

attention on Quality Assurance – terminology that is well understood by industry operators and one that has more positive connotations. Any scheme that proactively promotes quality must have quality intrinsically running through everything it does. The end-to-end Audit and Certification process must be conducted in a way that provides a quality experience for Operators and the FORS Standards are upheld to ensure accreditation is meaningful. We are conscious that there are numerous communications channels where operators and other FORS stakeholders can express their views. One bad experience can undo a solid track record of good experiences and this will always be at the forefront of our minds. Quality Assurance will be undertaken on Audits, Audit Providers and on our own processes. To support Quality Assurance, compliance activities will also be conducted on Operators not meeting their obligations to FORS.

3.3 Terms and Conditions

The RAG (red, amber, green) risk status for Audit Providers is used by the FORS Administrator to assess the quality of audits and the risk an Audit Provider poses to the reputation of the scheme. Therefore, an Audit Provider's RAG risk status may change dependent on the quality of their audit services. As such, there will be a single set of standard Terms and Conditions for all Audit Providers to ensure openness, transparency and fairness. However, the standard Terms and Conditions will reference the *Requirements for Audit Providers*. Section 4 of this document covers corrective action, suspension and involuntary discontinuation of Audit Providers including the corrective action that may be taken dependent on the circumstances of an Audit Provider's RAG status. Referencing the *Requirements for Audit Providers* in the standard Terms and Conditions enables the FORS Administrator to amend the requirements and any sanctions from time to time and with GSAG approval. All Audit Providers will be notified of amendments to the *Requirements for Audit Providers* and provided with reasoning.

We intend to communicate and work collaboratively with Audit Provider's to deliver a quality accreditation service and our goal will be for all Audit Providers to be risk rated 'Green'. We will develop objective and measurable performance criteria to support each RAG risk level and we will monitor the performance of an Audit Provider's:

- Delivery of Audits to the contracted SLAs through FORS-Online
- Audit documentation through routine QA checks
- Communications to FORS Operators through operator queries direct to the FORS Administrator
- Audit quality through any operator non-conformities identified after an audit
- Business activities that may be deemed a conflict of interest with FORS, such as supporting a competing scheme or selling pre-audit services

Typical corrective action could include increasing the ratio of QA checks on audits documentation for a period of time or serving an improvement notice, such as requiring remedial training for Auditors. Failure to meet the requirements of the improvement notice within the stated timescale may lead to either Auditor or Audit Body suspension or termination.

3.4 Audit Prices

To achieve on our growth ambition, all FORS Audit types must be available at the right place, at the right time, at the right price and in the right quantity. Both Audit and training provision will form part of our growth plans to ensure the essential services of FORS Accreditation are available to meet the increase in demand. We will monitor the geographical demand for FORS Audits, and the annual training requirements, and we will target Audit Providers and Training Providers who are able to meet that demand in the most cost-effective way and to the quality expectations of FORS.

Where there is potential for geographical pricing to distort the fairness of FORS accreditation we will work with Audit Providers to help address this. We will encourage a blend of both national and regional Audit Providers and we will review the possibility of using the UK's eight traffic areas (as defined by the DfT) to allocate Auditing entitlement. Demarking Audits in this way will allow us to advertise for or target regional Audit Providers in a specific traffic area if there is a need. The same demarcation approach will be used for overseas accreditation.

We will require Audit Providers to be completely transparent on their Audit charges. As part of their terms, they will publish a price list for all Audit types and follow ups for each traffic area or overseas country on the FORS Audit Marketplace. Any changes to Audit charges will require at least 28-days' notice. Fixed price means that all operating, travel and subsistence costs must be included in the published charges with no additional or hidden costs. Where a FORS Audit may be combined with another fleet audit, i.e. Compliance or Earned Recognition, this must be absolutely clear within the fixed price list.

We will build a good working relationship with Audit Providers to help ensure fair competition and fair pricing for FORS Operators. We will monitor Audit activities, review Audit charges on a periodic basis, and forecast Audit demand and supply in each traffic area or overseas country. The FORS Audit Marketplace will indicate an Audit Provider's price +/- variance against the average prices across all Audit Providers. We will use the business planning process to allocate resources and/or budget to address any unfair geographical pricing that cannot be resolved through Audit Provider engagement.

