A pioneer for planning

Michèle Dix

on meeting future transport needs, raising the profile of our profession and the need for a diverse workforce
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Shortly after I accepted the role of Chief Executive at CILT (hindsight is a wonderful thing), I was invited to attend the 2015 CILT Annual Awards for Excellence. I felt honoured to be a part of this celebration of achievements by individuals, teams and organisations across our profession and was delighted to be able to join the guests this year for the 2016 event.

The CILT Annual Awards for Excellence are designed to encourage and recognise the highest standards in our profession and are one of the rare opportunities for the practitioners to take time out to celebrate the great work, collaboration and innovation of individuals and organisations. Now in its 17th year, we were overwhelmed with the quality of entries across our sectors, and our judging panel had a particularly difficult task of choosing this year’s finalists and winners.

Within the profession that CILT represents through the diversity of the membership, we are not always the first to shout about our successes. The work that we do underpins the economy and impacts directly on people, society and the environment, on business profitability and economic growth. Every sector within the economy relies on effective infrastructure, systems, processes, information flows and organisations and additionally has to manage this within ongoing expectations of lower costs, greater flexibility and higher service. This work remains largely unrecognised and we rarely take the time and effort to communicate this to our colleagues, the public or even our friends and family. ‘Doing the job well’ is for many of us the key measure to our success.

Annual awards ceremonies give us the opportunity to celebrate our achievements, and it is with great pleasure that we hold our awards ceremony to recognise the great work that our profession does. However, I want to stress the importance of relaying this message every day: to those in education considering their career choices, to potential recruits and to those making their first steps in their career. As I said recently to students commencing their studies: ‘Tell your parents and friends that you are not just entering a good industry, but also a great profession.’

We will not succeed in attracting, retaining and developing the talent and skills we need if we fail to communicate what a great place it is to be. Here at CILT, we are developing initiatives to promote the opportunities in this profession, to those considering options either during their education or a career change and for those who influence such decisions, but it is also up to all of us to champion our successes every day and to communicate them to our peers, friends and the public at large.

It is during an event such as the CILT Annual Awards evening that you recognise that many of us are proud of what we achieve in challenging circumstances. It’s time that we started to communicate that and to strengthen our profession by promoting the vast opportunities in this sector.

Kevin Richardson FCILT, Chief Executive, CILT

Communicating our success
I attended the recent CILT Annual Rail Lecture and was thrilled to see such a varied group of professionals in attendance. Sir Peter Hendy gave an engaging lecture on the future of our railways and you can read a full report on page 21.

Sir Peter admitted that the industry has an image problem when it comes to attracting and retaining a young, diverse workforce and that we must all do more to represent our profession in a positive light.

It is important today that any workforce reflects the environment it serves, and logistics and transport is no exception. This is a philosophy that is echoed in this month’s cover story as Michèle Dix states: ‘A more diverse workforce is a more efficient workforce.’ An organisation that promotes and encourages a diverse workforce is an organisation that can interact with and provide for a variety of customers’ needs. We live in a diverse world and we are better connected to that world if we reflect it in our workforce.

With diversity comes greater innovation and creativity and increased skillsets. We need a diversity of perspectives, experiences, cultures, genders and ages to increase productivity and efficiency in this sector. Innovation, creativity and productivity are paramount to the success of our fast-moving sector, which is why we must all celebrate, embrace and encourage the power of a diverse workforce.

Melanie Stark, Editor  
melanie.stark@ciltuk.org.uk

HOT TOPIC
As we go to press a decision on airport expansion in the UK is expected to be made in the coming days. Whatever the decision, we will be publishing full analysis in the next edition of Focus.
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From the worlds of logistics and transport

Institute news

Palmark goes international

The Institute’s Public Authority Benchmarking Club, Palmark, is in celebratory mood, as New York City has become its first international member; and Tottenham-based O’Donovan Waste Disposal is to extend its sponsorship of Palmark to a second year.

In 2014, New York City’s Mayor de Blasio adopted Vision Zero, a comprehensive effort to reduce traffic fatalities and injuries on city streets. New York is leading wide-scale traffic safety initiatives, including lowering the speed limit, improving street design and toughening enforcement. Through Vision Zero, all New Yorkers are encouraged to join the public conversation on street safety and to do their part to safely share the roads. The city is also a national leader in fleet operations including areas of efficiency, sustainability, preparedness and safety.

Jacqueline O’Donovan, Managing Director, O’Donovan Waste Disposal, says: ‘As a Gold Corporate Member, our continued support of Palmark reflects our tireless commitment to the highest operating standards possible. As a FORS Gold operator, we value the benefits of benchmarking. As part of our FORS accreditation, we constantly evaluate multiple aspects of our business to compare industry averages. By continuing to sponsor Palmark, we hope more public sector fleets will get involved in this worthy benchmarking club, share best practices and pursue operational excellence at every opportunity.’

Further information, contact: Graham Sheen, Business Services Secretary (Benchmarking). graham.sheen@ciltuk.org.uk

Thankyou, Aspire

Carol Gaiger has passed her HGV Class 2 Practical Driving Test and has written to the Institute to say thank you for the funding she received from Aspire. She started her training with Melmerby Training Services, but also practised on an off-road simulator with Transline. She received a lot of support from local haulage company Alfred Hymas and is waiting to hear if there is a job vacancy there for her.

She says: ‘Now that I am getting a better understanding of how the transport industry works, seeing the ongoing costly training requirements, CPC, EPIC and other cards needing to be renewed every five years, medicals, the lifestyle, on-the-road facilities, working hour requirements and conditions, I can see why the investment for some potential new drivers is not worth the return. I now know why there is a reported driver shortage! I would like to thank Aspire for supporting my funding application and giving me the hand I so desperately needed to start a brighter future career at the grand old age of 51.’
CILT Annual Awards for Excellence 2016

Hundreds of the UK’s leading professionals in transport, logistics and operations gathered in London for the CILT’s Annual Awards Dinner on Thursday 27th October.

The following companies and individuals were celebrated:

- Development of People: Reading Buses
- Environmental Improvement: United Parcels
- Freight Transport Best Practice: Jaguar Land Rover
- Information Management: Labyrinth Logistics
- Journalist of the Year: Paul Clifton
- McKibbin Research Award: Amy Harhoff, Transport for the North
- Operations Excellence: Auto-Rescue Logistics
- Passenger Transport Best Practice: Swansea University & First Cymru
- Safety: Andrew Drewary Consultancy and Owens Group UK Ltd

Student of the Year: Lisa Sweeney
Supply Chain Innovation: Argos
Transport Policy and Planning: Transport for Greater Manchester
Vulnerable Road-Users’ Safety: Hertfordshire Road Safety Partnership
Warehouse Operations: Culina & General Mills
Young Manager of the Year: Joshua Start: Wilson James
Sir Robert Lawrence Award: Professor Alan Braithwaite FCILT, Chairman, LCP Consulting

A full report will be in the next issue of Focus.

Success for CILT at Fleet Safety Awards

The Institute’s Transport and Logistics Safety Forum was highly commended for the Fleet Safety Partnership Award at this year’s Fleet Safety Awards. The award celebrates the partnership of a fleet service provider with another organisation that has delivered the most outstanding results to improve fleet safety.

The Forum was commended for its work in creating a short film highlighting the need for logistics and transport companies to work together and put road safety at the top of the business agenda. The Institute has gone on to develop its film: Our vehicles, our safety, our responsibility: improving road safety for vulnerable road-users, by converting it into an interactive training programme that is now incorporated into all FORS, ROSPA and other high-profile training courses.

There was further success for the Forum: Alison Moriarty CMILT, Fleet Risk & Compliance Manager, Skanska, was the winner of the Road Risk Manager of the Year Award; Dr Will Murray FCILT, Research Director, eDriving FLEET, was part of the team that collaborated with Nestlé Italy and Zurich Insurance to win the Fleet Safety Partnership Award; and Andrew Drewary CMILT, Andrew Drewary Consultancy, was also recognised at the prestigious event.

CILT Golf Society

For the third year in a row, CILT Golf Society members and guests enjoyed golf on three of Belgium’s finest courses during the annual tour organised splendidly, as usual, by John Winter.

The winners were: Royal Hainaut Golf Club Singles Stableford, Paul Beever (36 points); Team Competition (81 points) – John Maguire, Chris Wall, Mike Carey (81 points); Royal Antwerp Golf Club Singles Stableford, Cameron Grant (40 points). Overall Tour Trophy Winner was Cameron Grant (106 points).
Self-driving vehicles in public

The Transport Systems Catapult (TSC) in Milton Keynes has tested its self-driving vehicles in public for the first time in the UK. The demonstration of a UK-developed autonomous driving system marked the conclusion of the LUTZ Pathfinder Project, which has been developing the technology for the past 18 months. The project team has been running a number of exercises in preparation for the demonstration as part of the LUTZ Pathfinder project, including virtual mapping of Milton Keynes, assessing public acceptance, conducting the necessary safety planning and establishing the regulatory environment with the support of Milton Keynes Council.

The autonomy software running the vehicle, Selenium, was developed by Oxford University’s Oxford Robotics Institute and integrated by Oxford University spinout company Oxbotica on an electric vehicle. Selenium uses data from cameras and LIDAR systems to navigate its way around the environment.

The vehicle demonstration took place on pavements around Milton Keynes train station and business district. In the future it is expected that vehicles like those demonstrated in Milton Keynes will be used for local transportation in urban areas.


Historic agreement to mitigate aviation emissions

Government, industry and civil society representatives have agreed on a new global market-based measure (GMBM) to control CO₂ emissions from international aviation. The historic move came as the plenary session of the UN aviation agency’s 39th assembly agreed to recommend adoption of a final resolution text for the GMBM.

ICAO’s Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) is designed to complement the basket of mitigation measures the air transport community is already pursuing to reduce CO₂ emissions from international aviation. These include technical and operational improvements and advances in the production and use of sustainable alternative fuels for aviation.

Implementation of CORSIA will begin with a pilot phase from 2021 to 2023, followed by a first phase, from 2024 to 2026. Participation in both of these early stages will be voluntary and the next phase from 2027 to 2055 would see all states on board. Some exemptions were accepted for least developed countries, small island developing states, landlocked developing countries and states with very low levels of international aviation activity.
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Designating a major road network for England

Thousands of miles of England’s more important A roads are at risk of not being up to the task of supporting their regional economies.

Currently 4,200 miles of England’s motorways and A roads – the Strategic Road Network (SRN) managed by Highways England – are benefiting from a £15 billion five-year improvement programme and a new regime for long-term planning. However, a new independent study for the Rees Jeffreys Road Fund identifies another 3,800 miles of council-controlled A roads in England that also deserve special recognition because of their importance to the economic wellbeing of regions and the country as a whole. These roads are losing out because many of the local authorities struggle for funds as their budgets continue to be squeezed.

Putting these local authority A roads alongside the SRN forms the 8,000-mile Major Road Network, a new concept network with the connectivity and broad geographical scope to meet the needs of business across the country. This network carries 43% of England’s traffic on just 4% of road mileage.

In the report: A Major Road Network for England, authors David Quarmby and Phil Carey see no need to transfer control of these additional A roads to Highways England. However, the report argues that while these roads remain under local authority management, they need long-term planning and funding commitments comparable to those now in place for the SRN. The new devolved organisations coming into being, such as Transport for the North and Midlands Connect, can do much to make this longer-term planning effective.

From 2020, Highways England is expected to be largely funded from a new National Roads Fund, which should receive over £5 billion a year from Vehicle Excise Duty in England. The Rees Jeffreys report suggests that some of the National Roads Fund money could also contribute to improving those local authority roads designated as part of this Major Road Network.

The main study report and the report summary are available: www.futureroadsengland.org and www.reesjeffreys.co.uk/transport-reports
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<td>Wakefield</td>
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There is always a Waberer’s truck nearby
Palletline acquires Mike Watson Transport

UK palletised distribution network Palletline has acquired East Hampshire based haulier Mike Watson Transport. Palletline will retain the Mike Watson Transport brand and will work in collaboration with the existing management team.

Further information: www.palletline.com

Clearpath Robotics to expand indoor self-driving vehicle market

Clearpath Robotics, which provides self-driving vehicle solutions, has announced the completion of a $30 million investment led by iNovia Capital with participation from Caterpillar Ventures, GE Ventures, Eclipse Ventures, RRE Ventures and Silicon Valley Bank.

Clearpath will use the funding to grow the company’s industrial division, OTTO Motors, which was launched in 2015 to focus on self-driving vehicles for material transport inside manufacturing and warehouse operations.

Matt Rendall, CEO, says: ‘Factories operate like small indoor cities, complete with roads, traffic, intersections and pedestrians. Unlike city streets, a factory floor is a controlled environment, which makes it an ideal place to introduce self-driving vehicles at scale. The market for self-driving passenger vehicles will be over $80 billion by 2030. We believe the market for self-driving materials handling vehicles will be equally significant.’

Manufacturers need flexible and efficient automation more than ever due to rapidly changing market demands. The USA alone anticipates a shortage of more than two million skilled manufacturing workers over the next decade. Meanwhile, consumers are increasingly demanding ethically sourced, domestically made products. Self-driving indoor vehicles help fill the labour gap while providing manufacturers with a way to keep or return operations onshore.

We discuss why logistics and transport makes Christmas the most wonderful time of the year in our retail logistics special.

CILT Annual Awards report

Bus hopper tickets and the future of oyster

The journey towards omni-channel retailing

Terry Murphy, Director, National Distribution Centre Operations, John Lewis interview
The conversation

IOM merger

I read with great interest that the merger between the CILT and IOM has gone through. As a Global Operations Director with responsibility for global supply chains and manufacturing and a background in logistics and transport, and a member of both Institutes, I think this is great news, because the Institutes will be stronger together and will offer the members new opportunities to best exploit the synergies and knowledge now accessible from the joint membership.

Having read Kevin Richardson’s article ‘What is The Chartered Institute of Logistics and Transport?’ – Focus, September 2016 – I would concur that operations professionals are also interested in the movement of goods and people and their associated supply chains: further evidence that a merger is the sensible thing to do. However, for those involved in the manufacturing sector, I would suggest there needs to be mention of creating goods, and I am sure there would be those in the service sector who would argue for creating goods and delivering services. Semantics, perhaps, and I am sure this would have been considered as part of the merger – along with: ‘Should the Institute be renamed the Institute of Operations, Logistics and Transport?’

Either way, it is a good move and there are exciting times ahead for the Institute, with much for everyone to share and learn.

Philip Wingrove CMILT

Heathrow vs Gatwick

I read the article: ‘Heathrow vs Gatwick’ – Focus, October 2016. Both arguments are well founded and there are considerable significant factors to consider. However, I cannot help wondering whether if all cargo flights were directed to the Midlands there would be opportunity to expand passenger capacity at either/both Heathrow and/or Gatwick.

Nigel Green CMILT

SHARE YOUR VIEWS

Email the editor: melanie.stark@ciltuk.org.uk

The editor reserves the right to edit letters before publication.
The following members have been elected to Institute Membership and are now entitled to use the post-nominals MILT:

Jonathan Godzicz, TQMS 2iC, HM Forces (Army)
James Lewis, SHEQ Director, Brogan Group UK Ltd
James Wildt, Network Development & Planning Manager, DHL Homebase
Paul Grey, Network Optimisation Manager, Royal Mail
Victoria Murray, Transport Commissioning & Business Support Manager, London Borough of Merton
Andrew Wilson, Operations Manager, PMC Soil Solutions
Susan Stevenson, Interim Head of Highways and Transportation, Stockport Metropolitan Borough Council

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

Andrew Mercer, Fulfilment Operations Manager, The RSPB
Oliver Leavey, Operations Manager, Conquip Industrial
Sharon Currie, Business Development Manager – Scottish Operation, Forth Ports Limited
Kevin Ford, Director, C H 2 M Hill
Asmamaw Asnakew, Logistics Co-ordinator, Médecins Sans Frontières
Michael McCarthy, Managing Director, Lomist Ltd
Colin Hunter, Transport Manager, Maritime Transport Ltd
Danny Nicholls, Transport Development Manager, East Riding Council
David Tucker, Director, Westminster Waste
Christopher Appleton, Principal Transport Planner, WSP/Parsons Brinckerhoff
Nicholas Jennings, Warehouse Project Manager, Davis Haulage
Barrie Wilson, Regional Manager Van FTA, Freight Transport Association
Ian Reed, Project Manager – Arctic & Upstream, Shell Int’l Trading & Shipping
Ian Simpkin, Maintenance Manager, Enterprise Flexi-Rent
Neil Smith, Head of Warehouse Operations, Dixons Carphone
Andrew Darnton, General Manager, DHL Supply Chain
Alan Holland, Operations HSE Manager, Bin Quraya
David Tomes, Lead Consultant, Pearl Black Limited
Stephanie Bauld, Service Integration Manager, HM Forces (Royal Navy)
Glen Dudman, Project Manager – Global Freight Team, Unipart Logistics

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

Helen Smith, Head of Logistics and Environment, Transport for Greater Manchester
Matthew Deer, Business Unit Director, Uniserve Drinks Logistics Ltd
Martin Bailey, Inspector, MoD
Martin Atherton, Commander Regional Forces, HM Forces (Royal Navy)
Paul Gallie, Director, Port Investment, Asia, APM Terminals Management
Jim Ladybourne, Director Commercial Operations, Fleetsource Ltd
Ian Warr, Engineering Director, Ariva London
Jon Harman, Chief Engineer, Ariva London Ltd
Eamonn Boland, Distribution Centre Manager, Bidvest Logistics
John Burns, UK Transport Manager, CMA CGM (UK) Shipping Ltd
Pete Thompson, Director, Lloyd Morgan Group Ltd
Gerald Edwards, Consultant, Base Logistics Ltd

Email a copy of your CV to the Membership Services Team and they will be happy to advise which grade suits your experience:
membership@ciltuk.org.uk

Take your membership to new heights
Michèle Dix: ‘Uber and autonomous cars do not negate the need for further development in infrastructure investment.’
Described by Sir Peter Hendy as ‘the best transport planner in Britain’, Crossrail 2’s Michèle Dix shares her thoughts on London’s future transport needs, encouraging diversity in the sector and why professional recognition is important for transport planners.

Mel: What influenced you to pursue a career in the transport sector?

Michèle: I did a civil engineering degree and one of the courses that I really enjoyed was the highways course. At the end of my degree I decided to do a PhD in transport planning, which introduced me to spatial planning. I really enjoyed that. At the end of that I decided to apply it and took a job at the Greater London Council as a graduate civil engineer, with the transport planning option towards chartered status. I like the interaction between how people move around and where they live and work.

What is the current timeline for Crossrail 2?

