dispersed teams.

This successful organisation is growing and highly profitable so opportunities for personal and career development are excellent. In fact this position is part of a succession plan for the Logistics Director role and as such candidates definitely need the drive, ability and ambition to progress into more senior roles. Given the wide spread of sites extensive travel is to be expected, however your home-base can be anywhere in the UK. CVs to leigh.anderson@bis-henderson.com

Ref: J6178

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For further opportunities log on to www.bis-henderson.com
### General Manager
**South Yorkshire**

**£75,000pa + benefits**

This is one of the UK's largest retailers and in this role you will assume complete operational and P&L responsibility for one of their flagship DCs. You will be expected to deliver ever-improving service levels while driving down costs, engaging and leading a committed team and playing a key part in the development of the network. Candidates need a strong warehousing and transport background along with the gravitas required to engage with a large workforce. Product volumes have increased so the key element of the role is the ability to plan ahead and deliver an agile operation that is responsive to customer demands, seasonal trends and on-going growth. You will be committed to delivering high levels of customer satisfaction, have the capacity to identify areas for improved productivity and will be an advocate of CI. We are keen to hear from accomplished operators with strong leadership qualities. CVs to leigh.anderson@bis-henderson.com

Ref: J6677

### Head of Procurement
**Nottingham or Northampton**

**To £60,000pa + benefits**

In this role you will be responsible for developing the UK procurement function of a leading logistics business. Your main objective will be to achieve the most cost effective procurement of goods and services whilst considering the full end-to-end supply cost and ensuring compliance, service levels and quality are maintained. You will develop and implement the procurement strategy along with effective procurement processes and procedures. Essentially, you will have a strong technical awareness of procurement methodologies and will be either a qualified procurement professional with significant experience gained within an operational organisation or a logistics professional with hands-on experience and knowledge of procurement practices. Strong influencing skills, good people management abilities and the aptitude to develop a strong procurement best practice culture are a given. CVs to paula.oreilly@bis-henderson.com

Ref: J6657

### Managing Director
**Hampshire**

**£70,000-£80,000pa + benefits**

This organisation specialises in the supply, maintenance and repair of industrial equipment. It has a complex supply chain of sub-contractors, equipment manufacturers and distributors. Your role will be to galvanise and engage your team and push even higher levels of customer service. Key focus will be sales, marketing and business development; particularly in relation to the introduction of new lines of service. You will have a very high degree of independence, own the P&L and be expected to take full responsibility for all aspects of the business. Candidates need a broad background in general management; knowledge of a technically-based industry would be of great advantage. Strong leadership skills are crucial. You will be a charismatic, energetic and motivational manager who enjoys being close to your staff and continually thinks of new methods of employee engagement. Please forward your CV to leigh.anderson@bis-henderson.com

Ref: J6668

### Project Manager
**London**

**£35,000-£45,000pa + benefits**

Due to continuing growth, this successful logistics software company seeks a hands-on Project Manager to take responsibility for the day-to-day running of a portfolio of customer IT projects. You will ensure that all projects are delivered on-time and within budget. We seek technically-minded and analytical candidates who can analyse and review proposals, provide appropriate solutions to problems, make logistical decisions and act as a key link of communication between the various teams. Candidates must have previous experience in implementing and developing systems including an involvement in communicating technical requirements to internal Developers and Consultants. A background in Supply Chain and Logistics is highly desirable and a working knowledge of ERP or WMS systems would be beneficial. If you feel you have the skills and experience required for the role then please send your CV to amber.scahill@bis-henderson.com

Ref: J6696

### Head of Supply Chain Planning
**Bath**

**£70,000-£75,000pa + car allowance + benefits**

In this role you will take responsibility for the management of the Supply Chain Planning function of a well-known retailer; ensuring that it is a fully integrated platform across the business and continually evolves to support strategic development. You will create and manage the plan for the end-to-end supply chain flows whilst optimising product availability and capital outlay. You will be responsible for inspiring and leading a team of Planners, ensuring their on-going development through performance management, succession planning and various talent schemes. Candidates need substantial experience in managing a Supply and Demand function and a familiarity with Supply Chain Planning software coupled with strong analytical proficiencies, effective influencing skills and excellent people management abilities. If you have the skills needed to succeed in this pivotal role send your CV to rachel.backshall@bis-henderson.com

Ref: J6654

### Interim Red Prairie Configuration Manager
**UK-wide**

**£400-£425 per day + expenses**

We seek an IT professional with strong Red Prairie Dispatcher or Discrete configuration skills for a leading logistics organisation with several sites spread across the UK. This business provides true end-to-end supply chain solutions across numerous sectors such as transport, retail and fashion. You will join a successful team to assist with the configuration/implementation of Red Prairie Dispatcher or Discrete and support the roll-out of Red Prairie across several sites. Essentially, you will be a good communicator and have previous experience of Red Prairie Dispatcher and/or Discrete. If you feel that you can come armed with the skills and experience needed to succeed in this role then we would like to hear from you. Kindly note, applicants that do not have Red Prairie experience will not be considered for this role. This contract is expected to last for 8 months but may possibly be extended beyond that. CVs to shaf.ali@bis-henderson.com

Ref: J6694

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Angel Springs is the UK’s leading and fastest growing company within the water cooler industry. Due to continued growth leading to the opening of new locations; we are looking for two new Managers to join our dynamic management team.