4 Specification Component 4: Communication and Marketing

4.1 FORS Website

Our aim with the FORS website refresh is to provide a responsive website and reduce complexity. Our approach will be user centric ensuring the content, experience and journey is intuitive and informative for the key stakeholder groups we have identified below:

- FORS Operators (accredited and registered)
- Affinity partners/suppliers (active and prospective)
- Non-FORS Operators (lapsed, dormant, non-registered)
- Auditors
- Trainers
- Champions

An understanding of the user needs (see Table 5 below) has been identified through our initial market research and scoping of the project, although post-contract award we would expect to continue this work in the website transformation discovery and alpha phases (Q4 '21) to fully validate the assumptions, develop a detailed set of user needs and a FORS online product backlog for the beta phase of the website refresh.

Stakeholder	Need/requirement	Solution
Accredited operator	<ul style="list-style-type: none"> • Make FORS website easy to use with options to upload documents • Improve Helpline Support • Guide to achieve accreditation • Videos (Guidance, Instructions) 	Provide comprehensive user journeys through the FORS website Promote Self-Service Triaging calls via our Customer Contact Centre Creating dashboards to track Application status
Champion (specifier)	<ul style="list-style-type: none"> • Remove variability between auditors 	Standardise audit process durations
Auditor	<ul style="list-style-type: none"> • Multiple Audit Providers • Booking system 	Provide various modes of Audit (Assisted, self-service (evidence based), etc. Audit Marketplace)
Training	<ul style="list-style-type: none"> • Provide various modes of learning • Refresh training and bring it up to date • Training Bookings 	Refresh training content and introduce alternative methods of training through audio, videos, written content, interactive and virtual reality.
Affinity partner/supplier	<ul style="list-style-type: none"> • Increase awareness of the scheme • Accreditation seems to have reached a plateau 	Marketing campaigns to familiarise and extend the FORS scheme internationally.
Non-Accredited Operator	<ul style="list-style-type: none"> • Limited training available • Expand free training material to encourage accreditation 	Review non-FORS Operator training material and check for free training content.

Table 5 - needs analysis of website users

Sopra Steria will assume financial responsibility for the management, maintenance and support of the Freight Reporting Portal with effect from the 01 April 2022.

During the discovery and alpha phases, we will also assess the future usability of the Freight Reporting Portal to understand how this portal could be integrated into the FORS-online website without disruption to operators and stakeholders. Our intention is to create a Training Marketplace similar to the Audit Marketplace, which will enable:

- Registrations and Training bookings from a specific Training Provider to be allocated to an organisation
- Communication with Training Providers to develop IT connections between their own websites / portals and the online Training booking system to enable bookings to be in real time based on availability via an Application Programming Interface (API)
- Secure upload of all relevant training documentation, e.g. attendance confirmation, certificates and electronic feedback
- Incomplete applications to be saved and returned to at a later point
- Viewing of Training results and associated documentation

Prior to initiating the website update, we will perform a full crawl of the existing site to understand the important SEO features which need to be retained. This will also highlight new SEO strategies that will improve the website's usability. Upon completing this process, we will identify the FORS website User Journey Refinement, User Experience (UX) Strategy Improvements and Persona review suggestions.

We have extensive experience designing, developing and testing user-centric websites for Scottish Government, Student Loans and Ministry of Justice and recently acquired CX Partners, an award-winning customer experience design company.

This process will also help us to reorganise the website. Based on our current understanding, we anticipate the key features of the website falling into four areas:

FORS Visitors

- Introductory content explaining "new FORS"
- FORS Standards and Compliance
- News and information about FORS
- Case Studies and Success stories
- eLearning
- Suppliers and Affiliated Programme

FORS Operators

- Access and entitlements based on user group
- Defined services for each stakeholder based on needs
- Upload training details
- Follow the Accreditation Process

FORS Audit Providers

- Publish / Amend Audit availability
- Accept audit booking and payment
- Conduct Audit and audit record outcome

FORS Training Providers

- Publish links to the training schedule

- Accept training course bookings and payment either through FORS or on their respective website
- Conduct training and provide certification

The FORS website update will deliver an intuitive user experience for every type of FORS end user, making it easy for the users to find what they are looking for, by providing a visual hierarchy on the landing page. We understand that most Fleet Operators register with FORS with the aspiration of becoming an Accredited Operator. We aim to streamline this process from registration to accreditation transforming it into a pleasant, user friendly and intuitive experience.