The programme that we are working to is that we did a big consultation last year, we are currently making amends to that consultation and we will be putting it back out to the public in the autumn. Then we will be revising the business case that we have to prepare with the government for a decision in March 2017. Then we hope to get approval to develop the case for Crossrail 2 with the view that we will submit the Hybrid Bill in spring 2019 and get full consent post-election, about 2021, to start building 2022. It is hoped the scheme is built pre 2033 before HS2 phase two at Euston. That timetable is consistent with the recommendation that came out of the National Infrastructure Commission report.

It is expected that Crossrail 2 will cost £27 billion. How do you manage such an enormous budget?

The figure that was submitted to the National Infrastructure Commission for Crossrail 2 is actually £31 billion. What we really want to do is to get that cost down. We don’t want to deliver on that cost; certainly not beyond that cost. We want to ask: how can we deliver the scheme for less? It is an enormous budget, twice as big as Crossrail 1, but at every stage we have to make sure that all components of the scheme are delivering value for money. Not only do we want to keep the cost down, but we also want to drive the benefits up, delivering as much as we can for London and the wider south-east.

What lessons can be learnt from the development of Crossrail 1 that will aid the development of Crossrail 2?

Lots! It’s great that Crossrail 1 is progressing successfully. Many of the things that people were concerned about with Crossrail 1 have been mitigated. People haven’t been as adversely affected as they feared, so the experience has been really great for Crossrail 2.

Other experiences and lessons learned are in terms of ensuring that when we are developing and planning the scheme the growth that can be released by Crossrail 2 is taken into account in the design process. We’re not just thinking about building a railway, but about how we can ensure the growth and opportunities can be realised. That’s making sure that you take into account growth aspects, as well as the railway operational aspects — making sure the front-doors of your stations are facing the right way.

Also, like Crossrail 1, we are very much looking for the value capture that the scheme will create in order to help pay for it. Paying for it is really key; we are in an environment where government is looking for contributions from the wider sector.

You received the Lifetime Achievement Award from PTRC, our partner organisation, in 2014. How has the profession changed during your time?

Enormously, because it now has a status of its own. I was a civil engineering graduate with a transport planning option, so I am a qualified MICE; but back then transport planning was an option, rather than a profession in its own right. PTRC has elevated that. We have a number of people at TfL who are on the transport planning course. Transport planning has a status and we are trying to give it a chartered status, which is a good thing. People who are involved in transport planning benefit from that professional status.

With London’s population expected to grow to 10 million by 2030, do you think Brexit will have an impact on this prediction and therefore your plans?

We have been saying that London is growing for three reasons. One, that we are living longer, Brexit won’t affect that. Two, that we are having more babies. Brexit won’t affect that. Three, that there is more inward migration to London than outward migration. London will remain an attractive city for people to want to come and work and live, and therefore our forecasts on population growth are still in tune with what we need to deliver. It’s not affecting the need for the scheme. Crossrail 2 is not just about dealing with the future. We need solutions now. Crossrail 2 directly addresses the capacity strain on the south-west trains and lack of connectivity on the Upper Lee Valley, in particular, where many more homes could be built. We need Crossrail 2 now. If we could build it now we would, but it will take 15 years to get there.

Is there too great a focus on funding for transport in London and the south-east? Are areas outside of London missing out?

I think there are lots of schemes that need to be progressed outside of London. It shouldn’t be seen that London is getting...
more than it needs. London is an enormous city and it's a growing city. We have done huge amounts to get as many people as possible to use public transport, and we will continue to do that. More is needed.

But what London is doing is looking to help pay for schemes itself. Crossrail 1 looked to get people who benefit from the scheme to contribute towards it, and Crossrail 2 is doing the same. We are not just going to government for the money, but looking to ourselves to see what money can be raised locally to help pay for the scheme. In addition, Crossrail 2 will have a huge impact on the economy, some £102bn net GVA. This will benefit the whole of the UK, not just London. The money will go into the Exchequer’s pot and then be redistributed throughout the UK.

**Does uncertainty over the impact of future technologies, Uber, MaaS etc, make it difficult to plan for future travel needs in London?**

I don’t think so, Uber offers a new way of travelling by car in that you won’t need a private car anymore, but mass transport to move people around London will still be needed and therefore planning for that in the way that we are is the right thing to do. Uber and autonomous cars do not negate the need for further development in infrastructure investment.

**You are an equality and inclusion champion for TfL. How do you think the transport and engineering industry can encourage a more diverse workforce?**

We are doing a lot at TfL. Our 100 Years of Women in Transport campaign has been very successful. We joined forces with other organisations in transport to create a strong network across the industry and to work together to go into schools and universities to talk to students about the opportunities in transport, which aren’t just engineering and transport planning. There is a broad range of activities that the transport sector supports and the skills that are needed. You can be an occupational health specialist, a marketing specialist, an engineering specialist – all of these are required in the transport industry. It’s attracting people to the transport industry in general, not just the engineering element of it. The more that we go out and tell people about it, or excite them the more they will want to come in. Then what we have to do is ensure that the culture within the organisation is one that will retain people there. You have to offer flexible working policies, to make it more attractive for people to work in the industry. A more diverse workforce is a more effective workforce.

**Transport planners have recently been criticised for failing to treat air pollution as a public health priority. What more can be done to deal with rising levels in London?**

I think first of all picking on transport planners is unfair. There has been recognition that air pollution is a problem and that improvements need to be made. We have tried to encourage movements from more polluting forms of transport to less polluting forms of transport – walking, cycling etc – but also a lot has been acknowledged in terms of changes in vehicle technology, a move towards electric vehicles and lower omitting polluting vehicles. That needs government support as well, though. It’s not easy for an authority to do that all by itself.

We have been doing a lot in London; we introduced the Low Emission zone back in 2007, which is the largest low emission zone in Europe. We have introduced the various greener vehicle discounts in the congestion charging scheme to encourage people moving towards cleaner vehicles. We now have a scheme whereby new black cabs from 2018 have to be zero emission capable, to help phase out the diesel cabs. We have also promoted an ultra-low emission zone scheme that was going to come in in 2020, but we have a current consultation whereby we are trying to bring it in earlier than that – so a lot is going on.

But it does also need government to support that and the European Commission standards and Europe driving stronger changes in the vehicles manufacturing industry – so it’s not transport planners!

**You became a member of CILT four years ago. How important is membership of a professional body and professional recognition to you?**

I think it is important that a transport planner is a now a recognised profession. In your work now, people will know you have skills in certain areas; that you have the expertise. It’s important not just for people that you are working with, but also for your own self-esteem.

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Dr Michèle Dix CBE FCILT is Managing Director, Crossrail 2.
The ORR statistical bulletin for Q1 2016/17 revealed that coal traffic was 61% down on the previous year. Given that there were many days when no coal whatsoever was used and that for 10 weeks electricity generated by solar power exceeded that produced by coal, this should have come as no surprise, but it is shocking that coal accounted for only 6% of all rail traffic. Metals traffic was also down 13%, accounting for just 9% of freight traffic.

The fact that rail freight overall was only down 8.4% reflects that the dominance of traditional bulk commodities is over; consumer goods and construction materials are now the dominant business. Intermodal, predominantly deep-sea containers from the ports, grew by 6.2% and now represent 40% of total business. Construction materials grew by 2.2% to reach 25% of total business. Lastly, the ‘other’ category, which includes automotive and biomass, grew by 2.3% to account for 10% of all rail freight.

The DFt Rail Freight Strategy sets out how the industry can play a larger part in meeting UK transport needs and decarbonisation targets. Informed by a report: Future Potential for Modal Shift by AECOM and Arup, the strategy is strongly positive and confirms that Government wishes to see a strong, growing rail freight industry.

Three scenarios are outlined in the AECOM report: do little, under which the amount of freight declines with the final demise of coal; a median picture, where freight holds its own and sees modest growth; and a high scenario, in which investment in extra capacity for intermodal and construction delivers the same quantum of freight growth as forecast in 2013, albeit with a different mix. It is ironic that, at the time when private sector investment in Strategic Rail Freight Interchanges (SRFIs) is finally starting to happen, forecasts for domestic intermodal are much reduced. With construction underway of DIRFT 3 and soon to start at East Midlands airport, plus major schemes elsewhere, the prognosis is better than it has been for a long time.

Granted, the main driver for SRFIs is inbound movements from ports, but those same facilities can be used for the next stage of the supply chain to RDCs and stores. A rail terminal adjacent to the NDC allows rail to be competitive for flows under 150 miles (less into congested urban areas), even with final delivery by road at the destination.

The main failing of the DFt strategy is that it is relatively weak in commitment to action. Most notably, even with 33 trains a day through Felixstowe carrying 3,000 containers a day, there is still frustrated demand for rail movement, because the single-track Felixstowe branch cannot handle more trains.

Network Rail’s Freight Network Study is a compilation of schemes that have emerged from route studies produced over the last year, plus other proposals that have been developed as part of the Strategic Freight Network framework. However, it comes across to many as a shopping list and does not tackle prioritisation of potentially useful schemes. With so many competing demands for constrained funding, it could be clearer on which enhancements are needed now, within five years and for the longer term.

The Rail Freight Forum will be participating actively in the debate and will propose a ranking of investments based on benefits to the UK.
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Since arriving in logistics more or less by accident over 30 years ago, it has been quite a journey for Professor Alan Braithwaite.

Alan Braithwaite’s achievements, knowledge and efforts to improve best practice were recognised at this year’s CILT Annual Awards for Excellence as he was awarded the Sir Robert Lawrence Award. The Annual Awards for Excellence honour professional achievement and enhance the reputation of the sectors, while recognising the highest standards of excellence in logistics and transport. The Sir Robert Lawrence Award is the Institute’s premier award for logistics and transport. It was first presented in 1986 and recognises an individual’s outstanding and sustained contribution to the profession of logistics and transport.

Alan Braithwaite says: ‘It was the last thing I expected. I’m really pleased and pleasantly surprised to be recognised with this award.’

After having a disagreement with his CEO while working in the furniture industry, Alan Braithwaite was left looking for something to do. He says: ‘The first thing I did that got me into the supply chain was in 1979. I built a computer model that forecast worldwide demand for Rolls Royce Diesel Engine Spare Parts – and you’ll be surprised, but it was actually quite accurate!’

From there, he worked with Brian McKibbin, a past winner of the Sir Robert Lawrence Award, for PW International, which specialised in distribution consultancy. He cites this move as the one that embedded him into the supply chain and logistics profession: ‘I was asked to work on a project after the company won a contract with Harrods. I spent a lot of time working with the retailer and PW, which took me on a very curious, fascinating and intriguing journey that allowed me to meet many outstanding people including Sir Hugh Fraser and Mr Al Fayed.’

Under the tutelage of Brian McKibbin, he was encouraged to become an active member of the Institute and it has become an important strand in his life: ‘Brian was a founder member of the Institute. After I had got intrigued by logistics, he encouraged me to join and I have participated considerably in many of the Institute’s activities.’

His commitment to and enthusiasm about the Institute remain strong. As a member of its Public Policy Committee, he is excited by the role the Institute will play in shaping the future of the profession: ‘In its new form, the Institute has come into a new and very relevant period. The projects I am working on with the policy team are vitally important and it’s something I’ve wanted the Institute to do for a long time. I’m excited. I think there’s a whole new generation of logistics change that’s coming along and the Institute will be able to focus on and lead that movement.’

Having landed in the business by chance, Alan Braithwaite has become a major face of the supply chain and logistics sector and his thinking has helped shape the way business view the importance of logistics. He says: ‘When I set out on my own with LCP Consulting, the word logistics was just coming into use and no one was using the term supply chain. I have been immensely lucky that it’s been a hot period that I have worked throughout that has properly matured and is transforming once again with the digital revolution.

‘[The Awards evening] really is one of my greatest pleasures. I enjoy seeing what else has been achieved and to celebrate all the successes of the younger generation that are coming through.’
Sir Peter Hendy, Chairman, Network Rail, and Vice-President, CILT, addressed over 200 leading rail professionals at the Institute’s Annual Rail Lecture in London.

Sir Peter covered what the future holds for Britain’s railways, innovative approaches to funding, and the mission to attract and retain a diverse and talented workforce.

He told those in attendance: ‘[There is a] job for everybody in the new railway industry.’ He spoke of the importance of our railways to the national economy and emphasised the significance of the railway in delivering growth in jobs, housing and the economy: ‘Rail has seen its fastest level of growth since the Victorian era, so I have a very optimistic view on the future of Britain’s railways.’ However, he was clear that the industry can do more to champion its contribution to UK plc: ‘The number of senior people in the industry who can talk about why the railway is good and why you should invest in it is slim.’

For Sir Peter, the railway has to be run like the Tube: ‘We have the most congested railway in Western Europe, but this is not a bad thing; we just need to fix it . . . I think digital railway signalling is inevitable on the larger rail network. We did it on the Underground simply to fit more trains.’

With recent changes in funding structure and budgets Sir Peter addressed the question of who will pay for the railway: ‘The result of a fixed treasury cap is that money is now tight, and some of the projects have been reserved. We are now selling assets to the tune of £2 billion and the doors have shut on never-ending debt.’

He spoke of his time at Transport for London (TfL) and the initiatives in place to fund large-scale developments: ‘At TfL, some of the projects are paid for by third parties who want it to happen. People put money into projects because it’s good for them. We don’t do projects for the sake of the railway; they must be ranked by their contribution to the economic value. It’s not unreasonable to ask for people who will benefit from these projects to contribute. It should not just be the local authorities, it should also be the people who stand to gain from the railway development: property developers, people who create jobs and the supply industry. People can now say: “I want a better railway and I can pay for it.”’

Sir Peter also offered his thoughts on how to attract and retain a diverse and talented workforce, which he said the industry is failing to do: ‘With a digital railway, we also need to develop new skills and we need to encourage a more diverse workforce. The industry has historically been seen as not attractive, because we do not explain what it is doing and where we are going. The rail industry is slower than others in attracting a diverse workforce, because we fail to communicate that we are an industry of growth. We fail to get the positive media coverage. We are not a load of old, dull blokes in the corner, we are a central part of the way this nation lives and functions.’

Sir Peter believes we should be communicating that we are a great industry to work in and that: ‘If you want to work in the railway industry, you have a job for life.’

The lecture was held in memory of Sir Robert Reid and in conjunction with the Railway Engineers Forum, a multidisciplinary body drawn from professional institutions with strong railway interests.

Bob Reid FCILT, Sir Robert Reid’s son, currently working for Balfour Beatty, said: ‘It was great to see such a spread of individuals from new graduates to very experienced staff from the rail profession at the lecture. Sir Peter Hendy’s speech covered what the future holds for Britain’s railways and I know that my father would have been proud to hear such an enthusiastic and optimistic view of the industry and its future.’

‘If you want to work in the railway industry you have a job for life.’
Logistics Research Network
Annual Conference 2016

Professor David Menachof is the Peter Thompson Chair in Port Logistics at University of Hull
Over two-and-a-half days, a total of 95 research papers were presented by authors from around 20 countries, covering a broad spectrum of subject areas. The dominant theme of this year’s papers, sustainability, was well aligned with the title of the event: Doing the right thing in logistics and supply chain management.

This can be interpreted, of course, in social, ethical, environmental and commercial terms. The social dimension featured prominently with a series of presentations on labour practices, skill shortages and corporate social responsibility in logistics. One paper compared CSR perspectives in the UK and South Africa. At the other end of the ethical spectrum, a paper on antagonistic threats to the supply chain examined criminality in the Swedish trucking industry, in particular the theft of fuel from trucks. This was acknowledged to be a potentially risky field of academic enquiry!

Also under the social heading were two keynote addresses and four research papers on humanitarian logistics. In her keynote speech, Professor Karen Spens, Rector, Hanken School of Economics, Helsinki, and one of the instigators of academic research on the subject, outlined some recent studies in the field. The following day, Gary Forster, CEO, Transaid, gave a practitioner perspective on the logistical challenges of providing humanitarian support in countries such as Malawi, Nigeria and Zambia. He reported, for example, on the organisation’s efforts to cut deaths in road accidents by improving driver training and in childbirth by providing bicycle ambulance services for expectant mothers.

The research papers also focused on innovation in humanitarian supply chains, at a general level and with reference to specific examples. One example was the use of drones (or long-endurance remotely piloted aircraft systems) to support relief efforts partly by improving surveillance and communication over a stricken area, as happened in the Pacific Island country of Vanuatu in 2015, following the impact of a major cyclone. Another examined the use of a large cruise liner to accommodate residents of the Greek Island of Kefalonia after a major earthquake in 2014 destroyed many homes.

Innovation was also a common theme of presentations on the environmental aspects of logistics. One included a classification of sustainable logistics innovations and summarised the views of a sample of Swedish retailers and logistics service providers (LSPs) on the subject. Another analysed the relationship between the green logistics service quality of a sample of Thai LSPs and their overall business performance. Rather encouragingly, the inclusion of green metrics strengthened the positive relationship between service quality and performance. Environmental measurement at a supply chain level was examined by a multinational team that had used surveys to assess the relative importance different environmental reporting tools in the UK, Finland and Thailand.

Other environment-related papers had a narrower focus, but still great practical relevance. One examined the implications for packaging of the switch from conventional to online retailing, arguing that the standard criteria used for assessing the efficiency and effectiveness of packaging need to be adapted to the differing requirements of home delivery. Another researcher considered the net environmental effect of clustering logistical activities in distribution parks as opposed to having them dispersed in free-standing warehouses. An important conclusion of this study was that close proximity increases the likelihood of establishing collaborative relationships and sharing assets that can help reduce environmental impacts.
In the true spirit of sustainability, many of the papers presented at LRN2016 explored developments, policies and techniques that yield a mix of economic, environmental and social benefits. One that combined all three components of the triple bottom line investigated a relatively new phenomenon – the crowdsourcing of logistics or so-called crowdshipping. This uses passengers’ spare carrying capacity on cars, bikes, buses and planes to carry out deliveries for other people, effectively integrating passenger and freight transport for economic, environmental and social benefit. This paper differentiated and classified the many different forms of crowdshipping that already exist.

The authors of the conference’s best paper award, Henrik Pålsson and Henrik Sternberg, Lund University, reported the findings of a study they had conducted of high-capacity trucks in Sweden. Their research, which combined a macro-level analysis with a company case study, quantified the benefits of load consolidation in reduced road vehicle-km and CO₂, though noted an environmental disbenefit in a slight modal shift from rail to road.

There has been much discussion in recent years of 3D printing or additive manufacturing (AM) reducing freight traffic levels and thereby benefiting the environment. A couple of the papers examined the impact of AM on supply chains, though were more concerned with the operational and business aspects of the subject. One was based on an extensive review of the literature on AM. Although we still consider this a relatively new process, it is already the subject of over 1,400 papers and reports, making it difficult to distil the key messages in a short conference presentation. The team at Cardiff Business School who undertook this work have, nevertheless, managed to use the huge body of literature to construct several scenarios of the future development of AM. The other AM paper had a more limited scope, looking at its impact on the supply chains of medical and dental products.

