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# Driver welfare report

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# Foreword



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



# Driver facilities are a sign of respect



Left: Jenny says that if facilities are not provided, it tells potential drivers all they need to know about what the industry thinks of them

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.



Above: The job of a driver can be unhealthy enough as it is and many drivers will opt to choose a company that supports them in staying healthy

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

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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!



Above: Drivers who do European work say that facilities on the continent are vastly superior

### 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.



Above: A cultural change is needed to the way we think about the role of a driver

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

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Left: Right to left: Paul Downey; Major Keith Taylor, Officer Commanding Military Transport Management Squadron; and Shah Wright, Director of Operations and Sales, Deflog VQ Trust and TIR Training

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 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.



Left: The army recruits drivers in their late teens and early 20s, a move the logistics industry could follow to battle the shortage

**FURTHER INFORMATION**

Further information, website: [www.tirtraining.co.uk/blog/cultural-change-needed-to-tackle-lgv-driver-crisis/](http://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

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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



Left: Could the 1978 BBC documentary, Destination Doha, have made the industry more appealing to those drivers who are now in their 50s?

Table 1: Office for National Statistics Labour Force Survey statistics

Age band	LGV Drivers	
	2015	Change compared with 2014
16-24	4,721	-1557
25-34	41,459	2931
35-49	121,671	7039
50-64	118,388	865
65+	12,978	3139

Table 2: Statistics with age band averages

Age band	LGV Drivers	
	2015	Average per year of age band
16-24	4,721	Not calc
25-34	41,459	4146
35-49	121,671	8111
50-64	118,388	7893
65+	12,978	Not calc

Table 3: FTA Driver Qualification Card figures

Age	DQCs issued	
	(LGV Full)	Average per year of age band
18-24	5,244	Not calc
25-34	37,324	3732
35-44	64,306	6431
45-59	175,198	11680
60-64	30,336	6067
65+	13,419	Not calc

Table 4: Changes to LGV driver numbers

Age band	LGV Drivers		
	2013	2014	Change
16-24	7,364	6,278	-1,086
25-34	21,990	38,528	16538
35-49	127,292	114,632	-12660
50-64	93,363	117,523	24160
65+	8,944	9,839	895





Right: Statistics from the DfT show that over 30,000 LGV test were passed in the year 2014/15



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.

Improving facilities at distribution centres for drivers must be considered by logistics companies to ensure the future of drivers



#### FURTHER RESOURCES

The FTA documents are available, websites:

[www.fta.co.uk/\\_galleries/downloads/events/driver\\_crisis\\_delegate/session\\_1\\_theo\\_de\\_pencier2.pptx](http://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](http://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](http://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.

Ian Humphrey, LDT Lead Trainer, mentoring drivers with training that is bespoke to the Crossrail project



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

## AUTHOR

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Above: LDT engages with all drivers in productive discussions and debates about the challenges they face driving in London

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 material 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

*'This is just a short email, after returning to work this morning, to express my sincere thanks on inviting me to the driver training. I thought the course was excellent and both you and Ian must be given credit to the way that you changed the drivers' entrenched views around in a very short time. I did leave feedback but would like to reiterate that this was most possibly one of the best one day courses I have ever attended.'* Stakeholder Manager, Balfour Beatty – Major Projects

*'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.



Above: Crossrail explored additional vehicle safety equipment to include in all contracts, along with introducing FORS Bronze membership



# Rise of the supercontractors as logistics skills gap widens



95% of recruitment bosses have seen an increase in demand for temporary and contract roles

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

## SECTOR HIGHLIGHTS

Supply Chain

Freight Forwarding





Companies may find it more efficient to train staff and develop the desired skills in-house

## 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.

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.



Above: New immigration laws are set to narrow the pool of available candidates, which will further impact the skills shortage





# 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.



**Above:** From the boardroom to the receivers everyone in the supply chain has a responsibility to ensure the driver's job in a safe and reliable manner

Fatigue is the gradual decline of physical and mental alertness that leads to drowsiness or sleepiness.<sup>1</sup> 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.<sup>2</sup> 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 despatchers, 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.<sup>3</sup>

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

## AUTHOR

Greg Braun

## SECTOR HIGHLIGHTS





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.

#### REFERENCES

1. North American Fatigue Management program. [www.nafmp.com/en/](http://www.nafmp.com/en/)
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/>

#### 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.

Website: [www.c3solutions.com/lp/understanding-chain-of-responsibility-in-the-supply-chain-2/](http://www.c3solutions.com/lp/understanding-chain-of-responsibility-in-the-supply-chain-2/)

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# Driving change in logistics



## SECTOR HIGHLIGHTS

- Supply Chain
- Transport Planning
- Freight Forwarding

Instead of only looking for experienced drivers Martime 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.'



Left: It is estimated that the UK haulage industry needs an additional 45,000 drivers

### 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.'