We aim to empower FORS Operators with the ability to:

- Create, save and submit an accreditation application by providing the relevant information and uploading documents for evidence
- View list of approved auditors by price, location and specified date range
- Select and book an appointment from the list of approved auditors
- Make payment for Audits carried either directly or through the system
- View audit results and associated documents
- Option to make an appeal and follow the Audit appeal process

Once an audit has been booked, the auditor will be notified of the appointment, and the respective application will be visible to the auditor. The Auditor will be able to record and upload findings, along with the outcome of the audit. During the audit, the operators will be notified with an update of the current status and any required actions flagged.

We recognise the need for reasonable protections regarding the privacy and data protection of Personally Identifiable Information (PII). As part of the website refresh, we will review and ensure implementation of British standards for data management, cybersecurity and adopting a consistent 'Data Protection' process for storing and handling individuals' data.

We are ISO27001 and Cyber Essentials Plus accredited providing secure services to the most demanding customers at OFFICIAL or OFFICIAL-SENSITIVE levels including DWP, MOJ, Financial Conduct Authority, Home Office, Met Police and MOD (above SECRET).

It should be noted, that FORS has several subsidiary websites such as FORS Collision Manager, FORS Freight Portal etc. which remain unchanged for either their website content or the way they are currently accessed from FORS.

As part of our Continuous Improvement loop (assessing the quality of processes, products, services and technological developments), we will undertake an annual review and refresh of the FORS website. This will be based on user feedback, and potential further user research to support the feedback and ensure it remains an effective platform.

Our website development approach

During the last quarter of 2021, in parallel with transitioning the AECOM service to Sopra Steria we will perform Discovery and Alpha phases of the FORS Online transformation. In these phases we will reach a view of the user needs of the various stakeholders and derive from those a prioritised FORS Online product backlog. From January '22 we plan to commence two sequential beta phases of three months each running to the beginning of the third quarter '22. In the third quarter '22 we will deploy the resultant minimum viable product (MVP). Our approach to the website is explained in more detail in the Component 8 response.

This same approach was used by Sopra Steria in the development of the UKVI Visa and Immigration application process with considerable success. This highly visible website has now been used by over 1 million visa applicants.

b. Outline 12-month Marketing Strategy covering the period from 9 January 2022 to 8 January 2023

An element of our strategic mission for FORS is to increase marketing and engagement activity to reinforce FORS as the leading fleet safety and operational standard and support the development of the brand as a resource for continuous business improvement. Aiming to increase the number of specifiers and FORS Accredited Operators, while protecting and developing the reputation of the brand amongst other key industry bodies and stakeholders.

As previously mentioned, we have identified the key external stakeholder groups for FORS, which are recapped below. The draft strategic marketing plan (**Appendix 2**) details these, the key audience persona types within the groups and our provisional marketing action plan.

- **Fleet operators** (FORS accredited and non-accredited): Companies operating fleets of vehicles (HGVs, PCVs, Vans, Car or Powered two-wheel (P2W) vehicles).
- **Specifiers** (FORS Champions and non-Champions): Companies procuring and/or specifying transport contracts for their business
- **Influencers**: Industry parties and agents (trade associations, traffic commissioners, press, Health & Safety Executive, DVSA) who have the authority and/or market position who could influence industry perceptions of FORS
- **Suppliers** (FORS Partners or general industry): Companies with a product or service to offer and seeking route to addressable market.

Fundamentally our marketing activity will be focussed on four key areas which we are referring to as the “Four Rs” - Recruitment, Recognition, Retention and Re-engage.

- **Recruitment**: Main objective is to increase number of new FORS Accredited Operators. We will focus on identifying sources of new data (there is already a dormant registered dataset in FORS of 6162 companies). Seek to tackle the negative perceptions, identified through research with marketing messages to reinforce value proposition. While promoting the FORS core offer is essential, the communication of the service enhancements previously listed will be a key part of the drive for new recruits.
- **Recognise**: Primary aim is to increase the number of Champions, companies recognising and therefore specifying FORS in their contracts. This is a critical development and linked to the recruitment item above. The focus will be on identifying new sectors, and engaging with specifiers in those sectors to increase recognition of FORS – trade associations, trade publications and industry events have been identified for this. FORS currently has a high penetration among construction sector in London. This needs to be retained, while increasing presence in other industry sectors. We will review sector opportunities and regions for targeted, relevant sector-specific activity.
- **Retention**: It is essential we maintain the current FORS Accredited Operators (4952) and Champions (62) and reduce the churn rate. We will reach out to users and through use of web analytics, understand their usage of the service and satisfaction levels.
- **Re-engagement**: Re-activate dormant registrations to convert to Accredited Operators or Champion through a targeted campaign of activity. We will seek to understand, through research, the reasons for their lapsing and review their needs. Assuming FORS remains relevant to their requirements, we will commence a re-engagement plan to tackle negative

perceptions, reinforce value propositions, and communicate the service enhancements. Initially this will be through email or direct mail, with follow-up by telephone as appropriate.