The LRN Annual Conference is an opportunity to recognise and promote academic excellence. One mechanism for achieving this objective is the dissertation awards. This year’s undergraduate award again went to a student in the award-winning University of Huddersfield programmes. James Whiteside’s project was entitled: Port-centric logistics and competitive advantage: a study of UK ports. The winner of the MSc award was Helene Solvang, Heriot Watt University, for her dissertation: Container shipping on the northern sea route: a Norwegian perspective.

The James Cooper Memorial Cup is the Institute’s award for the best PhD on a logistics or supply chain topic in the UK or Ireland. A graduate of the host institution was announced as the winner of this prestigious award for 2016. Dr Sriwan Chaisurayakarn’s work was carried out at the University of Hull Logistics Institute and her thesis was entitled: Exploring green and logistics service quality of Thai logistics service providers. Ed Sweeney, LRN Chairman, congratulated her on her achievement, noting the judges’ comments that her work was rigorous and relevant to industry needs.

Finally, a particularly noteworthy feature of this year’s LRN conference was the number of papers with a strong industry orientation. Sectors such as retail, automotive, life sciences, packaging and logistics service provision represented the focus of research presented at the conference. LRN will continue to support the dissemination of high-quality research and will do so with a renewed emphasis on academic/industry collaboration and the practical application of impactful research.
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A vision for direct vision

With London Mayor Sadiq Khan’s recent announcement that certain HGVs will be banned from the capital’s roads within the next four years, there is now a very clear statement that vehicle operators and manufacturers are about to experience a significant shift in the future of HGV design. Glen Davies reports.

As part of the mayor’s manifesto, which put forward the promotion of safer, cleaner lorries, his proposal for the world’s first HGV Direct Vision Standard will see all but the highest ‘star-rated’ HGVs removed from London’s roads. The HGV blindspot is regularly cited as a causal factor in fatal collisions. This is hardly surprising given that HGV cabs are flat fronted, brick shaped, have three windows, six mirrors and still need a blindspot camera system for a driver to see properly. Drivers are now at the point of information overload and we are past the sticking plaster solutions of more or bigger mirrors and the aftermarket fit of technology systems.

The HGV Direct Vision Standard will utilise a star-rating from zero to five similar to EuroNCAP, depending on the level of direct vision the driver has from the cab. The proposal is to ban zero-star-rated HGVs from London entirely by January 2020 and only those HGVs that are three-star and above being allowed to operate in London by 2024. Transport for London (TfL) and the Greater London Authority will lead by example and adopt the standard in their supply chain contracts much earlier. There are currently around 35,000 potentially zero-star rated HGVs operating in and around London. These are the vehicle types categorised as off-road and traditionally employed in construction operations. It is this type of vehicle that has been involved in around 70% of cyclist fatalities involving HGVs in the last three years.

In 2015, over 50% of those killed on GB roads are from the vulnerable groups, and in London the HGV is overrepresented in these collisions. TfL estimates that up to 25% of the UK’s HGV fleet enters London every single day. Therefore, it is inevitable that whatever measures London deploys will quickly impact on the rest of the country.

Political ambition to address this issue is not new. Sadiq Khan’s predecessor, Boris Johnson, introduced the Safer Lorry Scheme and consulted on a proposal to require all HGVs to be retrofitted with vision panels in passenger doors. The HGV Direct Vision Standard supersedes this proposal and provides a star-rating system that recognises the best and worst in class for direct vision. Although this may be seen as a more extreme measure, it is a progressive approach that allows the customer to choose, a bit like the energy-rating for a fridge or the star-rating system for hotels – and who would stay in a zero-star hotel?

Sadiq Kahn’s announcement highlights the fact that the fundamental design of HGV cabs has not evolved in decades,
whilst our city streetscapes have changed dramatically. The number of vehicles, cyclists and pedestrians in our cities is ever-increasing. The road network is becoming more congested and the unarguable fact is that we need 21st-century vehicles for 21st-century streets.

There is no good reason for vehicles designed with off-road capabilities to be regularly operating on heavily congested city streets. HGV design and the off-road ground conditions they operate on need to change. The good news is that vehicle manufacturers are making a positive contribution to this debate. All of the principal HGV manufacturers supplying the GB market now offer an enhanced direct vision solution. Half offer a low-entry, high-vision vehicle, enabling operators to select vehicles that are suitable for the job.

Steps in vehicle design are being made, but to date they have been in response to calls from operators to tackle a long-standing emotive issue. Vehicles such as the Mercedes-Benz Econic and the Dennis Eagle Elite 6 have been collecting waste on urban streets for years, but they are now being released to market in a range of operational configurations. Volvo and Scania have also launched low-entry, high-vision cabs earlier this year.

This is all in direct response to operator demand and in anticipation of London flexing its regulatory muscle. However, manufacturers need to be more proactively involved, so that they are not simply reacting to demands of their customers, but are also working to help by providing solutions to address the current issues and the immediate issues of the future.

In light of Sadiq Khan’s announcement, there have naturally been calls from industry groups, operators, cycling campaigners and others all seeking to share their views on the potential impact of the new HGV Direct Vision Standard. For some this is a step too far; for others it will never be far enough.

We have the potential for collaborative, ground-breaking change. Industry needs time to adapt and to get the solution right, but manufacturers, operators and those employing HGVs in their supply chains need to embrace this change. It is also time for pressure groups and the cycling community to recognise the important and significant investment the vehicle manufacturing and logistics sector is making to improve the safety of the most vulnerable road users.

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GLEN DAVIES
FCILT recently joined CILT to lead on special projects relating to freight transport, city logistics, environment and safety.

glen.davies@ciltuk.org.uk

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REFERENCE

1. Direct vision is what the driver can see from the driving seat directly through the cab windows, rather than using mirrors or cameras. No regulation exists to define the minimum standard of direct vision in HGVs.

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he vote for the UK to leave the EU was a momentous one that has divided the nation and created more questions than it has provided answers. Prime Minister Theresa May has said: ‘Brexit means Brexit’; but what Brexit means is yet to be seen. Even if the result of the referendum was not what they had hoped for, people are recognising the importance of coming together to ensure that this monumental change has a good outcome.

While it will be politicians who have the final say, the great business minds and wider business community of the UK have an important role to play, too. In fact, as we start out on this transformative journey, there are lessons we can learn from business transformation. There are a number of parallels between the corporate transformation process and the massive transformation that the UK now faces.

Creating a vision
Successful business transformations start with a vision. Where are we now? Where do we want to be? How can we get there? The same questions apply to Brexit.

Imagine it is 2020. Wouldn’t it be wonderful if we were to emerge from the other side of Brexit as a stronger and more unified county? If there were great things happening not only in the UK, but also throughout the rest of the world? Wouldn’t it be fantastic if we ended up still having a strong economy, acceptable levels of inflation and good employment? If we managed to heal some of the rifts that we have within our society? If the UK remained whole and united? If we managed to restore some really good values to Britain? If we addressed some of the present injustices? Furthermore, wouldn’t it be great if we continued to build strong relationships on a global scale, whether

Finding the parallels between Brexit and business transformation

In a recent article by Kate Scammell-Anderson and Anna Davis, parallels were drawn between Brexit and business transformation. Omera Khan discusses its impact on the world of supply chain.
in terms of trade, politics or culture? If we continued to have influence on the world stage, for the greater good?

These aspirations may seem lofty, but they are meant to be; they are visionary. This is what transformation is really all about. If we think about businesses, transformation is often triggered by a major force, whether expected or unexpected. For the UK, Brexit can be viewed as the catalyst for transformation. It creates a reason to re-evaluate everything that we do as a nation. Consequently, it is time to capitalise on this opportunity and start mobilising.

Implementing transformation

When it comes to achieving large-scale transformation, what lessons can we learn from the business world? Anna Davis¹ says: ‘It’s important that we are intentional about wanting to achieve our vision, and that we are intentional about dealing with and identifying the things that are likely to get in the way. That’s always been the hard part. . . . When something goes wrong, it’s easy to say, “Oh, we don’t know what to do now.” So we have to be deliberate when obstacles appear. How do we deal with this? What are we going to do? What is OK and what isn’t OK?’

She explains that the same thinking applies to Brexit: ‘We need to instil in people that it’s achievable. Do we believe we can achieve this? What are some of the things we can draw on in Britain’s past? We’ve shown, as a country, that we are capable of overcoming difficulties. We are adaptive and responsive; and we are one of the world’s leading financial centres.’

How do we go about this?

There are certain levers that need to be pulled in order to effect long-term change in the UK – for example, political, financial, social, legal and cultural. As a nation, we need to consider how our behaviour as a whole is going to help us or get in the way of achieving this vision. What behaviours and capabilities do we require as a country, and how do we foster these?

It is also vital that we keep people engaged on both a national and an international level. Anna Davis compares the gravity of each decision we now make as a nation to a spider’s web: ‘Every decision will affect many different countries and their leaders.’

Whether we are talking about business transformation or Brexit, once you have your vision in place and have identified the people and capabilities required, you can then go about planning and designing your change. This process is likely to be hugely iterative as you flex and adapt to meet shifting circumstances, but it nevertheless plots a way forward. In both cases, the role of business leaders is really important.

Anna Davis says: ‘As you’re working through the planning and designing of the change, which is the real heart of it, you need to think about the consequences of your decisions, rather than finding them out later and then reacting.’

With both business transformation and Brexit, there are three important stages in the journey, in order to implement real change. From mapping out a vision, to identifying the people and capabilities required, to planning and designing the transformation, each of these phases calls for time and investment, to effect the best possible outcome.

Transforming today, not tomorrow

It is imperative for businesses to recognise that they have the opportunity today to invest in transforming their supply chain strategies, processes, competencies and culture if they are to prepare for the uncertainty that lurks in the not too distant future. Supply chain resilience and adaptability to a changing world are as important as ever.

The need to embrace uncertainty and to develop dynamic systems that are capable of adjusting quickly to volatility arising from factors such as: currency fluctuations, changes in sourcing, distribution and inventory management must be reassessed, the likelihood of more local to local sourcing or transport options, new trade routes or indeed barriers and the added costs and risks as a consequence of these changes must be factored in when creating the vision.

Resilience and agility have been advocated for some time as a way of dealing with unknown risks or difficult to detect risks, such as the volcanic ash cloud and cyber risks. It can be argued that the long-term impacts of Brexit on our supply chains are also unknown, but we know for sure that it will be a different operating environment to the present.

Those companies that start to plan and invest in a business transformation today will be better prepared for the unknowns and challenges they may face in two years. Acting in two years may be too late. The biggest threat is ignoring the issue and not recognising that change is inevitable.

On the upside

The Brexit could be seen as a shake-up or wake-up call for the industry, a catalyst for change, requiring businesses to transform and plan for resilience and greater flexibility. Those companies that do will have a better chance of adapting when the UK is formally out of the EU.

Greater collaboration is required within industry to work more co-operatively and support the network to thrive. With the prospect of more local sourcing and trading, we may see the emergence of business clusters operating as an almost vertically integrated enterprise, such as the textile manufacturing verticals in the 1970s and ‘80s. The new business clusters would link businesses, training and a wide spectrum of entities operating in the chain, thus creating new jobs and competencies that are better and more closely aligned to actual business needs.

However, the question is: can this vision become a reality? Are businesses prepared to disrupt and transform the status quo? We currently have a skills shortage in logistics and supply chains, yet we have thousands of graduates in this field. Is it time to retrain the trainers? Tomorrow’s leaders will need to have skills and abilities in areas that we do not know yet. Is it time to implement the same dynamism in our teaching and training, creating adaptable and flexible people that are optimal in an uncertain environment?

These are challenging but exciting times. There is no doubt that Brexit will disrupt and it will create uncertainty, as well as opportunity. Businesses must use this time wisely to shake up their supply chains and transform their practices and areas where greater resilience, flexibility and agility will help them adapt to the new scenarios tomorrow.

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1. Kate Scammell-Anderson is Marketing Operations Director, BIE Executive. Anna Davis is Managing Director and founder of change management consultancy Crossing Jordan® Limited. They are part of an expert panel developing new ideas and solutions for Industry 4.0. The original article is available: www.bie-executive.com/expert-exchange

Omara Khan FCILT FIOM is Professor of Operations and Supply Chain Management, Aalborg University, Copenhagen.
In developing a transport strategy to support the realisation of the Northern Powerhouse, Transport for the North (TfN) was clear that the requirements of freight, as well as passengers, needed to be recognised from the outset. It was also clear that success would depend on collaboration between the public sector – local authorities and national agencies, and the private sector – logistics companies, freight operators and infrastructure owners.

The north of England already punches above its weight in the freight sector; accounting for 24% of the UK population, it lifts 56% of rail tonnes and 35% of road tonnes, and its ports account for 35% of UK throughput. It also has a wealth of freight assets, including ports, motorways and main line railways that underpin its strong multimodal capacity.

The Northern Freight and Logistics Report sets out how the public sector can provide infrastructure and services that will give the private sector confidence to invest and expand its operations in the north of England. Darren Kirkman reports.

The north handles a disproportionate volume of freight traffic than its population would suggest

24% of the GB total population

- 56% Rail Tonnes Lifted
- 35% Road Tonnes Lifted
- 4% Port Throughput
- 35% Airport Throughput
However, the current state of the northern transport network poses capacity and connectivity problems that require urgent investment. Furthermore, step changes in the northern port capacity, including the £400 million deep-sea container terminal at Liverpool, and prospects for a redeveloped lo-lo terminal at Teesport, present the opportunity for the north to increase substantially its share of UK freight traffic. This would place further strain on the wider transport network. Currently, programmed upgrades will merely keep up with demand and not provide the drivers to change investment and locational patterns of freight operators positively.

As TfN’s freight focus is on rail and port-centric distribution, with a transfer of north-south road haulage to rail, based on efficiency gains, additional capacity along north-south and east-west axes is needed, supported by improved access to ports. In addition to longer 750m trains, a 20% increase in operational hours on the network and cohesive W10/12 loading gauge access to ports, we identified a need for additional capacity to and from Felixstowe (four paths an hour in each direction), as well as a significant increase in northern rail capacity.

As TfN is also developing proposals for a new, east-west rail line – Northern Powerhouse Rail – that will consist of new lines and upgrades, as well as supporting the ongoing work to progress HS2, our freight requirements for 2033 were expressed in terms of paths per hour in each direction, rather than as schemes to deliver that capacity. On the West Coast Main Line, the requirement is for 2.5 paths an hour in each direction north of Wigan, 5.5 between Crewe and Wigan and six southwards of Crewe. On the East Coast and Midland Mainlines, the creation of capacity in advance of demand to achieve and secure seven paths an hour south of Doncaster and 2.5 an hour north of York, and across the Pennines, three freight paths an hour in each direction were identified.

Waterborne freight offers the opportunity for the north to reduce freight costs and assist with market competitiveness. The diversion of short and deep-sea freight towards northern ports will reduce user costs and improve the overall efficiency of the UK economy and the north in particular. To support this, the report recommends public support to link multimodal distribution parks to waterborne freight networks, upgrading the Aire and Calder canal to Class II as far as Leeds to reach a new quay at Stouerton, and in the longer term, support for liquefied natural gas bunkering and cold ironing infrastructure at ports.

Despite its focus on rail and port-centric distribution, the report recognises that improvements are needed to the road network to improve capacity and connectivity, ensuring that future traffic growth does not negatively impact the sector’s efficiency. The study endorses the work being carried out by DfT and TfN to examine the potential delivery of additional capacity on the M60 and the A66/A69 transpennine route (which would provide resilience for freight to the Tyne and Tees) and the provision of improved infrastructure between Manchester and Sheffield.

Underpinning the mode-based measures is a package of policy and planning measures that will simplify processes to support greater levels of investment. Key to the successful delivery of the report’s recommendations is the ability to provide at least 50Ha of large sites a year, for development as multimodal distribution parks, where connections to the rail and/or water network can offer improved efficiency in onward distribution. The report also proposes a harmonised approach to the regulation of access by freight vehicles in urban areas. The consistent development of regulations across the north will encourage investment in sustainable last mile distribution solutions and environment impact mitigation. This will be rendered more practicable by locating multimodal distribution parks at the edge of urban centres, so as to encourage the use of electric vehicles and support sustainable access to work by employees.

Analysis of the impacts of the report’s recommendations demonstrate a forecast £35 billion in user and non-user benefits to the UK economy as well as £13 billion – £20 billion of WEBS to the northern economy, as well as 25,000 – 33,000 jobs in the north of England by 2033. Also by 2033, we anticipate a shift in service capacity in short and deep-sea shipping services to northern ports, leading to a 5% increase in the north’s proportion of the UK container shipping market share and a 13% increase in the north’s share of the UK ferry market.

By ensuring that northern ports have quality connections and capacity to the rail, water and road networks ahead of demand, the aim is that it will become more efficient and attractive to move goods to the north of England by rail and water-connected northern ports. Based on calculated user cost savings of £16.8 billion over the 60-year appraisal period, the report’s recommendations are forecast to deliver efficiency gains to the industry of an average of £0.3 billion a year.

The report will form a key input into the development of TfN’s Strategic Transport Plan, to be released next year. It will also inform its Initial Industry Advice in advance of CP6 and the evidence gathering stage for the next Roads Investment Strategy.

Darren Kirkman CMILT is Lead Officer for Freight and Logistics, Liverpool City Region Combined Authority. Until recently, he was also Transport Lead for the North’s Freight Workstream Lead.
How Middle East logistics is changing

Jason Trenchfield explains why there has never been a more viable opportunity to transform the Middle East into a global logistics market place.
Ever since the oil price dropped at the end of 2014, the Middle East has had to review the long-term strategic goals for its economy. This has brought about many changes within the logistics sector, especially with the movement of imports and exports becoming a lucrative business. However, this is no secret in the UAE, particular in Dubai, which has been developing strategies on the non-dependence of oil since 2005, and aggressively capturing the logistics market in the Middle East way before these changes.

With the growth in aviation, the Middle East air freight industry has almost tripled. With e-commerce demand for more door-to-door services with quicker turnaround times, air cargo operators have expanded their baseline operations and built more cargo hubs than ever before.

The Middle East leaders, such as HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai announced recently an integrated hub worth $8.1 billion, which was launched in Dubai this year and is known as Dubai Wholesale City. Remarking on the development, HH Sheikh Mohammed said: ‘Our goal is to take a bigger share of the $4.3 trillion global wholesale market, offering a strategic location with the best infrastructure. The city will be the capital of international wholesale, tying together four continents with the largest gathering of global wholesalers.’