Regional Service Centre Manager

This person will be responsible for the largest and most profitable region within Angel Springs and will be responsible for all locations within the region, currently situated in Kent, London and Hemel Hempstead.

We are looking for someone with experience in managing a multi-site logistics business within the Home Counties who must be experienced in managing over 35 drivers and having full budget responsibility.

The individual will be self-motivated, articulate and numerate. We would expect the person to hold a National CPC and be educated to degree level.

The position will report to the Operations Director and will have an excellent salary circa £40k to £50k plus other benefits, including car allowance.

Service Centre Manager

This individual will be responsible for our Hemel Hempstead service centre, the largest and most profitable location within Angel Springs.

We are looking for someone with experience in managing a team of over 30 employees, mostly multi drop drivers, together with a combination of warehouse and admin staff.

Ideally the individual will hold a Driver’s CPC and also hold a certificate/diploma in logistics.

The position will report to the Regional Service Centre Manager and will have an excellent salary circa £30k to £33k and other benefits.

Both positions are based in Hemel Hempstead, Hertfordshire.

Please post CVs to:
FAO Richard Blackwell Angel Springs Ltd, 5 Swallow Park, Finway Road, Hemel Hempstead, Herts, HP2 7QU
rblackwell@angelsprings.com

Norse Commercial Services have a vacancy for a Commercial Director of Transport. The successful applicant will lead and oversee the delivery of passenger services, fleet management and assistive technology provision via a team of managers and supervisors.

With in-depth knowledge of O-License law, you will be equipped to oversee the company’s Passenger ‘O’ Licence and monitor other ‘O’ Licence activities across the group including Goods Licences. You will have substantial senior management experience, preferably within a local government environment, and a strong strategic and planning focus.

Having worked at senior level for some time, you will be able to develop and maintain a strong culture in the delivery of excellent customer service and responding to change. You will commercially aware and adept at identifying business opportunities, preparing bids for new business opportunities and managing budgets.

Finally, you will contribute to the overall strategic direction of Norse, taking a leadership role in; Investors in People, Sustainability Agenda and Emergency Planning.

CVs should be emailed to: ncs.recruitment@ncsgrp.co.uk
by the 30th November 2015

Commercial Director Transport

Circa £70,000 plus benefits
Operations Manager

Site: BMW Pineham
Core Days & Hours: Core business working hours but you will be expected to be flexible
Salary & Benefits: Circa £50,000.00 per annum, 10% Performance Related Bonus, 25 days annual leave per annum, Company Pension (matched up to 5%), Standard Single Private Medical Cover

Great Bear are a leading 3rd party UK logistics business providing a nationwide service to international blue chip clients; managing over 4.5 million sq ft of warehousing and operating a modern commercial vehicle fleet, across 30 sites. Our approach is based on always keeping our promises and delivering solutions our clients require, not solutions we want to sell.

The Role
Reporting to the General Manager for the whole of the BMW contract, this is a senior managerial position with overall management responsibility for the main BMW Warehouse operation.

Key Responsibilities
• Responsible for all operational activities on site.
• Ensure all KPI’s are met to consistently meet the customer’s expectations.
• Strive for continuous improvement and introduce new innovative ways of working.
• Recruit, manage, develop and train your management team.
• Ensure favourable employee relations and all personnel issues are dealt with in a legal and timely manner.
• In conjunction with the General Manager, ensure that accurate financial targets are set and met.
• Assume responsibility for managing Health & Safety.
• Engage with the customer and its representatives based on site.
• Manage Great Bear’s relationship with BMW’s on site 3PL transport providers.

The Person
Educated, ideally to degree level, with a proven track record within the 3rd Party logistics sector; this is not a first appointment for an Operations Manager and the essential attributes are:
• A demonstrable track record in managing high volume, high service driven warehouse operations.
• Ability to think and work both strategically and operationally.
• A successful builder and leader of large and diverse teams.
• Experience of CIP, ideally including formal programmes such as Kaizen, Six Sigma and Lean would be advantageous.
• Excellent communication skills.
• Previous knowledge and experience (in the automotive industry would be an advantage)

Please send a covering letter, including details of your current salary and benefits package along with a copy of your CV to:
Email: human.resources@greatbear.co.uk
Closing Date: Friday 13th November 2015
Applicants should be available for interview on Tuesday 24th November 2015

Mayer Brown is a successful and rapidly growing Transport Planning, Infrastructure Design & Environmental consultancy based in Woking, with offices nationwide.

Our quality staff are integral to delivering the best service possible and building on our success—that is why we invest in our people.

Mayer Brown is looking to recruit talented, self motivated and driven CAD Technicians and Transport Planning professionals with suitable experience or qualifications, at Graduate, Principal, Associate and Technical Director levels across all of our offices. Successful candidates will have the opportunity to build their own team and benefit from rapid career progression opportunities.

We offer a competitive salary, plus a pension scheme, health insurance and allowance, with a generous holiday provision. Mayer Brown offers a friendly, supportive, working environment where each individual’s contribution is recognised and rewarded.

If you would like to join the Team, please send your CV to Vera Lamont at vlamont@mayerbrown.co.uk or call on 01483 750508 for an informal chat. Mayer Brown is an equal opportunities employer.
Wanted – found:
The right solution to optimise your supply chain.

Learn about partnership best-practice in global trade and logistics. Request your personal online demo: www.aeb.com/demo.