Aligning the key stakeholder groups with the marketing objectives, we have set out a marketing and communications strategy in Table 6 below. This will be deployed to deliver across the phases of our plan from January 2022

Key Activities	Phase 1: Under New Management	Introduce new concessionaire: commence feedback survey; reinforce FORS values
	Phase 2: Core current offer promo	Promote current core value proposition of FORS
	Phase 3: Customer listing pre-web relaunch	Continue core value promotion; gather feedback through customer listening to feed new website build and ideas for business extension activities
	Phase 4: Relaunch of website (and service)	Promote new FORS offering and website

Table 6 - High level marcomms strategy

Our marketing plan includes a variety of media. We have made an assumption that physical events will be permitted from 2022, although all physical activities could pivot to digital delivery if required. Our marketing and communication partner, DVV, has in-depth capability and experience of running physical and virtual events.

Annual Spring Conference - Targets all key stakeholder groups and consists of conference programme with group plenary session and break-out workstreams for Accredited Operators, Non-FORS Operators and Champions to discuss more specific, relevant topics for the different user groups. Supplier exhibitions give opportunity for additional revenue stream. Our marketing and communications partner DVV has specialist experience in delivering this type of event, having run the LoCITY “Fuels in Action” on behalf of TfL in the past, as well as running many other conferences, exhibitions and roadshows on behalf of other organisations.

Autumn Roadshow - Series of half-day, regional events taking FORS around the UK and bringing the brand to the industry. Consists of breakfast networking session, keynote speakers and break-out workshops/demonstrations. Afternoon session put aside for specific engagement roundtable meetings or on-boarding tutor sessions for prospective Champions or Operators.

Webinar Series - Webinar programme targeting different communication groups with information. Short, relevant 45/60-minute sessions aligned with audience needs. Proposal includes quarterly sessions for FORS Operators, Specifiers, Non-FORS Operators and Non-specifying Organisations (i.e. one webinar per month) with speakers and open session for questions about FORS.

Advertising & Sponsorship - Our proposal has identified a list of key print and digital publications outlined in the marketing plan, some are owned by our marketing and communication partner, DVV, although we would expect full collaboration with other media

outlets (our partner has a good track record of this through its own programme of trade activities including cross promotion of exhibitions and conferences).

Social Media - Focuses on two main social media channels – Twitter and LinkedIn as we believe these will be most effective in targeting our key stakeholder groups. With the daily proliferation of new social media options, we will continually review, but our focus will be on Twitter for brand reach and messaging and LinkedIn for messaging and market engagement. LinkedIn, in particular, has a number of valuable tools (e.g. Campaign Manager and Sales Navigator) which offer a powerful route to market.

Event Attendance and Participation - Our choice of marketing and communication partner provides us with strong expertise in events and a powerful footprint of activities in our core HGV market sector. That said, there is a broad range of exhibition and conference possibilities open to FORS which will be aligned with our target market sectors as identified in the Business Plan. Our preliminary proposal for event attendance is outlined in the marketing plan, though we are aware that against the backdrop of Covid-19, many events are being discontinued and the events programme is subject to change.

In-house channels – email, direct mail and publication

Within our team, we have strong expertise of delivering targeted, direct marketing campaigns across digital and print channels. Indeed, the current FORS administrator is using DVV's Commercial Motor email newsletter channel to deliver messaging (see Figure 10). Using FORS-employed resource, assumed to be TUPE transfers, supported by the input of DVV, a programme of general and specific messaging campaigns will be used to engage with our user groups.



Figure 7 - Newsletter channel

Activity	Objective	Consists	KPI
Recruitment	<p>Attract operators to FORS to commence accreditation process</p> <p>Feed new leads to on-boarding process</p> <p>Increase subscriptions</p>	<p>Website content and promotion</p> <p>Press releases to trade press (news, case studies, insights and trends)</p> <p>Advertising and sponsorship (trade publications: print and digital)</p> <p>Direct mail (email and print)</p> <p>Event attendance and participation</p> <p>Spring Conference</p> <p>Autumn Roadshows</p> <p>Webinar: Introducing FORS - quarterly</p> <p>Social media</p>	<p>New leads generated</p> <p>Subscription rates increase</p>
Recognition	<p>Increases appeal to Fleet Operators</p> <p>Create pipeline of new specifiers for on-boarding</p>	<p>Website content and promotion</p> <p>Press activity to relevant trade press</p> <p>Event attendance and speaker participation</p> <p>Webinar: Introducing FORS - quarterly</p> <p>Spring Conference</p> <p>Autumn Roadshows</p> <p>Sponsorship</p>	<p>New leads generated for on-boarding process</p>