Saudi Arabia recently announced its 2030 vision to raise its influence in the global market place for the dependencies on non-oil activities, with plans for major growth in rail freight and a distribution network that would extend across five different major locations, including the UAE, Qatar and Oman. Even though there has been slow growth in emerging markets, particularly in the commercial developments, there has been renewed interest in the development of industrial infrastructure, which has brought more investment in multimodal transportation in freight and the Freight Transit Orientated Development (FTOD), which sees different modes of logistics transportation being used in the future, including rail, sea and air. Economic and free zone developments have been gaining popularity with major Middle East cities creating a work-live environment with access to all modes of transport, creating a wider buy-in to the supply chain network.

Working within the built environment has brought opportunities for the engineering community to introduce new technologies, making its supply chain more efficient. These progressive changes in the Middle East, where the dependencies on manpower and the use of technology are slowly changing. Labour may still be cheaper, but due to stricter controls around safety in the workplace, leading logistics companies are looking at technologies to increase productivity, such as automated warehouses with advanced stock retrieval systems and better motorised material handling equipment to speed up stock control.

DP World recently agreed to look at the new HyperLoop One technology for one of its major port terminals in Dubai. HyperLoop technology is a high-speed transport system using a low-pressure tube train reaching a top speed of 800mph. The technology is currently being developed in Los Angeles by a consortium led by Elon Musk. (AECOM is part of the consortium.)

Logistics software has also been in big demand, especially for integration. This has seen more shippers and transport operators looking at systems that can track and trace, but also be fully automated in organising shipment times, allocated parking bays for various warehouse or distribution centres, and more importantly provide a better and safer working environment for all those working in the industry.

One of the areas as designers and engineers we must consider are our legacies. Sustainability has always been a part of the built environment in the Middle East, but now with the acceptance of the changing economy there has been an even bigger drive to introduce more sustainability practices, from fuel efficiency driving to electric-powered vehicle technology. There are challenges (mainly cultural boundaries), but progression is coming at a fairly rapid pace.

I have spent almost five years in the Middle East and I have never seen a more viable opportunity to transform the region into global logistics market place. It starts from the unique changes in the way we design, construct and operate our businesses and how that impacts on the supply chain and investment within the region. Over the next five to 10 years, the Middle East will see major events – 2022 FIFA World Cup Qatar and Dubai Expo 2020 – that will see a huge increase in the movement of material, goods and people, and we are making our mark with the influence of change that will be more important for the future of logistics here.

One example is to introduce strategies that tighten up security within the supply chain, with strategic co-ordination across all sectors of the business, and with major discussions with the Middle East security forces to identify gaps during supply chain process. Security has always been a priority, but with the global security crisis we have seen more focus on logistics security technology solutions, from vehicular scanning to better container technology, all aligned with overarching logistics and supply strategies for new developments.

From the increasing demand from e-commerce to popular growth in the industrial sector and upcoming major events, the Middle East has seen activity that supports future growth in the logistics market and the built environment industry. We are excited and prepared to help and support the change in the market.
Skills shortages in logistics: a global overview

The 2016 edition of *Connecting to Compete* scores and benchmarks countries’ performance on logistics. Leading researchers from Kühne Logistics University analyse the results and investigate the nature and scale of the shortage of skills in the profession.
Despite major advances in technology, logistics remains a very labour-intensive activity. This means the logistical performance of businesses, industries and nation states is strongly influenced by the quantity and quality of the workforce. An inability to find enough people with the right skills and competences can adversely affect the efficiency and quality of a logistics operation.

Numerous references have been made in recent years to a logistics skills shortage. At the operator level it is manifest as a shortage of truck drivers, while at a strategic level there is a lack of executives capable of managing global supply chains. In a recent multi-country survey of logistics providers and their clients, 61% of the respondents claimed that this skills shortage was adversely affecting product or service quality, 52% that was it reducing productivity and 48% that it causing wage inflation.1

The problem is not simply confined to recruitment. It is claimed that many employees currently performing logistics tasks lack the necessary skills. This has been attributed to various factors, including the calibre and qualifications of the people attracted to logistics, the nature of the training they receive and the way they are managed and motivated. Logistics tasks at the upper end of the occupational hierarchy and those with high IT content often require an upskilling of employees to keep pace with new technology. At an operational level, on the other hand, increasing mechanisation and automation is deskilling some of the work, making jobs dull, repetitive and unappealing to many people.

The World Bank’s biannual logistics performance indicator (LPI) survey2 rates countries against six criteria, one of which is ‘competence and quality’. The poor scores that many countries are awarded for this criterion are partly indicative of low skill and competence levels in the logistics workforce. The World Bank commissioned our university (KLU) to investigate the nature and scale of this problem. KLU invited CILT to be its partner in the project, as it had long experience of raising, monitoring and certifying professional standards in logistics.

The study began with a review of relevant literature, which found 70 papers and reports on the subject. New data was collected in three ways: an online questionnaire survey, which received 219 responses mainly sub-Saharan Africa (48%), Europe (27%) and South-East Asia (11%); telephone interviews with 38 experts from 28 countries; and a focus group discussion involving 45 logistics, training and recruitment specialists from 20 different countries at the CILT International Convention in Dubai in September 2015. The study used a simple four-level categorisation of logistics employment: operative, administrative, supervisory and managerial.

This article summarises some of the key findings from the research. The full report can be downloaded from the World Bank website.3

**Extent of the problem**

The surveys provided empirical support for claims that there is a serious, widespread and worsening shortage of logistics skills. The shortages were found to exist at all four occupational levels. Participants in the online survey were asked to rate the availability of suitably qualified logistics personnel at each occupational level using a five-point scale (1 = very low, 5 = very high). Across the full sample, between 35% and 39% of respondents rated the availability at the operative, administrative and supervisory levels as low or very low.

An important distinction emerged, however, between responses from the developed and developing worlds. In developing countries,
The shortage is most acute at the managerial level, with over 50% of respondents rating the availability low or very low—see Figure 1. In developed countries, the problem appears to lie more at the operative level. This latter assessment may be partly based on the shortage of truck drivers in countries such as the UK, USA and Germany that has gained considerable publicity in recent years. A UK parliamentary report4 published in July 2016 confirmed estimates that the UK road haulage industry is short of around 45,000 truck drivers.

The online survey also enquired about the importance and availability of specific logistics skills across the different occupational levels. At all levels, the average importance rating substantially exceeded the average availability rating across all the relevant skills. Indeed, there is a surprising consistency in the magnitude of this ‘importance – availability’ gap across the skill types and occupational levels. Figure 2 shows the extent of the gap for employees at the operative and managerial levels.

**Reasons for the skill deficiency**

The interviews confirmed that the logistics skills shortage has two dimensions. On the one hand, companies are finding it hard to recruit enough new staff with the right skills set. This was attributed to a range of factors, including:

- Steep increase in the labour demands of the logistics sector
- Uncompetitive wage levels in logistics
- Low status of blue-collar logistics jobs in many countries
- Lack of vocational preparation for careers in logistics
- Absence of logistics-related apprenticeship schemes
- Relatively poor image of the logistics sector as an employer
- Clustering of logistical activity in areas of inadequate labour supply

The other dimension of the problem is that many current employees lack the necessary competences.

**Lack of logistics training**

This lack of logistics skills within the existing workforce can be partly attributed to the under-resourcing of training in terms of budget and staff time allocation. Figure 3 shows the percentages of respondents at different levels of agreement/disagreement with the statement: ‘My organisation provides sufficient time/budget for staff training in logistics.’ Responses from developing countries are heavily skewed to the ‘disagree’ end of the spectrum for both the time and budget metrics. Their counterparts in the developed world were more positive about the staff time allocation, but 44% still disagreed that logistics training was adequately resourced.

The nature of the external training was also criticised for not meeting companies’ requirements— for example, some respondents felt that college and university courses in logistics were outdated and not equipping their graduates with the skills they required to design and manage complex supply chains, particularly at an international level.

**Addressing the problem at global scale**

There was a general consensus among the interviewees that it will require a co-ordinated effort by numerous stakeholders to address logistics skill deficiencies. These stakeholders include firms that provide and use logistics services, professional associations, trade bodies, training providers and labour unions. In countries with mature logistics markets, the efforts can be industry led. The World Bank’s LPI scores for quality and competence were used to construct a logistics maturity index that classified countries into three categories: basic, with LPI score 1.0–2.74 out of 5; intermediate, 2.75–3.33; and advanced, 3.34–5.0. With a value of 4.05, the UK was, as one would expect, comfortably in the advanced category.

The advice offered to stakeholders needs to be tailored to a country’s level of logistics maturity. Many countries in the intermediate and mature categories have professional institutes, such as CILT, that define and classify logistics competences and link them to training programmes and certification. In countries without such institutes, greater reliance must be placed on governments to deal with the logistics skills problem. As the House of Commons report5 demonstrates, however, even in countries with well-developed logistics sectors, such as the UK, government intervention may be required. It is hoped that our new study will raise awareness of the logistics skills issue in government circles around the world.

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The Royal Commission of 1846 barred new railway lines and stations in the centre of London. This means that today nearly everyone coming into London, whether they are commuters or visitors, needs to transfer to Tube, bus or cycle or to walk to continue their journey across the capital. The Elizabeth Line is about bridging that gap, adding capacity and saving time. It will take customers across London from east to west, linking the West End, City and Canary Wharf, along 21km of newly built tunnels.

Formerly known as Crossrail, the Elizabeth Line is named after the UK’s longest serving monarch, who visited Bond Street station earlier this year. Stretching from Reading and Heathrow in the west across to Shenfield and Abbey Wood in the east, it will transform the way we travel across London.

Crossrail finally received the go-ahead almost a decade ago, in 2007, with construction starting in earnest in 2009. Crossrail Ltd is responsible for the construction of the new railway and the project is now 75% complete, with the new stations constructed and tunnels built, and work underway on laying the track, installing systems and fitting out the glorious new stations.

When the line opens through central London in December 2018, it will provide much needed extra capacity, carrying more than 200 million passengers each year. The railway will boost the UK economy by billions of pounds, creating new jobs country wide.

Transport for London (TfL) will run the line using a fleet of 66 new trains, the first of which was unveiled earlier this year as it came off the production line in Derby. At 200m, these are significantly longer than conventional Tube trains and can carry up to 1,500 passengers. They have walk-through carriages, air-conditioning, CCTV and real-time travel information, something our customers really value. Every train will undergo rigorous testing; the first is scheduled to enter service in May 2017.

A team of over 15,000, as well as more than 600 apprentices, have worked on the Crossrail project, putting in over 100 million working hours to date. The last part of the programme will present new challenges, as we work to transform this major infrastructure project into an operating railway.

Ultimately, the Elizabeth Line will serve 40 fully accessible stations, with up to 24 trains an hour in each direction, giving some 1.5 million people better access to the jobs and opportunities of London’s main employment centres. As London’s population continues to grow, it is vital to the success of the capital and will bring major benefits to the UK economy.

These are exciting times – and a long way from 1846!
Bus companies in rural Wales: the good, the bad, the bankrupt

With several bus operations in Wales being lost recently, Professor Stuart Cole investigates whether the financial future of the industry is as bleak as reports suggest.
The administrators of GHA Coaches, the Wrexham-based bus company, have started to sell off the company’s vehicles. It is a recent very sad pattern repeated in two other medium-sized bus companies in rural Wales: Lewis, Llanrhystud and Silcox of Haverfordwest.

Without considering individual bus companies, bus operators in Wales are facing financial challenges with profit margins under 11% and in Wales and England 21 out of 120 medium/large companies made an operating loss. For some, losses extend over a long period and eventually their cash reserves are insufficient to allow payments within the time required by creditors.

Cash flow is the primary cause of company closure in most industries. Many companies have bookings or contracts (or substantial vehicle and land assets) that could save the business, but the revenue cannot be gathered in time. Companies, selling land/buildings can create the cash flow, but may require the company to lease land elsewhere with possible out of service mileage.

Even if there is a buyer, due diligence has sometimes shown these assets to be in the name of another company or the owner family, and so not available for generating cash. Companies on the brink may try to arrange a takeover/merger for the business to provide cash injection. However, restructuring can be a complex process with the cost savings not being available in time.

Ironically, an overdraft that has kept the company afloat for several years may cause cash flow problems if it is withdrawn when reduced income makes repayments difficult or when interest rates become unaffordable. Transport Secretary Ken Skates has indicated that the cost of borrowing to SME bus companies is too high at 8% a year. He intends the Development Bank for Wales’ Business Fund to reduce that to 4%, thus helping many companies to overcome their short-term cash flow position and avoid going into administration.

Companies can become too big too fast with management/financial systems not matching the new size. Classically, the MD continues to drive buses and spends insufficient time on business management; so simple arrangements such as PAYE and National Insurance payments are bringing pressure from HMRC.

Companies may also try to stall payment to their suppliers – for example, fuel, parts and tyres – but this eventually results in withdrawal of supplies putting buses off the road and cutting operations including contracts. At worst, companies either do not recognise they are in difficulty or are not prepared to take advice.

Local authority public and school bus subsidy contracts (major business for local bus companies) have been cut back, leading to tighter competition. This tempts companies to under-price their bids to obtain the contracts where the attraction is regular payment, but the profit margin still has to be positive.

Between 2008 and 2014, the bus market in Wales contracted by 15.9%; but well-established bus companies feel reluctant to abandon once profitable parts of their operating areas or long-established routes, despite falling revenue and passenger numbers. Some companies have retreated from their traditional areas – for example, Arriva buses from the Canolbarth (mid-Wales) took the position that certain depots were no longer viable and the associated routes would have to be withdrawn. Local companies with only one area do not have this option to remove losses.

Associated with this could be a reluctance to reduce staff and let go many loyal employees. This would reduce costs in an industry where staff accounts for about 60% of total expenditure. This might be seen at first as inadequate cost control, but a sense of local community responsibility is often an overriding factor.

To improve its image and hoping to attract more customers, a company might lease or invest in high-quality, but expensive vehicles. However, competition in the market meant that income often did not match the repayment levels. A company that normally purchased a second-hand coach costing £20,000 might now purchase a new vehicle at £250,000. However, with reduced patronage or reduced government subsidies, that investment could not be financially justified.

Several other factors – unreliability, bad timekeeping (both possibly resulting from road congestion rather than poor management) and convenience of the car – have contributed to reduced revenue. There is a close correlation between car ownership and bus use and some wealthier passengers make less use of concessionary passes, but this important bus market segment requires more research.

The change in demographics, internet shopping, store home deliveries and click and collect retailers have also led to a fall in demand. Out-of-town, car-based shopping parks with major chain stores, long opening hours and free and convenient parking, are generally harder to serve than a traditional town centre. For many, the car is more convenient with perceived costs (fuel and parking) being lower per person compared with a bus fare.
What influenced your choice of career?

I began as a civil engineer, working on construction sites for inner-London developments, MoD ammunition depots and highways. At the time, ‘logistics’ was not a term I was familiar with; but after completing an MSc in Systems Engineering, which requires an approach to problem-solving that includes the management of people, organisations and processes, I soon appreciated the need to develop business processes that mobilise people, resources, equipment and material. This led me to undertake industry-focused research in manufacturing and construction, exploring how to ensure better delivery of value to customers, through products and services, while enhancing efficiency. This is how I started getting into end-to-end supply chain management.

What does your current role involve?

I have been a Professor at Cardiff University since 2003. In the last six years, I have taken on substantive management roles within the school, supporting colleagues to maximise their potential and looking for opportunities for collaborative working. I have been Head of the Logistics and Operations Management Section, Associate Dean for Research, which involved finalising the School’s 2014 Research Excellence Framework submission, and am currently Deputy Dean. My present portfolio includes championing equality and diversity, and overseeing substantive change projects.

What research is being undertaken at Cardiff that could be applied practically in the logistics profession?

When I became the Head of Logistics and Operations Management at Cardiff Business School, I established an advisory board, which still exists, consisting of a few academics, but predominantly executives from large organisations and SMEs. We asked them to tell us what industry needs, and they told us they wanted us to share what research we were undertaking and the direction of our thinking, including the blue-sky stuff. Ever since those early days they have been very enthusiastic in advising on and discussing the research work, while asserting that it is then their responsibility – that is, industry as a whole – to determine how best to exploit that research.

We also have a number of successful knowledge transfer activities ongoing, including:

- Novel forecasting methods for predicting demand and product returns for logistics and manufacturing companies
- Governance frameworks, with due consideration of contractual and relational matters, for major infrastructure projects with government agencies, contractors and their suppliers
- Environmental considerations in supply chain management, such as in freight transportation and supplier selection
- Enhancing the capabilities and sustainability of public bodies, such as the NHS

Professor Mo Naim is Deputy Dean and Professor in Logistics and Operations Management, Cardiff University. He spoke to Dorothea Carvalho, Project Development Director, CILT, about his industry experience and academic career.
Defining the role of redistributed manufacturing in sustaining cities and their regions, which has major policy-making implications.

What do you believe to be the biggest challenges faced by universities offering courses in logistics, supply chain and operations management?

Many undergraduate students are not really aware of the subject, because they didn’t come across it at school. They usually opt for a more general business management degree, and might find out a little bit about the logistics and operations management topics in their first year and then have the opportunity to specialise in later years. Many struggle to see the value, importance and diversity offered by supply chain and operations management. As such, it is important that we clearly articulate the benefits of the discipline and the opportunities within the sector. Placements and work experience are also vital. Where students take up relevant industry placements, we find they generally return with a newfound enthusiasm for the subject. Therefore the challenge is to make the courses as real as possible from very early on through case studies, industry guest speakers and field visits. We are also endeavouring to extend the placements programme, which has its own logistical challenges, as it requires us to identify additional placement opportunities with existing industrial partners and negotiate completely new partnerships.

Why motivated you to join CILT and what are the benefits of membership?

In engineering, it is expected that you will join a professional institution to highlight the fact that you have been through programmes of accredited education and training to achieve your status as a qualified engineer. I originally joined the Institution of Civil Engineers as a student, but then moved to what was then the Institution of Production Engineers. I have retained my Chartered Engineering status through what is now the Institution of Engineering and Technology, where I am now a Fellow. I felt it important that, as someone who is working extensively in logistics, I attained the same sort of marque, and demonstrated my engagement with and commitment to the profession.

I am very keen that CILT achieves the same level of credibility and must achieve the same kudos as our engineering institutions in order to enhance the status of our profession. The development of more accredited undergraduate courses with a high degree of rigour and relevance is a good way to achieve this. This will, however, require academics and practitioners working in partnership to ensure a shared vision and understanding of their roles and responsibilities.

What motivates you to keep learning and developing in your job?

I believe we are a problem-solving profession. I take that approach in my research, although often the problem may be far into the future. It’s great to have the opportunity to work in many different industries, each with its own unique challenges but often many similarities. I have worked in a range of different sectors, including electronics, automotive, aerospace, house building, food and drink, steel making. Variety is the spice of life!

What advice would you give to someone who is considering studying logistics and operations management?