	Demonstrate value of using FORS Operators	Social media - LinkedIn Advertising and sponsorship (trade publications: print and digital)	
Retention	Keep Accredited Operators informed of FORS activity and news from around the FORS community Ensure the brand stays front of mind and they are getting value from the service Better engaged users less likely to cancel	Website content updates and promotion – FORS Operators/exclusive/VIP areas Weekly eBulletin updates eReminder – targeted to FORS Operators who haven't logged on recently Annual Report Magazine – monthly (The Standard) Webinar: FORS Operators Update – quarterly Spring Annual Conference Autumn Roadshows Advertising and sponsorship (trade publications: print and digital)	Open rates, attendance, registration Subscription renewal rates
Suppliers	Unlock new alternative revenue stream	Direct mail (email & print) Event attendance and participation Direct sales	New leads generated Revenue targets satisfied

Table 7 - Marketing approach per activity type

We have identified a number of key milestones for the initial 12-month period:

- **Service Commencement Date:** 9th January 2022
- **March:** FORS Spring Conference: A key opportunity for the new concessionaire to present to FORS Operators, Champions, Suppliers and other Key Influencers; outlining key messages and changes with the new administrator; resetting the relationship between the brand and the industry in line with the brand vision
- **September** – FORS Online launch: Proposed launch period for the new website; includes brand refresh and any re-positioning activity;

4.2 Growth

Our goal is to develop and grow the FORS service by going back to basics:

- **Reinstate the values:** TfL launched FORS in April 2008 to improve road safety and help reduce the wider environmental and traffic impacts of freight and fleet operation.
- **A scheme for fleet operators:** A business plan which is based on benefits for all stakeholders – not an administrator resource utilisation plan.
- **View and address the whole life costs to the Accredited Operators:** Too much money being spent on preparation for audits – is this what was intended?

- **Value Added Services:** Deliver a portfolio of services which are industry related and non-specific which will add tangible business value and which the AO's will appreciate.
- **Audit and Training Marketplaces:** Ensure standards are high but develop marketplaces for audit and training to ensure that the AO's get real competition.
- **Engage all industry bodies:** Competing standards should be working together to deliver maximum benefits. We recognise that this has been an issue within the Industry and will approach relationships with Industry Bodies with no historical preconceptions.
- **Update FORS presentation slide pack:** Appendix 12, will be regularly updated to ensure information is correct and relevant, and that our messaging stays consistent for internal and external communications.

Collaboration and trust are key to the growth of FORS and we will adopt a *working with industry* approach. Collaboration is two-way and positive relationships with industry bodies such as the RHA, Logistics UK and CILT are important to ensure FORS critics become critical friends. Our aim is to get more people talking positively about FORS. To achieve this, industry bodies need to be involved and need to have their say. Whether it's training, audits or advice, the industry bodies have a role to play. Where perceived competing standards exist, we will work with them to achieve collaborative standards. In particular, working with the DVSA and Earned Recognition to understand how FORS can help the DVSA achieve its ER objectives.

Growing into other sectors: This is still seen as primarily a construction sector scheme, we need to develop the appeal and benefits across other sectors. FORS has normalised in two main use cases - TfL direct suppliers and construction sector (but mainly SE England). The persistent messaging of 'join or specify FORS because you should' has proved ineffective. We will explore an alternative approach and define the various use cases for FORS. Use cases to explore are: Insurance, build on the work developed with Direct Insurance Group, Towergate and AJ Gallagher, supermarket supply chains (Sopra Steria relationships), Health through NHS trusts (Sopra Steria relationships), other sectors include rail, highways, pallet networks and other aggregated operations.

Sopra Steria are a Digital Transformation company in the Information Technology space, with no specific expertise in marketing. As such, Sopra Steria will commit to using an external marketing company (DVV Media or similar) to deliver FORS marketing materials and promotional campaign activities for the duration of the contract. The strategy and planning of marketing activity for the annual business and marketing plans will continue to be undertaken by FORS team members.

While exact budget will be subject to annual discussion with TfL and business plan prioritisation, we are targeting a budget of ~5% of previous financial year's revenue to be dedicated to external marketing spend per annum; we will commit to a minimum 2.5% pa

4.3 Targeting universities/colleges as specifiers or supporters

We believe the strong Air Quality and Sustainability social value messages of FORS will resonate particularly well with Further and Higher Education establishments. Where a Council is already a FORS specifier we will approach Universities, NHS Trusts and vice versa. A council that can say they are working in conjunction with the local NHS Trusts and higher education establishments to collectively and positively affect air quality change will be a compelling marketing message for them and as such we believe this holistic, cross-pollination approach to FORS brand promotion is likely to increase the chances of adoption by all parties.

An increasing number of universities are showing interest in membership of the Social Value Portal (the first of which was University of Manchester in 2020 - an existing FORS specifier). We have a strong relationship with the Head of Public Sector Delivery at Social Value Portal (Terry Brewer) and have an agreement in principle to collaboratively promote FORS as a social value initiative across government and the education sector. We also have professional and senior personal relationships with the following universities: Bath, Bristol, Edinburgh, Warwick, Cranfield, UWE and Keele through which we will promote the FORS scheme.

4.4 Potential risk vs benefits of international expansion

There are two scenarios we envisage for the international growth of FORS, 1) accrediting foreign fleet operators that work in the UK, and 2) accrediting foreign operators to serve their own domestic market. The first scenario is deemed low risk as there will be no mismatch in standards that need to be applied and it will be cheap to market to these customers as largely they will be required to adhere to FORS standards by the specifier they are contracted to.

The second scenario is more complex as the following risks are more prevalent:

- Significant business development cost
- Risk of brand copyright theft
- Mismatch between UK standards and lower, target country standards

Where there is no evidence of a target country's operators accessing the UK – geographically relevant standards would be developed. In this case we would need to understand the local operating regulations as a minimum baseline; the key environmental, safety and compliance issues to address; any strategic road transport objectives of the country/region; and the needs of operators to ensure the standard is accessible, progressive and fair. A key aspect of scheme expansion will be to secure commitment from the target territory that they will follow and enforce progressive standards. There would also need to be branding distinction for this type of international development and TfL would be engaged in and informed throughout the process.

Creating, developing and implementing Smart Transport Manager Training for international markets called for the same approach. It was developed in the UK and taken to China, Uruguay, Australia, Republic of Ireland and South Africa. Some of the operating environments and legal frameworks for these territories were vastly different, both from the UK origin and from each other. Market reviews were used to develop performance improvement pathways, to raise local standards to international best practice.

4.5 Ensuring technology provides best value

The platform we will use for the transformation provides support for building additional functionality and integration options to easily create fast, REST web services based on the Service Stack; as such we believe this solution approach represents the best value option for development, integration and ongoing maintenance. All the interfaces will be created as part of the FORS website development and will be held within the transformation platform which will form a single repository. This approach will work under existing FORS contract terms facilitating simple Website transfer to TfL in the future and will allow TfL to own and exploit the IPR of the solution configuration. As a Top #5 digital transformation company to UK Government, we have extensive experience using out of the box platforms. Our proposed platform for the transformation has been used by Sopra Steria for our global and regional corporate website. There are some inherent risks with using COTS or 'out of the box' products;

the most common of which we have encountered along with their mitigations are detailed below:

Risks	Mitigations
Vendor may stop providing support, or may provide inadequate support	Ensure development schedule for the software is realistic with both organisation's timelines
Product's development/supportability may become obsolete or end-of-life	Identify replacement platform prior to the product becoming end-of-life or obsolete
Lack of feature requests / product enhancements to extend functionality	Our development team has the necessary technical skills to reuse components as required
Inherent cyber security flaws or weaknesses	We will ensure robust access control mechanisms are in place and engage with SMEs to pen test for security breaches

4.6 Translation on the Website

The Web Content published in the transformed FORS Website (using HTML5) will be compatible with Google Translate; this will enable end users from almost every country to view publicly available (and subscription-restricted) FORS content. The following mechanisms for translation will be available:

- Any FORS Operator using the Google Chrome browser extension, would be able to right-click on the FORS-online website and translate that page to their chosen language.
- FORS Operators who have the Google Translate extension enabled could automatically detect if the language of a page is on a different language to the one set in Google Chrome interface; by clicking the Translate button in the banner, all Web Content published on the page would be translated and appear in the local language.