Be ready to get your hands dirty. Look for challenges, rather than seeking to avoid them. Be willing to be rigorous and systematic in your work, but also open to new ways of doing things and prepared to embrace new technologies. While you may find a little niche for yourself, the grand challenges that we face require working with others to find the solution.
Vein-to-Vein: managing the blood supply chain

The National Health Service (NHS), the world’s largest health care organisation, has implemented a new supply chain planning system for managing the supply of blood products to hospitals in England.

Because of this complexity, NHSBT’s old system – a collection of manually intensive databases and spreadsheets – grew increasingly unfit to support routine decisions:

- Forecasting was carried out using a model based on deliveries rather than customer demand
- There was little granularity of the demand data, which meant that changes to requirements for more specialised products were often missed
- Stock distribution was carried out using basic push algorithms that could result in redistribution or ad hoc orders
- Additional transportation costs were incurred by NHSBT and its customers

Planning the end-to-end supply chain for these blood donations and deliveries is extremely complicated, due to factors including:

- **Blood supply and demand variability**: supply and demand varies significantly and can result appeals for donors of specific blood types from time-to-time
- **Perishability of blood components**: whole blood collected from donors is split into its main components of red cells, white cells, platelets and plasma; perishability of these components varies significantly – red cells have a shelf life of 35 days, platelets only seven days
- **Storage and transport regulations**: blood products must be stored and transported in temperature-controlled, sterile environments in compliance with strict regulations
- **Demand spikes**: a single incident – for example, a major accident, fire or terrorist attack – could create a demand spike, straining the whole system; even a single patient requiring a very specific blood product could cause a significant spike in demand over a short period of time

NHS Blood and Transplant (NHSBT) supplies red blood cells, platelets, plasma and related specialist products to all hospitals in England. Around 35,000 units of whole blood are collected every week through a network of fixed sites and mobile blood collection teams. The blood is handled by five processing centres and distributed through a network of 15 issue centres to over 200 NHS Trusts.
The end result was a sub-optimal process that could not respond to the future needs of its customers.

Requirement

NHSBT outlined its approach to addressing these issues in its strategy document: Blood 2020, 2013/14. In addition to key strategic moves to improve donor recruitment and retention and ongoing investments in the manufacturing facilities, a number of key supply chain initiatives were identified that could improve its service levels and increase the efficiency of NHSBT operations and those of its customers, mainly NHS hospitals.

Part of the approach was to bring together several disparate committees and individuals into one integrated system of its Service Optimizer product SO99+ to support three key processes in various stages of planning under a single integrated supply planning (ISP) or sales and operations planning (S&OP) process. However, although this brought some initial benefits, it was clear that the underlying information was not sufficiently detailed and tools were inadequate to respond rapidly to variations in demand or make supply decisions on a weekly and daily basis.

A public tender for a new planning and control system (PCS) was issued and responses were received from a number of supply chain planning solution providers.

Solution

NHSBT selected a solution proposed by ToolsGroup, choosing a number of modules of its Service Optimizer product SO99+ to support three key processes in one integrated system:

- **Demand planning**: statistical forecasting for each product based on blood group and type at individual hospital level, identification of anomalies and exceptional demand, and collaborative intelligence and support for NHSBT’s demand review process

- **Inventory optimisation and deployment**: optimising safety stock levels at each of the five manufacturing sites and 15 stock holding units (SHUs), adhering to capacity constraints and providing visibility of production and donor collection requirements

- **Vendor managed replenishment**: automating the replenishment of blood supply levels in hospitals based on an optimal mix of products, reducing waste, minimising transport costs and eliminating the need for hospital staff to order products on a daily basis

The implementation involved integration with NHSBT’s legacy supply management and online ordering systems, as well as with blood fridges and laboratory systems in hospitals. Near real-time stock levels are provided every 30 minutes from participating hospitals, which enables NHSBT to identify the optimal stocking levels and automatically generate replenishment orders. This required significant levels of testing to ensure that all potential scenarios were handled rapidly and effectively.

In addition, the PCS had to comply with ISBT 128 specifications, a new global standard for the identification, labelling, and information transfer of medical products of human origin, including blood, cells, tissues, milk and organ products. This has provided further benefits to NHSBT, which can now manage demand for specific blood products at a very granular level not previously possible.

Benefits

This solution has enabled NHSBT to implement its ISP processes. Changes in demand and supply can be flagged and acted on before supply issues arise, and the supply planning team is now able to respond to issues and questions much more quickly. The optimisation of inventory and replenishment of stocks held at the production sites and SHUs will improve the utilisation of fridges and freezers, whilst reducing the level of shipments required to rebalance stock across the network by moving to a true pull model that responds quickly to changes in demand.

As the vendor managed replenishment solution is highly automated, it has relieved hospitals of the time-consuming effort to order, manage and replenish blood supplies. The end result is an exceptionally patient-focused service that reduces costs and ensures a safe and stable blood supply for England. This has enabled participating hospitals to redeploy medical staff back to front line care in addition to savings in delivery costs of over 20% and reduction in wastage of previously overstocked items by as much as 30% during the first few months of operation.

The PCS platform provides a robust foundation for rolling this programme out to between 70 and 100 hospitals over the next two to three years, which it is anticipated will drive further benefits to individual hospitals, NHSBT and NHS blood supplies generally. Having a single source of demand data at such a granular level has also provided benefits to NHSBT’s long-term strategic planning and supports what-if calculations to prepare for different scenarios or to plan for potential changes in donor and patient demographics on national, regional and local levels.

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**BRYAN SEMPLE & GERRY GOGARTY**

*Bryan Semple FCILT is VP Healthcare, ToolsGroup UK.*

*Gerry Gogarty is Assistant Director, Business Development and Strategy at NHS Blood and Transplant*

A video case study is available to view:  

Feel strongly about this feature?  
Email the Editor and share your views:  
focus@ciltuk.org.uk
tannah Stairlifts Ltd is a business-to-consumer and business-to-business manufacturer, with 62% of its output channelled to distributor-led export markets. Business is good despite the turbulent economic climate, where the ageing population helps to ensure that demand is continuous and steady. However, the company cannot become complacent, so Stannah invests heavily in its R&D, engineering and process improvement activities. The adoption of modern Demand Driven principles is one process improvement that Stannah is in the middle of implementing.

What we make and how

Somebody with no prior knowledge of stairlifts would be forgiven for thinking that Stannah’s product range might be relatively narrow; but in fact, a stairlift comprises three key components, and each has a multitude of product variants. All stairlifts are supplied with a number of kit either for aesthetic customisation or to meet a user’s particular need – for example, leather, vinyl and woven upholstery designs are available in a multitude of colours. Then there are seatbelts, wall-mounted controls, hinges, audio/visual alarms: the list goes on. All of this means that each stairlift shipped out of Stannah’s factory is configured to an exact specification that meets the end-user’s needs, and no two stairlifts are ever exactly the same.

With so many stock keeping units (SKU), it is perhaps surprising that Stannah is able to maintain an on time in full metric just shy of 100%. The ability for Stannah to promise a despatch date within a competitive lead-time helps its distributors to guarantee an installation date to an end-user and create a reliable installation schedule.

Mitigating variability

Customer lead-time varies according to the type of stairlift. Curved stairlifts are typically six to ten days from order to despatch, where the cycle time to design and manufacture the bespoke rail is relatively long. Straight stairlifts, with no design process and short manufacturing cycle time, are typically despatched in two to three days, and sometimes the very same day where the need is urgent.

All other stairlift components are SKUs, rather than bespoke products. Stock of the 138 chair and carriage SKU has turned approximately 70 times in the last year, meaning that chairs and carriages spend an average of three days in stock before they are sold.

There is rarely a stock-out for either finished goods or component stock. This is achieved by the strategic positioning of independent inventories to decouple the supply chain and buffer each segment from variability. The hard part for Stannah is knowing how much of each product to stock.

For Stannah, demand variability is relatively low at the aggregate stairlift level, with slight seasonal variation when sales deviate from the average on the run up to Christmas. However, drill down to the SKU level and variability becomes more problematic. In 2011, the company started to offer its customers more choice, resulting in a proliferation of chair models and variants. This made forecasting even more time-consuming and error prone, so it was decided to change to production scheduling and inventory management.

Push to pull and visual management

Before 2011 a planning department would spend considerable time each week manually creating the master production schedule: a statement of what will be manufactured and when. Despite the planners’ best efforts, their weekly production plan would usually be rendered unusable almost as soon as it was issued, with regular expediting required as a result of an inaccurate forecast.

To try to overcome the problem of frequent stockouts and expediting, Stannah implemented a simple pull system between its assembly facility and finished goods warehouse. This involved configuring its ageing ERP system to generate hourly production orders that replenish the current stock-on-hand quantities back to target stock levels. Those orders are displayed on touchscreens at stage one of the assembly cells, with a simple red, amber or green status indicating the relative priority of the work. To provide managers and planners with visibility of the bigger picture and to help identify any adverse trends, a web
Internally developed stock chart web app — see Figure 1.

Our DDMRP pilot

DDMRP’s methods are applicable to any type of supply chain segment, whether in purchasing, operations or distribution — see Figure 5. To prove this concept, in April 2016 Stannah piloted DDMRP between its finished goods warehouse and its supplier of upholstery, Global Upholstery Solutions Ltd (GUS). The pilot project was a big success for GUS, which benefited from clear prioritisation of work and smooth, predictable demand allowing maximum efficiency of its own operation. Stannah has benefited from a much improved service level from GUS, meaning that picking operatives nearly always have stock to pick from.

Plans for the future

Stannah is in the process of developing a new open source ERP system. The new IT system will enable the automation of data-intensive tasks that are currently completed using spreadsheets, meaning those tasks can be completed more frequently, the prime example being the recalculation of target stock levels for Stannah’s 250+ made-to-replenish SKUs. This will provide time savings and help to ensure that any changes in customer demand patterns are responded to quickly.

Although it is already ‘demand driven’ in its replenishment of the downstream warehouse, the Stannah’s Andover assembly facility will see an improvement in how work is prioritised, with DDMRP factoring in any demand spikes on the horizon.

However, the biggest opportunity is the adoption of DDMRP principles throughout the end-to-end supply chain. Overseas subsidiaries will use the same ERP platform as the Andover site, so it will be possible for those customers’ warehouses to be replenished using the exact same logic as used to replenish the Andover warehouse. Distributors will therefore benefit from a reduction in forecasting and replenishment planning effort, as well as an improved inventory and service performance.
Programme

Register your email address to be kept up to date with Institute events:

01536 740104

membership@ciltuk.org.uk

Unless otherwise stated, to attend an event book online now or contact Membership Services.

CENTRAL SOUTHERN

Thames Valley

Inside the head of the logistics buyer
14th November 17:30 (for 18:00) - 20:30
Speaker: Jo Godsmark FCILT, Director, Labyrinth Logistics Consulting Ltd & Chair, CILT Outsourcing & Procurement Forum
Location: Reading Town Hall, Blagrave Street, Reading, West Berkshire, RG1 1QH
Code: TVG0339 CPD hours: 2

Hampshire & Dorset

Brexit – What does it mean for the road transport industry?
23rd November 18:30 (for 18:45) - 21:00
Speaker: Rachael Dillon, South Central Policy Manager, Freight Transport Association
Location: Southampton Solent University, East Park Terrace Campus, Southampton, SO14 0LY
Code: HDG0331 CPD hours: 2

CYMRU–WALES

Cymru Wales Logistics and Transport Awards
8th November 18:00 (for 18:30) - 20:00
Speakers: Ken Skates AM, Cabinet Secretary for Economy and Infrastructure; Ray Stenning, Best Impressions; Martijn Gilbert FCILT, CEO, Reading Buses
Location: Cardiff City Hall, Cardiff, CF10 3ND
Code: WR0351

Integrated Transport Conference
17th November 08:30 (for 09:00) - 16:00
Location: The Novotel Hotel, Schooner Way, Atlantic Wharf, Cardiff, CF10 4RT
Code: WR0352

LONDON

Heathrow

Visit to DHL food packing depot
1st November 10:00 (for 10:15) - 13:30
Speakers: Kevin Webber, Head of Performance; Martin Willmor, VP Operations - Passenger Gateway, DHL
Location: DHL Airline Business Solutions, Lakeside Industrial Estate, Colnbrook, SL3 0ED
Code: HG0336 CPD hours: 1.5

A unique opportunity to influence UK air policy
8th November 17:45 (for 18:30) - 20:00
Speaker: Alex Veitch, Head of Global Policy, Freight Transport Association
Location: Holiday Inn, Sipson Way, Sipson, West Drayton, UB7 0DP
Code: HG0337 CPD hours: 1.5

NORTH EAST

Humber

Arco Ltd – National Distribution Centre tour
28th November 17:30 (for 18:00) - 20:00
Speakers: Neil Griffiths FCILT, Logistics Director; Wayne Robinson CMILT, General Manager; Amber Stanforth, Training and Skills Communication Manager.
Location: Arco National Distribution Centre, Priory Park East, Hull, HU4 7DY
Code: HMG0326 CPD hours: 1.5

Merseyside & Warrington

Mersey Tunnels – Maintaining cross river services
8th November 18:00 (for 18:30) - 20:00
Speaker: Gary Evans, Head of Customer Delivery, Merseytravel
Location: Georges Dock Building, Georges Dock Way, Liverpool, Merseyside, L3 1DD
Code: MWG0348 CPD hours: 1.5

NORTH WEST

Cheshire

Voice technology in logistics
10th November 11:30 (for 12:00) - 16:00
Speaker: Isabel McCabe, Managing Director, Voiteq
Location: Waitrose Distribution Centre, Waitrose B, Eaton Avenue, Buckshaw Village, Chorley, Lancashire, PR7 7NA
Booking: Please note the delegate list for this event will be vetted.
Code: CHG0337 CPD hours: 3

Greater Manchester

BrightHouse National Distribution & Returns Centre tour
12th November 12:00 (for 12:30) - 14:30
Location: BrightHouse NDC, Trafford Wharf Road, Trafford Park, Manchester, M17 1HJ
Code: GMG0370 CPD hours: 2

SCOTLAND

The InterCity story
1st November 17:30 (for 18:00) - 19:30
Speaker: Chris Green, former ScotRail general manager
Location: McCance Building, University of Strathclyde, 16 Richmond Street, Glasgow, G1 1XQ
Code: SR0396 CPD hours: 1

2016 Scottish Annual Dinner
3rd November 18:45 (for 19:15) - 23:00
Speakers: Kevin Richardson FCILT, Chief Executive, CILT UK; George Lowder MBE, Chief Executive, Transport for Edinburgh
Location: Roxburgh Hotel, 38 Charlotte Square, Edinburgh, EH2 4H0
Cost: £76.50 +VAT pp; Table of 10: £725 + VAT
Code: SR0401

High Speed 1 in its tenth year
8th November 17:30 (for 18:00) - 19:30
Speaker: Lester Hillman
Location: Royal Overseas League, 100 Princes Street, Edinburgh, EH2 3AB
Code: SR0383 CPD hours: 1
Highland Survivor – The story of the far north line
22nd November 17.30 (for 18:00) - 19.30
Speaker: David Spaven, Consultant and Writer on Railways
Location: Royal Overseas League, 100 Princes Street, Edinburgh, EH2 3AB
Code: SR0410  CPD hours: 1

SOUTH EAST

Sussex

Brighton & Hove and Metrobus
Company – An update on the achievements of our local bus operator
1st November 18:30 (for 19:00) – 20:45
Speaker: Martin Harris, Managing Director, Brighton & Hove Bus & Coach Company Ltd
Location: Sussex Downs College, 1 Mountfield Road, Lewes, East Sussex, BN7 2XH
Code: SG0346 CPD hours: 1.5

Creating a globally responsive pharmaceutical supply chain fit for the 21st Century
24th November 18:30 (for 19:00) – 20:45
Speaker: Paul Brooks FCILT, CILT International President
Location: University of Sussex, Jubilee House, Falmer, Brighton, BN1 9RH
Code: SG0347 CPD hours: 1.5

Gatwick

Brighton Main Line upgrade
15th November 18:30 (for 19:00) - 20:30
Speaker: Ben Craig, Senior Programme Development Manager - Brighton Main Line Upgrade, Network Rail
Location: Harlequin Theatre, Warwick Crescent, Redhill, Surrey, RH1 1NN
Code: GTG0338 CPD hours: 1.5

SOUTH WEST

Devon & Cornwall

Sustaining the Royal Navy in the 2020s and beyond
23rd November 17:45 (for 18:00) - 20:00
Speaker: Capt. Phil Waterhouse RN FCILT, Deputy Naval Base Commander HMNB Devonport, Captain of the Base HMS Drake
Location: Portland Square Building, Plymouth University, Drake Circus, Plymouth, PL4 8AA
Code: DCG0344 CPD hours: 2

WEST MIDLANDS

Staffordshire

The role of the Royal Fleet Auxiliary
1st November 18:00 (for 18:30) - 20:30
Speaker: Charles Waddington CMILT, First Officer, RFA
Location: Stoke-on-Trent Sixth Form College, Leek Road, Stoke, ST4 2RU
Code: STG0338 CPD hours: 2

Birmingham & Coventry

The annual Atkins breakfast briefing - Providing enough trains for our tracks!
24th November 08:00 - onwards
Speaker: Alex Burrows, Marketing and Strategy Director, Alstom
Location: Atkins, The Axis, 10 Holliday St, Birmingham B1 1TF
Code: BCG0343

PORTS, MARITIME & WATERWAYS

What next for logistics and ports? Opportunities that can be gained by Brexit
10th November 18:00 (for 18:30) - 21:00
Speaker: Guy Platten, Chief Executive Officer, UK Chamber of Shipping
Location: Moore Stephens LLP, 150 Aldersgate Street, London, EC1A 4AB
Cost: Members & Non-Members: £10
Code: PMW0007 CPD hours: 2

Delivering Effective Transport Policy
22nd November
Location: London
Code: PTRC0436

For further information about all of the above PTRC events please contact: info@ptrc-training.co.uk

FORS WORKSHOPS

Workshop 8 Minimising transport fines and charges. Workshop 9 Monitoring and measuring road fleet performance.

2nd November
Location: AECOM, 3rd Floor, Portwall Place, Portwall Lane, Bristol, BS1 6NA

3rd November
Location: AECOM, 1 New York Street, Manchester, M1 4HD

To view all FORS workshops and to book your place now visit: www.fors-online.org.uk
As well as considering the financial aspects of companies on the servitisation path – BAE Systems turning over £16.6 billion in the latest figures with £1.7 billion profit, and Rolls-Royce turning over £14.6 billion, making £1.7 billion profit – he considered Michael Porter’s strategy lessons from the 1980s, namely that companies in a wide industry sector have to differentiate their offering or concentrate on offering the lowest price, while those in niche markets may feel immune. However, people in niche markets may be at risk if others decide to come in and compete. They will be stuck in the middle with no strategy in place for either differentiation or cost and so are vulnerable both sides.