We can provide a bespoke solution for specific multilingual support. This would involve pre-translating specific web content to ensure a higher level of translation accuracy than Google Translate provides. This could be used as part of a targeted international expansion campaign to specific countries; due to cost, this would be subject to business plan prioritisation.

4.7 Online shop

A core component of our marketing strategy involves an on-going customer listening project to ensure FORS retains its market relevance and stays aligned with the needs of the addressable market. This will involve online surveys, customer care activity and user engagement through event attendance and delivery. We will use this process to test new products and services with the audience and where a need is clearly identified we will investigate further and, ultimately, build into the business plan. In the future, we would expect the on-going research to identify further areas for development, this may include investigating an online shop or e-commerce solution, for instance. Our first principle is to collaborate with service providers and work with key industry stakeholders. An online shop that competes with trade associations and professional bodies may negatively affect our objective of securing their support as Audit Providers and promoters of FORS

5 Specification Component 5: Best Practice Guidance, Toolkits and E-Learning

5.1 Materials and Resources

Maintaining and updating high quality materials

FORS best practice guidance, toolkits and e-learning are a suite of valuable resources that help operators improve performance, meet the FORS Standard and operate safely and lawfully.

The current FORS materials cover a range of operational topics. These include, but are not limited to, vulnerable road user safety, environmental protection, work related road risk, operational compliance and driver management. They also help address operational issues such as how to avoid bridge strikes, gaps in knowledge on abnormal loads and countering terrorism.

Generally, the best practice guidance, toolkits and eLearning modules are audience specific i.e. for drivers and managers, and vehicle specific i.e. Truck Smart and Van Smart. All FORS materials are professionally designed and provide extremely useful information but, as each toolkit or training module has been developed in isolation by different authors, there are some inconsistencies and repetition.

Our initial market research study highlighted that the FORS toolkits share standard good practice on issues such as security and bridge strikes but there was a perceived lack of 'positive impact' content to help fleet managers justify and sell FORS into their own organisations. Suggested improvements from those interviewed included providing more detailed infographics on the positive impact of FORS, informative videos on various topics to support SMEs and more online interactive workshops on topical issues such as Direct Vision Standards, HGV Safety Permits and emissions standards.

Review and revision

All best practice guidance, toolkits and e-learning will be regularly updated to ensure information is correct and relevant. A summary of our review levels is in Table 8 below:

Review level	Conditions for review	Review summary
Level 1 review	Involves routine maintenance and the annual periodic review	Comprises checking each item within the FORS portfolio, to ensure it is fit for purpose and its content is factually and legally correct. Where deemed necessary by the reviewers, this will also involve updating references to industry use cases, technologies and approaches.
Level 2 review	Involves alignment to the current FORS Standard applicable at that time, conducted every two years, in line with the release of FORS Standard upgrades	Driven by the updating of the FORS Standard. It will comprise checking all toolkits and training material, to ensure the content aligns with the revised FORS Standard.
Level 3 review	Involves a full review, re-scope, redesign and reissue	The most detailed review will include a full content audit, cross reference, de-

<p>– conducted once during the initial Term.</p> <p>To ensure efficiency and where practicable, a Level 3 review will be conducted in line with a Level 2 review.</p>	<p>duplication and gap analysis. Options for re-presenting and re-writing FORS toolkits will be reviewed, to ensure information is intuitive and easy for the end user.</p>
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Table 8 – Content review levels

See below for our development methodologies and proposed online toolkit resource.

Review inputs

Technical reviews of FORS online materials will be triggered by a range of inputs. These include:

- Changes in industry practices, government guidance and regulations in the road transport industry at a national or regional level. Examples include recent changes in tyre law, drivers' hours and others
- TfL feedback and suggested improvements, such as alignment to an upcoming safety campaign
- Recommendations from GSAG and the Professional Development Working Group
- Proposed updates from industry bodies or specifiers. This could be common non-compliance issues identified at customer sites
- The current FORS Standard, as revised every two years
- Concessionaire team technical knowledge, any insight learned through the delivery of FORS Administration and through ongoing monitoring of best practice in operations and developments in technology

Technical reviews provide a system of checks-and-balances from a variety of Subject Matter Experts (SMEs) who help bring technical accuracy and completeness to any materials we produce. The technical review improves the design of the end product and helps identify any inaccuracies and ambiguities that may present issues to their users.