Adrian Botham explained that servitisation can address this issue, providing protection and the opportunity for expansion. He described the vision of evolution or maturing within the expansion of a company’s move from its beginnings as simply a product provider to that of being service driven. The stages are shown in Figure 1:

1. The company provides product as its main goal. It may provide some obligatory services, such as warranty repairs or perhaps product that needs some form of installation at their customer’s site to be undertaken by the provider.

2. The company provides additional services as a profit-making tool. This might be adding spares to the range or additional services at the point of sale. It might include options for revenue that is currently being picked up by others.

3. Subtly different from stage 2, the additional services in stage 3 are offered not just as an extra revenue stream, but also as a means of enhancing the company’s chances of getting business. ‘We sell and we maintain it’ is better than ‘We sell it and you’ve got to find somebody to look after it, who may not know our product in the depth that you’d like and may struggle to get hold of spare parts.’

4. At this stage, the service is its prime offering. The sale is not of the product but of use of the product. This is perhaps a subtle step forward from stage 3, but the difference is in the internal culture change and acceptance of the move from selling product and service to serviced product.

5. At stage 5, the goods supplier has become the provider not of the serviced product but of the output of the product within the customer. By way of example, we might think of selling ovens to a bakery. At stage 1 the company sold ovens and as the...
Under the Union Customs Code (UCC), a new procedure is envisaged that a company in any industry or of any size might wish to adopt. It is now selling: “the ability to produce 16,000 loaves of bread per shift” and is taking ownership of that figure being met – at least as far as its product availability and performance is concerned.

Adrian Botham then presented three case studies from his career:

- Vickers Defence Systems won a long-term service contract (known as CRISP) with the MOD and moved to the Customer Advocate stage (4). Vickers became the sole supplier of parts and service, taking overall responsibility for all supply and co-ordinating inventory. As a result, the MOD received better service without the investment in inventory and processes, and Vickers cemented its place with its customer, as well as generating more revenue, and the external provider gained more business.

- BAE Systems moved to the aftermarket service. The project started with BAE as the supplier of in-house components for Tornado aircraft and the MOD responsible for planning, procurement and inventory management of a wide range of items. Although the MOD continued to procure from other suppliers, the management of the inventory and ongoing maintenance was taken on by BAE. The maintenance aspect included KPIs based around guaranteed aircraft availability. The MOD achieved cost reduction of over £500 million and service levels improved, while BAE generated revenue from service provision by assisting in the planning and procurement processes, managing inventory and undertaking maintenance at the RAF’s facility.

- Adrian Botham had been project managing the move of suppliers of C-class or consumables from parts supplier to inventory manager. Suppliers taking on the vendor managed inventory role not only generate revenue from buying and selling parts from other manufacturers or stockists, but also solidify their own relationship with their customers. Processes within the customer are simpler. Should problems become apparent, they can be reacted to by the person making the delivery; immediate response deliveries can be requested before even leaving the site.

This was an absorbing presentation, the success of which is best measured by the length of subsequent discussions following the allotted Q&A time.

Ian Henderson FCILT

Customs and International Trade Compliance Forum

Self-assessment

Under the Union Customs Code (UCC), a new procedure is envisaged that a company in any industry or of any size might wish to adopt. The procedure is intended to be a facilitation, a reduction in red tape and, some would say, a complete innovation, although those who remember something called period entry might beg to differ. This procedure is to be known as self-assessment.

To understand self-assessment, first we have to understand the current import process for goods coming into the UK from outside the EU (quite possibly, post-Brexit, the way all goods will enter the UK). On arrival, a customs entry or declaration must

HMRC will conduct audits to ensure the importer is making the correct calculations

www.ciltuk.org.uk
be completed, then import duty, excise duty and VAT are calculated and either paid or put on account using a deferment account. The goods are then free to be transported to their destination. This is the transactional method, with each individual shipment being dealt with as it crosses the border.

Self-assessment proposes to change this methodology. Some information about the shipment (data elements) will still need to be provided to HMRC at the border for security purposes, and they will have to be transmitted electronically. Once the data is received, the goods can be transported to their destination.

The calculation of any import duty, excise duty and VAT will not be undertaken at the border. Instead, the importer will collect information about its imports in its own commercial systems, including making the calculation of import duty, excise duty and VAT, as applicable. Then once a month the importer will send an electronic file to HMRC containing data and the amount of taxes due. The taxes will then be deducted from the importer’s deferment account.

HMRC will conduct audits to ensure the importer is making the correct calculations. In essence, this is similar to the procedure for preparing a VAT return. However, only companies who have achieved AEO(C) will be permitted to use self-assessment.

In practice, headline impacts will be:
- Importers will need to take control of their own customs compliance, with employees who understand how import duty, excise duty and VAT are calculated on imports
- Initially, it is likely that only companies with large volumes of imports will take up the new procedure, but it is expected that more and more companies will do so
- Importers may well already possess almost all the required security data needed at the border, so they may elect to change their systems to capture all the data and send this to HMRC themselves, rather than using a community service provider (CSP) or a freight agent/broker
- Freight agents and customs brokers who currently charge for submitting import entries (declarations) on behalf of importers will need to consider the impact on their revenue stream

The UCC proposes that the self-assessment procedure will be available by December 2020, but the UK is already looking to move faster than this. Self-assessment is being seen as one way of mitigating the thousands of additional import entries (declarations) that may be needed once we leave the EU.

CILT is part of the group working through the practical requirements and impacts of this new procedure with HMRC in order to make self-assessment a reality in the UK in record time. Make sure your voice is heard by sending your comments to the Forum: CITC@ciltuk.org.uk.

Susan Morley FCILT
He discussed key success factors in governance:

- Customer and logistics service provider (LSP) are both rewarded by success
- Governance is a natural regular event, not a contractual requirement
- Customer and LSP are aligned on strategy and values
- Operations own the procurement process
- KPIs drive the right behaviours

The most common problems with governance are:

- Leadership change (customer)
- Poor service or cost controls create contractual divisions
- Governance does not kick in until the relationship is strained
- Negative motivation: The customer minimises risk, the LSP to minimise reputational and commercial damage

Hot topic 1: Innovation

There was broad agreement about the importance of innovation, and that it does not come about by itself. Prerequisites to making it work include: trust; the right culture and relationship; and gain sharing on contractual basis.

To set up a successful innovation process:

1. Use mixed teams with varied backgrounds and different ages. Those under 30 and over 50 are more innovative than the 30–50 age group.
2. Aim initially for smaller, operational improvements (gradual innovation). They have a higher success rate than stepwise improvements (radical innovation).
3. Exercise due diligence. Is the LSP capable of the innovation you are aiming for? Is the client genuinely interested in innovation, or in a commodity service at the lowest price?

Hot topic 2: Change management and exception management

Change may be gradual or stepwise, but is expected to be permanent – for example, volume change, acquisition or legislation.

An exception is unplanned, specific and limited in time. Risk assessment is important in either case. The contract should define an exception, covering business continuity, force majeure and business insurance. Once an exception occurs, key elements are trust, speed and accountability. Who is in charge?

The biggest challenges in change management are:

- People: trust, relationship and communication
- Processes: accurate forecasts and good governance processes
- Systems: critical in some cases, such as mergers

Hot topic 3: Managing conflict

A certain level of conflict, if balanced and relationship enhancing, can be healthy. Conflicting priorities are not a problem as long as there is alignment of goals.

Types of conflict that can be expected are:

- Organisational culture – for example, misaligned organisational structures (Who is my counterpart?) and SRM/CRM clashes
- Personal – personnel changes; are values and goals aligned?
- Communication related – risk of blame culture
- Performance measures – no advance warning of problems; were KPIs jointly agreed? Are we looking at the same numbers?
- Major changes – for example, a merger can become a source of conflict

In conclusion

After an extremely interactive day, delegates were broadly in agreement that the governance and management of a contract is by no means a pause in the outsourcing life cycle. It is hoped that some of the insights received will contribute to much going right once the contract has been signed.
Visit to Fairfield Heritage

The Region visited Fairfield Heritage on a joint visit with the Nautical Institute. Region Chairman, Ken Thompson opened the event by welcoming those present and introducing Brian Baker, Fairfield Heritage, who was our host and guide.

Brian Baker briefly outlined the aims of Fairfield Heritage. The building had been acquired by Govan Workspace Ltd in a derelict condition in 2010. It opened in 2014 as a premises offering office space and heritage museum dedicated to the history of the Fairfield shipyard. Govan Workspace Ltd also has sites at Elderpark, Harmony Row and at Alexander Stephen House, all in Govan.

The visit began with a video showing the restoration of the building in the superbly restored boardroom. The restoration cost £5.8 million and was funded by the European Development Fund. The building was built for the Fairfield Shipbuilding and Engineering Company between 1889 and 1891, when the shipyard was the most advanced in the world. The directors decided that the offices should reflect the importance of the company and compete with the finest of Glasgow’s merchant buildings.

Designed by John Keppie, Honeyman and Keppie, the building is a long, classical sandstone office block, with a wide projecting central entrance flanked by modern French detail and pilastered first floor windows to the open plan drawing offices. It featured a Doric-columned tower at the west and had a brick rear. Internally, notable features are the mosaic floored vestibule and ornate wrought iron stair balustrade and large stained glass windows. The building became Category A listed in 1970, but became surplus to requirements in 2001 and fell into such a state of repair that it was placed on the Buildings at Risk register. Govan Workspace Ltd acquired it in March 2009.

The Fairfield shipyard was opened in 1864 by Randolph, Elder and Co Ltd, who purchased the former Fairfield Farm at Govan to allow expansion of its shipbuilding business. This company had started business as Randolph & Elliot in 1834 making machinery. In 1852, John Elder joined the business and shipbuilding began at the Old Govan Shipyard. On John Elder’s death in 1869, the company renamed John Elder & Co Ltd, then in 1885 the business became the Fairfield Shipbuilding and Engineering Company Ltd. During the 1880s, the yard built many Blue Riband record-breaking ships, leading to orders for fast liners. In the early 1900s, the yard received orders from the Admiralty for destroyers, cruisers and battleships. In 1912, the yard had 12 ships under construction at the same time. During the First World War, the yard built 50 warships, in addition to other vessels.

By the 1930s, Admiralty work had ceased and the yard focused mainly on refitting and maintenance of ships. In 1935, the yard was taken over by Lithgow Brothers. Orders were placed for warships as the Second World War loomed, and the yard built destroyers, cruisers, aircraft carriers and battleships, as well as other ships for the navy. After the war, the yard returned to building commercial shipping and including tankers, ore carriers and general cargo ships. The Admiralty continued to place orders, mainly for cruisers and frigates.

The business was nearly bankrupt in 1965, but in 1968 the government merged the yard with five others to form Upper Clyde Shipbuilders (UCS) under proposals in the Geddes Report. In 1970, Govan Shipbuilders Ltd was formed to address some of the
problems with working practices, and the yard built large bulk carriers for a variety of customers. In 1971, UCS collapsed and Govan Shipbuilders was later nationalised as part of British Shipbuilders. When British Shipbuilders was broken up under denationalisation in 1988, the Fairfield yard was sold to the Kvaerner Group, which modernised the yard that then specialised in building liquefied natural gas and chemicals tankers.

In 1999, the yard passed to BAE Systems, and destroyers, sections for the Royal Navy’s two new aircraft carriers and logistics support ships have been built there. The yard is currently working on the second and third of three offshore patrol ships for the Royal Navy.

The party were then given a tour of the museum where many artefacts from the yard are displayed, along with models of ships built by the yard over the years, ranging from paddle steamers to warships, tankers and cargo ships. There are numerous interactive displays and a detailed history of the yard and the people who worked there. The party also saw some of the modern office space, occupied by small, new businesses. Govan workspace is to be commended in securing the future for the building and bringing new work opportunities to the Govan area of Glasgow.

After the tour, there was a wine reception. Brian Baker was presented with one of the Region’s engraved glasses as a memento of the event. The Region would like to thank Govan Workspace Ltd and Brian Baker for hosting the event.

Further information:
www.fairfieldgovan.co.uk/heritage/

John Fender FCILT

PTRC Training Programme

NOVEMBER 2016

8th, Successful Planning Applications, London
This one day course provides an overview of the new development management framework, providing practical advice for those involved in the preparation and review of transport assessments.

9th – 10th, Modelling for Non-Modellers, London
The modelling of junctions, road networks and public transport systems provides fundamental information to support decisions taken on future projects. This course provides an introduction to the modelling tools commonly used, and equips practitioners with simple techniques for checking model outputs.

14th, Designing for Modellers, London
To ensure that transport models are built accurately and efficiently, modellers need an appreciation of the physical infrastructure which underpins them. This course has been developed to provide modellers with an opportunity to gain a better understanding of the physical transport network on which models are based.

22nd, Delivering Effective Policy, London
This course considers the basic principles of transport policy taking an objective-led approach as its starting point, while addressing a range of mechanisms and approaches by which policy is translated into initiatives on the ground.

DECEMBER 2016

6th – 7th, Public Inquiries and Appeals, London
This course is a must attend for any practitioner who may need to give evidence as an expert witness on behalf of a local authority, the private sector or promoter of a development.

8th, The Equalities Act for Placemakers and Transport Planners, Leeds
This course provides a comprehensive introduction to the application of the Equalities Act to transportation, highways and urban realm activities and is essential training for any consultant working for public sector clients.

13th, Traffic Orders – Principles and Good Practice, Birmingham
Traffic Orders are an essential requirement for just about every enforceable restriction that applies to the highway, and will be required for the construction and operation of many transport infrastructure schemes. This course provides an understanding of the stages involved in making different types of Traffic Orders.

14th, Designing Buses for the Urban Environment, Birmingham
This one-day course will highlight common mistakes that can occur during the planning and design of bus interchanges and infrastructure. Exploring issues that may at first appear minor, but if not identified and addressed early can result in challenging and costly remedial work.

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
The redeveloped Reading station was a major investment that has helped regenerate the town centre. The western end of Cross Rail, GW electrification and a Western Rail Link to Heathrow are major projects. In Oxfordshire, the East West Rail will link Bicester to Milton Keynes and extend eventually into East Anglia, and Evergreen 3 will add rail capacity. Together, these initiatives will support further development in the important Science Vale/Oxford/Banbury enterprise corridor. It is no coincidence that we are home to several transport consultancies. Although the Ford works in Southampton has closed, car manufacturing remains with Honda in Swindon and BMW in Oxford. The RNLI is now manufacturing offshore lifeboats in Poole, with plans to export. Local corporate members include CHEP, Linde Material Handling and Wincanton. We have significant DC sites in Andover, Southampton, Swindon and Bicester. We also host most of the large logistics giants in the Thames Valley: Oracle, Microsoft, SAP, Fujitsu, SAGE, IFS, HP and ToolsGroup. Finally, we have a big military presence. There is the Defence Academy at Shrivenham, and DSTL in Portsdown West and Porton Down. The new Defence College for Logistics will be in Worthy Down. There is a major distribution centre at Bicester, the RN Base in Portsmouth and the military mounting centre at Marchwood. We have RLC HQ at Deepcut, the Royal Signals in Blandford, Army HQ at Andover and several bases around Salisbury Plain. RAF Brize Norton hosts air transport and air-to-air refuelling, and support helicopters are at RAF Odiham and RAF Benson. CILT Defence Forum events frequently take place in our Region, and current and former service personnel volunteer on our committees. That shows the scale and complexity of logistics in the Region. We draw on that diversity for our events, but we need to ensure that CILT remains active locally and has a secure future. Some 70% of our members are over 40 years old and one of our goals is to increase the number of younger members. Only 10% of our members are female, although this proportion increases to 20% of members under 40. In January 2016, a joint Thames Valley/Young Professionals event in Reading attracted over 80 young people and we will build on that in 2017. This and other Region events were filmed; the edited highlights are on our Region webpage and on YouTube. We now have 130 former IOM members and it will be interesting to see who else is attracted to the Operations Management Professional Sector. Below you can see the talks and visits already in the pipeline and our volunteer committees will be using the feedback from our recent e-questionnaire to guide them for the future. Thank you to the 60 members who responded to this. Look at the groups below, come along and get involved.

LinkedIn Central Southern Region: www.linkedin.com/groups/7443091
HAMPShIRE & DORSET GROUP
The Group meets on the last Wednesday of the month, with meetings hosted at Bournemouth and Southampton Solent Universities. Some meetings draw students studying maritime logistics or leisure and tourism. Last year’s season included speakers on panamax, the coach industry, island air-services and Bournemouth airport. This year, we plan meetings on the future for small charter airlines flying from regional airports, the Port of Poole, Brexit and its implications for local transport providers, achieving excellence in operations management, and air quality improvements for Southampton. An important social component in the group’s calendar is the annual transport quiz and buffet, held in December at Bournemouth University with proceeds going to a selected charity.
Chairman: Derek Robbins. Secretary: John Goble. Committee: Rupert Best, Gary Frost, Mike Heckford and Ed Wills
RO-CentralSouthern@ciltuk.org.uk

THAMES VALLEY GROUP
The Group meets on the second Monday of the month. Our home base is in Reading Town Hall and we also organise visits, last year to the BMW plant in Oxford and this year to Reading Buses and West Berkshire Brewery. Recent talks have included the Lego supply chain, data mining and analysis, and humanitarian logistics. This year’s mixed and varied programme covers Oxfam logistics, outsourcing and procurement, Ikea logistics, sustainability and the circular economy, and a Young Professionals event. We are very fortunate in being able to draw on senior executives and recognised experts as our speakers.
stout182@hotmail.co.uk or astout@calor.co.uk
Group LinkedIn: www.linkedin.com/groups/2948306/profile

SWINDON GROUP
The Group has had a turnover of committee members recently, but a core has continued to organise events. As current chairman, I am keen to grow the committee once again. In recent years we have held a variety of events, including Jim Steer, former President,) on HS2, and Group members on military logistics and on counterfeit parts in the supply chain. We also held presentations on local interests, such as the Stonehenge Visitor Centre, Wadworth’s Brewery and the SWLEP. Most recently, the Group has explored the logistics sector in Swindon, having a brief on South Marsden DC and a site visit to the Howard Tenens DC. This season, we are arranging a site visit to the BBq DC run by Wincanton and hope to visit the Honda plant in the spring. We are considering talks for the New Year by logistics recruitment company Michael Page, one on FORS accreditation and one on operations management.
Chairman: Nick Stacey. Committee Member: Jeremy Smith
RO-CentralSouthern@ciltuk.org.uk
Harald Hamley FCILT, Regional Officer

NORTH EAST REGION
HUMBER GROUP
Introducing Chris Broughton
Chris Broughton FCILT, PD Ports, is the new Chairman of the Group. The Group thanks Kevin Robinson FCILT, Amaradia Ltd, who stepped down after two years.
Chris Broughton has been involved in the logistics and ports industry since the late 1970s. He started his career with John Sutcliffe and Son in Grimsby, then moved to the Swedish ro-ro line Torline where he was responsible for collection and collation of cargo documentation and liaison with freight forwarders and local authorities in regard to activity at the busy Immingham terminal. He also spent time at the Felixstowe terminal on an exchange basis to give insight into other terminal operations.
In July 1981, he joined HSLS a diverse group operating in stevedoring, transport, small port operations, freight forwarding, air freight and as a travel agency. Initially, he worked as a ships’ agent acting for owners and charterers serving a wide range of vessels, including all dry tanker and offshore trades. The early 1990s brought a move into freight sales at the company’s air division, which operated the transit warehouse at Humberside airport, followed by a period as Station Manager for the division responsible for the air operations.
In the mid-1990s, he became Commercial Executive, HSLS, involved in the marketing and development of all activities sitting on the executive board as part of the policy and decision-making team, followed by a period as Inland Ports Executive responsible for the financial, operational and commercial activity of two small ports on the Ouse and Trent.
Following a change of ownership, he returned to a commercial role within the group and, under a further restructure, became Business Development Manager Humber, PD Ports, focusing on the development of a variety of ports and logistics activities together with a period running the freight service activities of the Group.
Geoff Catterick FCILT Chairman, North East Region

NEXT EVENT
Arco Ltd National Distribution Centre tour
28th November 2016
Arco National Distribution Centre, Hull HU4 7DY
Event Code: HMG0326
the following learners have recently been awarded
The Chartered Institute of Logistics and Transport
qualifications/awards:

CILT(UK) Level 2 Award in Employee Rights and Responsibilities in the Logistics Industry
Paul Braley; James Cooper; Clarissa Darby; Jamie Huggett; Ryan Hyde; Aaron Joynson; Scott Lannon; Shaun Nazir; Matthew Robinson; Jack Toward; Daniel Clare; Stephen Hutchinson; Terry Willmer; Geena Austin; Thomas Turner; Matthew Bermingham; Nick Arnell; Matthew Mahoney; Daniel Howker; Peter Mckean; Joshua Peckham; Joshua Halse; Bradley Herbert; Oliver Ward; Ryan Inglis; Luke Thompson; Mark Grice; Richard Roberts; Ross Sidie; Jack Huggett; Nathan Hipkiss; Alexander Cresswell; George Woolford; Jack Ingall; Colin Simpson; Scott Maxwell; Daniel Reynolds
Centre: HM Forces (RAF)

CILT(UK) Level 2 Certificate in Logistics and Transport
Anthony Glynn; Liam Lowery; Rebecca Sherlock; James Sloss; Craig Doak; Simon Finlay; Petrus Griezel; Michael Smith; Patrick Doyle; Gavin Stuart; Darrell Buckley; Conor Ellison; Andrew Kerr; Douglas Smyth; David Armstrong; Patricia Devlin; Joao Chorincas; Christoper Taylor; Samuel Dede; Aaron Lee; Stuart McKay
Centre: NIRTC Ltd

CILT(UK) Level 2 Diploma in Warehousing and Storage
Thomas Setter; Paul Braley; James Cooper; Clarissa Darby; Jamie Huggett; Ryan Hyde; Aaron Joynson; Scott Lannon; Shaun Nazir; Matthew Robinson; Jack Toward; Daniel Clare; Stephen Hutchinson; Terry Willmer; Geena Austin; Thomas Turner; Matthew Bermingham; Nick Arnell; Matthew Mahoney; Daniel Howker; Peter Mckean; Joshua Peckham; Joshua Halse; Bradley Herbert; Oliver Ward; Ryan Inglis; Luke Thompson; Mark Grice; Richard Roberts; Ross Sidie; Jack Huggett; Nathan Hipkiss; Alexander Cresswell; George Woolford; Jack Ingall; Colin Simpson; Scott Maxwell; Daniel Reynolds
Centre: HM Forces (RAF)

CILT(UK) – IOM Level 3 Certificate in Operations Management
Beverley Jones; Chia-Lin Lee; Kayleigh Thompson
Centres: Dudley College, CILT DLC

CILT(UK) Level 3 Certificate in Logistics and Transport
Paul Alldridge; Paul Edwards; Peter Mladenovic; Peter Mladenovic; Shaun Case; Gillian Kwamboka Nyakundi
Centres: CILT DLC, ABC Logistics Skills, CILT DLC

CILT(UK) Level 3 Certificate of Professional Competence for Transport Managers (Road Haulage)
Malcolm Grace; Glenn Dudman; Matthew Pleass; Jason Palmer; Melissa Sorensen; Steven Henderson; James Roberts; Russell Hunter; Stephen Wood; Andrew Coomber; Natalie Wagborn; Stephen Knighton; Michael Woodward
Centres: CILT DLC, Essential Driver Training

CILT(UK) Level 3 Certificate of Professional Competence for Transport Managers (Passenger Transport)
Mark Shepley; Kenneth Laidlaw; Jennifer Peacock; Mohammed Yasin
Centres: CILT DLC, North East Logistics Academy

CILT(UK) Level 5 Professional Diploma in Logistics and Transport
Carmen Gooch; Bradley Addinall; Paul Wolfe; Timothy Gay; Lloyd Madzokore; Ashu Arreyeteck; Iain Leith
Centre: CILT DLC

Defence Equipment and Support Level 3 Supply Chain Management Skills Advanced Certificate
Esther Clifford
Centre: Defence Equipment & Support
‘The course has enhanced my understanding and awareness of the management processes that I undertake.’

Ian Robinson
Stagecoach
Compliance is a start... but what comes next?

Real business benefits come from building a partnership with your provider that goes beyond just ‘ticking the box’.

Running a compliant, safe and economical fleet is a key business objective for many transport professionals. In recent times, Driver CPC has helped formalise training compliance but there are additional business benefits that can be gained by taking a broader view of fleet and driver risk management. If you want to take advantage of these benefits, we are ideally placed to help you.

As part of the AA, AA DriveTech is best known for delivering fleet driver assessments and training as well as delivering driver awareness schemes for members of the public, who have committed a motoring offence, on behalf of many police forces. AA DriveTech has also been a leader in commercial and passenger vehicle driver training for many years; indeed, we have recently trained our 30,000 professional drivers.

Delivered by highly qualified professionals, we offer an extensive range of risk management, on-road assessments and training consultancy designed to help operators reduce costs, keep their drivers safe and improve the customer experience. Courses range from the standard tachograph and driver’s hours, through to customer service, vehicle checks and effective loading, and mobile phone use. These all count towards Driver CPC accreditation.

In addition, AA DriveTech’s specialists can work closely with in-house training functions – ‘train the trainer’ – to supplement existing corporate programmes. If there are limited internal resources, we can provide add-on, cost-efficient training as well as an extensive and continually expanding portfolio of training programmes for van and truck drivers.

Compliance is key to success, but tailor-made assessments and risk-reduction training programmes, through partnership, can bring real cost savings to organisations running sophisticated transportation and logistics operations.

Solution

- Driver CPC-accredited training courses delivered, including Tachograph and Driver’s Hours, Vehicle Checks, Safe Culture and the Professional Driver & the Highway Code
- AA DriveTech offers over 25 different Driver CPC courses from which to choose
- Train the trainer courses to enable in-house Driver CPC course delivery
- Driver CPC courses delivered nationwide; Maxi’s in-house trainers and AA DriveTech trainers use the same content
- Courses delivered at weekends and all administration provided by AA DriveTech
A partnership story – Maxi Group Limited

Maxi Haulage (Maxi) is one of the UK’s top 100 road transport companies, as recognised in the Annual Motor Transport Haulier Review, providing distribution and logistics services throughout the UK and Ireland. Maxi has 10 UK mainland depots including Bellshill, Immingham, Warrington, Wrexham and Warwick. Founded in 1974, the Scottish-based business is still owned by the Atkinson family.

AA DriveTech first started working with Maxi in 2012. As a beneficiary of Transport for London’s (TfL) Fleet Operator Recognition Scheme (FORS), Maxi received funded Driver CPC workshop training, delivered by AA DriveTech trainers.

With over 200 drivers working throughout the day and night, operating a varied fleet of over 150 large goods vehicles, Maxi had to focus on achieving full Driver CPC compliance.

After TfL funding stopped in 2013, the relationship developed with AA DriveTech, who continued to deliver Maxi’s driver trainer programme. In addition, Maxi made the strategic move to enhance their own capability though AA DriveTech’s ‘train the trainer’ courses.

Today, Maxi adopts a flexible approach to training with the ability to deliver AA DriveTech courses themselves, in the Midlands and Scotland, saving significant course development costs, while AA DriveTech continues to deliver the training in Wales and the North.

‘I liked the quality of the courses and the flexibility to train our drivers around the country in a consistent way. The training is delivered professionally and AA DriveTech’s trainers make the sessions enjoyable and worthwhile. We have a great relationship with the Driver CPC team at AA DriveTech; the administration is professional and hassle-free. Working together is easy as we sing from the same hymn sheet.’

Carl Jeffs, Training Manager, Maxi Haulage

Key Benefits

- Train the trainer courses enabled both AA DriveTech & Maxi to deliver courses using the same content ensuring consistency of messages
- Drivers look forward to the courses and recommend them to their colleagues
- Variety of courses available ensuring both compliance as well as an enjoyable experience
- Courses delivered at the weekends to maintain productivity
- Maxi use AA DriveTech for the Driver CPC administration allowing Maxi to focus on the training
- Better driver engagement; drivers put at ease and learn something new at each course through acknowledgement of driving as a profession
- Quick responses from AA DriveTech with training, course or admin questions

With over 200 drivers working throughout the day and night, operating a varied fleet of over 150 large goods vehicles, Maxi had to focus on achieving full Driver CPC compliance.

Courses range from tachograph and Drivers’ Hours through to customer service, vehicle checks, effective loading and mobile phone use – all counting towards Driver CPC qualification.

We’re here to help!

Call: 0344 264 6325
or visit AAdrivetech.com/drivercpc

Driving a better business

More than just compliance

Driver CPC has helped formalise training compliance, but there are additional benefits to be gained by taking a broader view of your driver risk management.

AA DriveTech has been a leader in commercial and passenger vehicle driver training for many years, having trained over 30,000 professional drivers.
GW Logistics has announced the launch of FlashPick® – a smart piece-picking system that has the flexibility, speed and modularity required by retailers and manufacturers looking to respond to a fast-moving market.

As the demands of customers and the competition for business continue to intensify, so does the need for high levels of supply chain accuracy, rapid order fulfilment and fast response times.

‘An effective, responsive supply chain operation is critical to ensuring customers remain happy, costs are minimised and profits maximised, whatever the volumes, sizes and varieties of products it has to deal with at any given time,’ says Christoph Wolkerstorfer, Managing Director of TGW Logistics Group. ‘As material handling experts, our job is to provide the solutions required to achieve this - and that’s where FlashPick® comes in.’

TGW is already implementing automated split case picking in a number of installations using FlashPick®. The standardised but modular system’s success is based on the discrete handling of single orders and the fast processing of incoming orders.

It provides the user with flexibility and speed, facilitates shorter lead times, easily handles different distribution channels, order structures and fast article and assortment changes, and optimises associated labour costs.

‘The benefits have been compelling for customers in a range of industries and sectors where we have offered and implemented this system,’ says Christoph Wolkerstorfer.
Smart modules for best performance and high profitability

FlashPick® is characterised by low operating costs and has a fast payback period - as low as two years or less, depending on local labour costs. It is based on the interaction of well-proven TGW modules to generate an even higher rate of performance.

The system’s profitability is consequently measured not only in terms of investment return, but also in terms of the total cost of ownership of each customer’s entire materials handling solution.

The high-performance TGW PickCenter workstation is the core element of the FlashPick® system, enabling high and sustainable performance thanks to optimum ergonomics and an appealing design.

The flexible, intelligent KingDrive® conveyors provide the high-speed transport of the goods at optimal operational cost, with low maintenance and highly energy-efficient components across the installation.

The goods are stored in TGW Stingray Shuttle aisles up to 25 metres high, providing huge storage density.

All this is coordinated by the user-friendly and reliable TGW Software Suite, which controls and optimises all material flow processes. FlashPick® is a smart system innovation that allows the performance to increase in a nearly unlimited way – including at any time during live operation.

Speed and intelligence for today and tomorrow

‘No matter how business and consumer behaviour changes, FlashPick® will quickly and flexibly adapt to any requirement and is an ideal solution for omni-channel distribution,’ says Christoph Wolkerstorfer. ‘It sets new standards in the speed and flexibility of logistics systems. Small or large orders, express orders, fast article or assortment changes, flexibility in the layout and even extension options during live operation can all be easily accommodated. Whatever the future brings, FlashPick® enables TGW customers to be fast and stay flexible.’

www.tgw-group.com
PAR in Austria is operating a semi-automated solution from KNAPP that enables goods to be picked directly from pallets to roll containers.

Headquartered in Salzburg, SPAR Österreich-Gruppe is one of Austria’s leading grocery chains, with annual sales of over 13 billion euros (2015). Its network of more than 1500 shops in Austria is served by six regional distribution centres (DCs). At SPAR’s 15,000m² regional DC in Maria Saal – which supplies around 150 stores – the company worked in partnership with KNAPP to develop an innovative, semi-automatic fulfilment system.

Increasing volumes

With steady growth, the Maria Saal DC was facing increased dispatch volumes. As picking large quantities of goods directly from pallets to roll containers presents a huge physical challenge, the company sought a solution that would improve ergonomics for employees, maintain flexibility in the picking process and increase warehouse performance.

The Pick-it-Easy Move solution features a goods-to-person workstation that enables the efficient and shop-friendly picking of the entire range of fresh and dry goods. Picking is performed directly from the pallet to the roll container, eliminating the need to depalletize goods. The workstation – a rail-guided picking cart – moves automatically between the target locations, which are 16 roll containers, eight on each side, that are positioned on individual lifts.

Ergonomic design

The mobile workstation is designed so that goods can be pushed – rather than lifted – from the pallet to the roll container. Along with easy adjustment of both the height of the pallet load and the target roll container, this ensures ergonomic picking of up to 600 cartons per hour. When picking into a roll container is complete, the operator lowers it to the floor with the press of a button.

Driverless vehicles

SPAR also recently purchased a fleet of Open Shuttlies from KNAPP. SPAR uses these pallet-handling automated guided vehicles (AGVs) for the transport of pallets weighing up to 1300kg from a high-bay racking system to goods-to-person workstations. Featuring swarm intelligence, the vehicles communicate with each other and autonomously distribute orders among themselves. They react dynamically to obstacles and plan their paths and any alternative routes required.

Computer control

Forklift drivers receive instructions via mobile terminals regarding which pallets of fast-moving goods to retrieve from the high-bay racking and deliver to the Pick-it-Easy Move. Two pallets are loaded on the front of the workstation, from which the picker takes goods and places them into the target roll containers according to instructions given on the computer screen – including exactly where each item should be placed for optimum space utilization.
5 hard truths about Inventory that your supply chain needs to face up to...

Unipart’s expert practitioners explain why, in the many sectors they work in, inventory management is getting more challenging.

1. Your customers’ expectations are only going to increase.

According to 82% of business leaders, customers have higher expectations than three years ago, 60% admit they find it difficult to please their customers. Increasingly consumers are willing to pay a premium for a personal, instant service. For example, most of Amazon’s demand now comes through its next-day Prime subscription service. Businesses must have stock available to meet customer needs or they risk customers going elsewhere.

2. More of the same won’t help you hit customer-facing targets.

With constant pressure to keep working capital down, businesses are increasingly trapped between customer expectations and financial constraints. 80% of the companies that Unipart have encountered rely on manual, unintegrated, processes to balance these trade-offs. In a world where digital apps and 24/7 internet access set new benchmarks for customer expectations these tools are no longer fit for purpose. To keep up, businesses need to work smarter instead of harder, using purpose-built systems and processes that can really meet their needs.

3. A single stocking policy isn’t right for your entire range.

Along with these issues, complex products and constantly expanding product ranges cause complexity and with complexity comes the need to differentiate inventory policies. Across your supply chain a balance must be struck between working capital costs and high service levels, as the product range expands the ability to segment the product range and apply tailored policies strategically becomes more and more critical. Companies with this capability have a significant cost advantage.

4. You can’t micro manage every individual item in your inventory.

Knowing where to invest your time is key to making the right decision with your capital investment. Supply chains must define and apply the right forecasting model, set appropriate inventory policies and create procurement rules to control spend. This allows 90% of inventory to be controlled automatically, but an intelligent exception management system is also needed to highlight where manual intervention will be most effective and prevent time and materials from being wasted.

5. Systems improvements alone are not enough.

There are many off the shelf inventory programs that claim to solve these problems, but a software package is only as good as the processes and skill sets that accompany it. Though a provider might claim that their software is fully customisable, they can’t provide the diagnosis of issues, identify problems with data processes, or facilitate the behaviour changes that your company needs. To realise an improved service for your customer, systems, processes and skills need to be transformed.

Find out how Unipart can help you.

Unipart have years of experience of managing these challenges in its own business and our Supply Chain Expert Practitioners are helping many companies solve their supply chain problems. To find out how Unipart can help your business, email ulcontactus@unipart.com or phone +44 (0) 1865 384579

www.unipartlogistics.com
Research by Continental Tyres shows that as many as one in four truck tyres may be running underinflated by 10%. This not only leads to significantly higher fuel costs but contributes to the likelihood of tyre failure, which is currently responsible for 20% of all truck breakdowns.

As part of Continental’s strategy to provide customers with safe, reliable and efficient solutions for their transport needs, Ian Jackson, from Continental Tyres discusses how the correct application of a tyre pressure monitoring system (TPMS) such as ContiPressureCheck can positively impact business.

Ian Jackson, is Technical Systems, Sales & Services Manager for Continental Tyre Group and is responsible for the business development of ContiPressureCheck in the UK & Ireland. Ian has 34 years’ experience in the tyre industry, starting his career as a tyre fitter and mechanic before becoming area sales manager for a large independent tyre company.

**Q: What are the benefits to customers of using a TPMS?**

Safety is of course the primary benefit as the system will pre-warn the driver of any temperature or inflation issues. Larger commercial vehicles obviously have quite a distance between where the driver is sitting and the tyres themselves, so it is important for them to be aware of the condition of their tyres. The Continental TPMS – ContiPressureCheck – provides live pressure data and additional warnings at the point where there has been both a 10% and then 20% reduction in air pressure inside the tyre, notifying the driver of a problem. ContiPressureCheck allows for the safe resolution of a potential tyre incident, allowing the driver to stop at a service station or off the road before the situation becomes critical. In addition to inflation pressure, ContiPressureCheck also constantly measures temperature.

Should spikes in temperature occur, which when investigated cannot be attributed to the tyres, this flags potential mechanical issues such as binding brake or wheel bearing failures, which are costly and dangerous problems if left untreated.

As tyre inflation pressure directly contributes to the vehicle’s overall fuel efficiency, providing the ability to constantly monitor this offers the operator the opportunity to reduce their fuel costs.

**Q: What are the benefits of using the ContiPressureCheck system specifically?**

The main benefit with ContiPressureCheck is that it is constantly transmitting live data, continually pre-empting any potential issues in real time.

Additionally, the ContiPressureCheck sensor is attached to the inside the tyre itself, which improves measurement accuracy. Devices which are strapped to a metal wheel rim will be more susceptible to heat transfer during braking, making it difficult to monitor the temperature effectively. Other systems where sensors are attached to the valves, have the issue that the primary air seal is removed and instead rely entirely on the O-ring.

A unique benefit of the Continental system is the partnership between the company’s tyre and automotive systems divisions. Our ContiPressureCheck system has been specifically designed from a tyre manufacturer’s point of view. We understand how a tyre behaves and what factors routinely effect its performance, so we built a TPMS with those in mind.
20% of truck breakdowns are caused by tyre failure.

90% of tyre related breakdowns are preceded by an undetected slow puncture.

1 in 4 of tyres on truck fleets are underinflated by 10%.

10% tyre under-inflation leads to ca. 3% increase in fuel consumption.

ContiPressureCheck™ helps...

- Real time tyre pressure & temperature monitoring
- Warns driver of tyre pressure loss immediately
- Automatic recognition of multiple trailers with Automatic Trailer Learning feature
- Monitor up to 6 axles/24 tyres
- Telematics compatible
- 6 years sensor battery life

Reduce tyre breakdowns
Lower fuel & carbon emissions
Increase tyre life
Improve safety
Aston University was founded in 1895 and has been a University since 1966. Aston is a long established research-led University and is known for its world-class teaching quality and strong links to industry, government and commerce.

Aston is a leader in supply chain and logistics education offerings and Edward Sweeney, Professor of Logistics and Head of Group spoke to Focus about the latest initiatives that Aston are offering. ‘The interesting stuff we are doing is around work-based education. The sector is fascinating but is a sector that has not had as strong an emphasis on education or training as other sectors and the result is that we have tens of thousands of people operations at supervisory and middle-management levels who have huge amounts of experience but nothing in terms of academic and professional qualifications.’

Aston University has increased its work-based provision: ‘A lot of universities like us are trying to give people work-based qualifications, a second chance education if you will.’ Aston University offers a foundation degree in logistics, which enables professionals working within the logistics or supply chain sector with no dedicated qualifications or non-traditional qualifications to gain a Foundation Degree and a B.Sc. in Logistics & Operations Management which supports career progression and opens up new opportunities.

‘We are very proud at Aston of the fact that we have given people, who for whatever reason didn’t get a chance of a higher education first time round, the opportunity to succeed academically later in life.’

Edward believes that in the future this area of education will grow significantly and emphasised the importance of working collaboratively with industry to make that happen. ‘We at Aston believe that our traditional students, those who join us at 18, will always be hugely important to us but this non-traditional work-based area of education will grow.’

As well as developments in Aston University’s work-based offering Aston will be the second university partner in the Novus Trust scheme. Novus Trust is an educational initiative run under the umbrella of CILT aimed at providing an answer to the skills gap and shortfall of graduate talent in supply chain and logistics. Aston is working towards bringing the benefits of Novus Trust to its existing body of students, including the mentoring, work placements etc. Aston is developing a brand new degree course that will be a fully-fledged Novus Trust programme during the 2017/18 academic year.

For more information about Aston University and its degree programmes, visit: www.aston.ac.uk

Above: Edward Sweeney is Professor of Logistics and Head of Engineering Systems and Management Group, Aston University

‘We are very proud at Aston of the fact that we have given people, who for whatever reason didn’t get a chance of a higher education first time round, the opportunity to succeed academically later in life.’
TPM
Transport Practitioners’ Meeting

15th Annual Transport Practitioners’ Meeting
28-29 June 2017
Nottingham Conference Centre

The essential meeting place for all transport planners, engineers and urban transport designers...

Featuring

• Sessions covering the latest developments and emerging best practice on a wide variety of topics ranging from technology and innovation to active travel

• Plenary speeches by notable figures in the field, hands-on workshops and over 90 unique paper presentations highlighting challenges, solutions and innovations in the transport sector

• Networking drinks reception, annual awards ceremony and dinner in the Old Library at Nottingham Conference Centre

• Two-Day discounted rates with full conference access, drinks reception and awards dinner ticket

A must attend event in any practitioner’s calendar

For more information contact PTRC
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www.ptrc-training.co.uk/Events/TPM2017

RETURN OF THE 2 FOR 1 LOCAL AUTHORITY RATE

Supported by
Transport Planning Society

* TFL supports the continuing training and transfer of knowledge amongst transport planners promoted by TPM

Photo courtesy of Nottingham City Council
Institute Corporate Membership

Corporate Membership of CILT entitles your company to a range of benefits, while enhancing your organisation’s performance and industry profile. Here we recognise the companies who have recently renewed, upgraded or joined CILT as Corporate Members.

With the support of CILT Corporate Membership, together with tailored professional development for your staff, your organisation, regardless of its size, can be sure that its voice is heard across the logistics, transport and operations management professions.

- **Wilko**
  Wilko has renewed its Bronze Corporate Membership.

- **Telogis**
  Telogis has renewed its Silver Corporate Membership.

- **Palletforce**
  Palletforce has renewed its Platinum Corporate Membership.

- **First Group**
  First Group has joined CILT as a Platinum Corporate Member.

- **arvato**
  arvato has renewed its Silver Corporate Membership.

- **CPL Recruitment**
  CPL Recruitment has joined CILT as a Bronze Corporate Member.

- **MVP**
  MVP has renewed its Bronze Corporate Membership.

- **Transport Focus**
  Transport Focus has renewed its Bronze Corporate Membership.

- **BPW**
  BPW has renewed its Bronze Corporate Membership.

- **O’Donovan Waste Disposal Ltd**
  O’Donovan Waste Disposal Ltd has renewed its Platinum Corporate Membership.

- **South Essex College**
  South Essex College has joined CILT as an Academic Partner.

- **Arriva London**
  Arriva London has joined CILT as a Gold Corporate Member.

- **Premier Foods**
  Premier Foods has renewed its Platinum Corporate Membership.

- **IPP Logipal**
  IPP Logipal has renewed its Silver Corporate Membership.

- **Lloyd Morgan Group**
  Lloyd Morgan Group has renewed its Bronze Corporate Membership.

- **CT Plus**
  CT Plus has joined CILT as a Bronze Corporate Member.

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- editorial support in Focus

Find out how your organisation can benefit from CILT Corporate Membership contact the Business Development team 01536 740168 | corporate@ciltuk.org.uk | ciltuk.org.uk/corporate
We continue our membership recognition scheme in listing those celebrating their membership anniversary in November.

The list of members who are celebrating the anniversary of belonging to the Institute for 20, 30, 40 and 50 years or more was compiled on 4th October 2016 and includes those members who qualify up to 30th November 2016.

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.

**20 YEARS 1996**

- Kashmir Mann
- Richard Parker
- Mohamed Naim FCILT
- Chris Chaplin FCILT
- **Christopher MacRae FCILT**
- Geoff Catterick FCILT
- Michael Whitling FCILT
- Simon Thompson FCILT
- Michael Bowack FCILT
- Faiz-ur Rahman FCILT
- Thomas McNamara CMILT
- Michael Harper CMILT
- Colin Hetherington CMILT
- Alexander Ramsay CMILT
- Thomas McLean CMILT
- Christopher Randall CMILT
- Keith Rogers CMILT
- Kishorechandra Vora CMILT
- William Espin CMILT
- Tim Saunders CMILT
- Mark Weskamp CMILT
- Christopher McGlynn MILT
- Peter Holdsworth MILT
- Paul Tandy MILT
- Mark Wadsworth MILT
- Andrew Pickering MILT
- Jonathan Cawsey MILT
- Robert Noble MILT
- John Smith MILT
- Simon Earp MILT
- Monica Kar MILT
- Jacqueline Allan MILT
- Matthew Wedgwood MILT
- Edgar Kasembo CMILT

**30 YEARS 1986**

- Michael Ward
- Giles Brown FCILT
- David Astill FCILT
- Jan Tomczyk FCILT
- Jonathan Brown CMILT
- Peter Staveley CMILT
- William O’Driscoll CMILT
- Sally Ashkuri CMILT
- Peter Rohr CMILT
- Carol Willgoose CMILT
- Michael Palmer CMILT
- Kenneth Bailey MILT
- Mark Hodgkiss MILT

**40 YEARS 1976**

- Darien Goodwin FCILT
- Kevin Goody CMILT
- David Jones CMILT
- Michael Garratt CMILT
- Arnold Threapleton CMILT
- Brian Garrard CMILT

**50 YEARS 1966**

- John Smith FCILT
- John Wagstaff CMILT
- Peter Wilkinson CMILT

**SPOTLIGHT**

**Chris MacRae FCILT** graduated from Loughborough in Transport and started in transport with the Scottish Bus Group in 1989. He then moved to NFC. He joined his present employer, Freight Transport Association (FTA), as a driver and MHE Instructor for Scotland and Northern Ireland, later becoming Manager of that service. In 1997 he became variously Policy/Training/Consultancy Manager for Hazardous Goods multimodal transport safety and security. During 1999–2001, he was involved in a number of projects in former Soviet Bloc countries in process of EU accession. In 2006, he began to deal with rail freight policy and wider logistics policy. He is also Chairman and Safety & Operations Manager, Spa Valley Heritage Railway.

**Darien Goodwin FCILT** began work with British Steel in South Wales in 1971 and joined the Chartered Institute of Transport as a student. He moved to Mid Glamorgan County Council in 1974, eventually becoming Principal Engineer (Public Transport). With the impending abolition of that authority in 1996, he relocated to Kent, latterly Head of Transport responsible for bus, school transport and fleet. In 2003 he joined London Borough of Lewisham as Head of Transport dealing with highways and transport planning, a post he held until he retired in 2010. He is a past Chairman of the CIT South Wales section and of the Association of Transport Co-ordinating Officers.
These are samples of some of the advertisers who have their full company profile on our Online Directory of Service Providers. To find out their services and expertise simply go to:
www.ciltuk.org.uk/spdirectory

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The Chartered Institute of Logistics and Transport

Transport Manager's & Operator's Handbook 2016

Lowe's Transport Manager's and Operator's Handbook is the essential reference source for any transport manager, fleet operator, owner-driver haulier or student with an involvement in the industry.

Price: £45 + Postage & Packaging
Publisher: Kogan Page
Authors: David Lowe & Clive Pidgeon
Edition: 46
ISBN: 9780749474744

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**Voices of our future**

**MEET BRIAN GUTIERREZ**

Brian Gutierrez, KTP Project Manager, Priority Freight Ltd, speaks to Focus to discuss the importance of the Institute and offers his advice to professionals who want to move to the UK.

*What is your current role within the profession?*

I’m managing a knowledge transfer partnership (KTP) project with Priority Freight Ltd and the University of Kent. This involves developing an efficient and bespoke scheduling tool using heuristic approaches for the design of collection/delivery in contingency logistics.

*Having studied at the University of Kent, how important do you believe logistics degrees are in today’s profession?*

The logistics degree I undertook at the University of Kent had a good mixture of qualitative and quantitative modules and research. The qualitative element focused on supply chain strategy, operational management and warehouse management; the quantitative element centred on data analysis, optimisation software, routing program design, modelling techniques and location analysis. It is important to know both parts for today’s logistics professions. I’ve found that understanding both aspects has been extremely useful in my career so far.

*What advice would you give to young professionals who want to move to the UK and make a career in the profession?*

Do not get overwhelmed with the visa paperwork. Although the process is simple and straightforward, there are several conditions that must be met in order to move to the UK, which can at first glance appear daunting. I found that keeping a journal with facts, website links and important dates made the process less onerous.

*How have you found working with senior professionals has enabled your career to develop?*

As a young professional, I’ve had the proclivity to focus on how my tasks help a team or department. Working with senior professionals has enabled me to broaden my scope and appreciate the implications of everyone’s role in an organisation.

*As a young professional, is getting your voice heard ever a challenge?*

I’ve been fortunate enough to receive support in every organisation I’ve been in so far, so it’s never been a challenge to get my voice heard. The challenge for a young professional, I’ve found, is speaking up.

*How important do you feel being a member of CILT is to your career progression?*

The logistics and transport sector ranges significantly. CILT collectively brings the profession together to share ideas and knowledge. This is important to my career progression. There is always something to learn.

*How involved are you with CILT, and is this something you want to develop alongside your career?*

I’ve been a member since I was a student and found, and still find, CILT’s resources helpful. I’ve recently enrolled in the Young Professionals Forum and would like to contribute actively.

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If you are a young professional and interested in writing for Focus, email: ypf@ciltuk.org.uk
People and places

Geoff Martin appointed CFTS Chairman

Geoff Martin has been appointed chairman of CFTS, the UK’s first national scheme for the thorough examination of fork lift and warehouse trucks. He has worked in the materials handling industry for more than 20 years and is also a director of the Fork Lift Truck Association. He succeeds Mike Mathias, Managing Director, Toyota Material Handling UK.

Appointmen of non-executive DfT board member

Tony Poulter has been appointed as a non-executive member of the Department for Transport Board by Transport Secretary, Chris Grayling. Non-executive board members are senior figures from outside government, appointed to provide challenge to government departments. Until June 2016, he was a partner and Global Head of Consulting, PricewaterhouseCoopers, and has been an adviser on infrastructure financing in the UK and internationally.

Sainsbury’s appoints Retail & Operations Director

Sainsbury’s has announced the appointment of Simon Roberts as Retail & Operations Director. He will report to Chief Executive Mike Coupe and be a member of Sainsbury’s Operating Board. Most recently, he was Executive Vice President, Walgreens Boots Alliance, and President, Boots in the UK & Ireland. Prior to this, he was Managing Director, Boots UK.

Richard Ballantyne is new BPA Director

Richard Ballantyne has taken up his new role as the Director of the British Ports Association (BPA). He joined the association in 2007 and was previously its Senior Policy Adviser, leading on a number of policy areas, membership services and external communications. This appointment follows the retirement of David Whitehead, who had been with the BPA for 24 years.

Two senior appointments to Peel Ports’ Mersey team

Peel Ports has announced the appointment of Amanda Harvey (left) as Head of Bulk Terminal Operations (Mersey). Previous posts include operations and general management roles with Sainsbury’s, B&M Retail and, most recently, Hermes Logistics. As well as agri-bulks she will be responsible for the teams managing biomass, rail and dry bulks.

Rachel Hinton (right) has been appointed the Head of Sales (Mersey). She has previously been responsible for a number of sales and account management teams within service, manufacturing and logistics sectors, most recently heading up sales at Flextronics as its Business Unit Director. She will be responsible for sales activities across all commodity groups and her team is also responsible for Peel Ports’ multi-user warehousing sales.

Network Rail appoints new Chief Information Officer

Jeremy Vincent (right) has joined Network Rail as Chief Information Officer. He previously held senior roles at Allied Domecq and EMI Music, before spending eight years at Jaguar Land Rover as CIO. He succeeds Susan Cooklin who earlier in the year moved from the role of CIO to that of route services director.

Stagecoach confirms new Managing Director of Manchester bus operations

Stagecoach has confirmed the appointment of Elisabeth Tasker as Managing Director of its bus operations in Manchester and Wigan. She was previously Managing Director, Stagecoach Merseyside and South Lancashire. She succeeds Chris Bowles, who is stepping down from the role after a bus industry career spanning 42 years. He will remain with Stagecoach for up to 12 months, reporting directly to Stagecoach UK Bus Managing Director Robert Montgomery, before retiring in 2017.
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Longer-term, you will create logistics solutions for key customers. You will understand their challenges and design a complete core business service across the end-to-end supply chain. Your background will be in retail logistics and ideally you will have a mix of development/project work and some operational experience. Travel across the UK is to be expected with time also being spent in the London HO. CVS to leigh.anderson@bis-henderson.com

Ref: J7110

To £80,000pa + benefits

This well-established retail group holds a commanding position within its niche market and has a significant network of stores together with a sophisticated multi-channel service offering. Working closely with the Supply Chain Director and interfacing with a broad cross section of the business you will lead a logistics development programme with projects that will cut across the entire supply chain. Leading a small team you will drive and manage your own agenda and be fully accountable for the delivery of process improvement across the end-to-end supply chain. Your background will be in retail logistics and ideally you will have a mix of development/project work and some operational experience. Travel across the UK is to be expected with time also being spent in the London HO. CVS to leigh.anderson@bis-henderson.com

Ref: J7110

To £80,000pa + benefits

A specialist distribution organisation with a nationwide network seeks a logistics management professional who has a proven track record of delivering results in an operation that incorporates Transport and Warehousing functions. Candidates need to be financially astute and highly numerate with the ability to drive efficiencies and further develop the capabilities of the team. Along with the day-to-day responsibilities of managing this highly pressurised operation and meeting demanding customer service levels you will also support the organisational drive for sustained profitable growth and foster a culture of Continuous Improvement. Working knowledge of WMS and automated planning tools are essential requirements as are a CPC and an IOSH qualification together with extensive hands-on H&S experience. CVS to amber.scahill@bis-henderson.com

Ref: J7306

£70,000–£75,000pa + car allowance and benefits.

This challenging role with a leading international conglomerate needs a myriad of skills and an individual who is a hybrid of a Logistics Solutions Engineer, Supply Chain Strategist, Business Development Manager and Commercial Guru. The Group’s logistics/supply chain activities are currently operated autonomously using a mix of in-house assets and 3PL providers. Moving forward, it is intended that these functions will be optimised through the development of an alliance between the subsidiaries. You will evaluate current logistics and supply chain operations across these subsidiaries, understand their challenges and design a complete core business service offering. Longer-term, you will create logistics solutions for key customers. Please forward your CV to hilary.rundle@bis-henderson.com

Ref: J7299

£55,000–£90,000pa + package dependant on experience

Operating across Manufacturing, Automotive and Securities, this consultancy provides a blend of market expertise and results-focused delivery; taking pride in creating competitive advantage and long-term viable benefits for clients. These focus on three main areas – Cost Leadership, Supply Chain Strategy and Sourcing Innovation. Candidates need Consulting and Industry experience. You will have experience of leadership along with consulting or senior functional experience in Strategy Development, Programme Management, Procurement/Supply Chain, Organisational Transformation or Operational Management, coupled with sound analytical abilities. Strong negotiation, influencing and presentation skills are essential and candidates must be Degree qualified. CVS to louise.ruffles@bis-henderson.com

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To £80,000pa

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Hertfordshire

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Ref: J7337
Wanted

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