The subject matter of a particular guide, toolkit or training product determines which specialists will be involved in the technical review team. This may be specialist organisations or specific individuals, dependent on the requirement. In the first instance we will utilise our own team and partners:

- FORS technical team, including the compliance and quality assurance team
- Technical partner WSP
- Media partner DVV Media International
- GSAG members and the Professional Development Working Group
- GSAG Sub Groups
- CLOCS Champions and specifiers
- FORS Associates with specific technical specialist knowledge

Keeping pace with good practice and regulatory change

Road transport is a highly regulated, fast-changing industry sector and FORS Professional training must be regarded as a trusted source for operational information. Our technical team

and partners have expertise in keeping up to date, prioritising and simplifying the masses of information communicated to the industry. We also have positive relationships with regulatory bodies and government agencies, such as the Driver & Vehicle Standards Agency (DVSA), Health and Safety Executive (HSE) and the Office for Zero Emission Vehicles (OZEV). We will use, and build on, these relationships to ensure FORS is well informed of upcoming change and any revisions to toolkit and training content are anticipated in advance.

Our proposed technical team, DVV Media International, WSP and AtoH Solutions, with support from Sopra Steria team members, will coordinate the full range of inputs needed to keep pace with industry good practice and changes to relevant regulations.

AtoH Solutions has over 35 years' experience in transport and logistics and is currently the contracted editor for Lowe's Transport Manager's and Operator's Handbook. The same skills and approach employed to ensure this annual guide is fully up to date and technically valid will be used in FORS. This includes maintaining relationships with key industry bodies, involvement in stakeholder groups and industry forums, such as PACTS, and subscribing to immediate alerts from GOV.UK services.

Communications partner DVV Media International and technical partner WSP are well placed to routinely inform FORS of upcoming regulatory change and industry good practice. As the publisher of industry titles Commercial Motor and Motor Transport, DVV is aware of industry trends and actively reports changes to its online and printed copy readership. WSP's Freight and Logistics team provides strategic technical expertise and operational analysis to public and private sector clients in the UK and internationally. Chris Douglas leads the WSP Freight and Logistics team and has 27 years of freight industry experience, including operational management of haulage fleets in the UK, Ireland, Mainland Europe and North Africa; 5 years spent at Logistics UK (formerly FTA) providing members with legal compliance and operational efficiency advice (Chris handled more than 22,000 member inquiries during his time in FTA's Advice Centre). He was Programme Manager for DfT's Freight Best Practice Programme, created the ECO Stars Fleet Recognition Scheme and, importantly for this Component, created and delivered Smart Transport Manager Training for the Smart Freight Centre in China and Uruguay.

Other sources that will be used to keep pace with industry developments and suggestions for amendments to training content include GSAG, the Professional Development Working Group, TfL, course delegates and FORS accredited operators.

FORS toolkit development

FORS toolkits and guidance must be positive, compelling and simple to navigate. They must use evidence of good practice and promote realistic solutions to ensure maximum fleet operator buy-in and uptake.

In reviewing, revising and creating toolkits and guidance we will use our in-depth knowledge and experience of developing road fleet and freight safety, environmental and compliance tools for organisations such as the DfT, TfL, Highways England, HS2, Crossrail and Tideway. We will not be initiating toolkits from a standing start - through our technical partners we will build on the existing FORS knowledge base and use our experience and un-paralleled understanding of TfL's ambition for more sustainable commercial fleet operations in London and beyond.

We recognise the need to develop engaging tools that have done most of the thinking for operators. They should be easy to understand, simple to implement and consider the different sizes and types of fleet operation. Toolkits will provide exceptional technical content with

engaging, creative and thought-provoking media and design. To achieve their objectives, our development of FORS Toolkits will:

- Raise overall awareness and knowledge of the importance of a range of topical issues that are relevant to fleet operators and those that recognise FORS
- Provide FORS operators with default solutions (policies, processes or procedures, communications) to help meet their requirements and the FORS standard
- Help encourage widespread uptake of FORS

Our Toolkit development methodology follows a series of stages that employs various skills at each stage. An outline of our approach and the stages are:

- a. **Desktop review:** A review of existing toolkits and technical materials is conducted. We will use technical reference points and bring these references to life in a helpful and useful way. These could be Statutory Instruments, DVSA guides or government campaign material. Toolkits will provide signposts to existing material, fill information gaps and produce useful tools to engage fleet managers, to improve operating cultures, safety, compliance and environmental impact.
- b. **Verify facts and statistics:** Contextual facts and statistics are important to provide credibility to any guidance document. As examples, information may include road safety, casualty statistics, air quality measures, non-compliance statistics, social and economic impacts, population and economic growth statistics. This information will be used to relay the 'business case' to operators about why it's in their interests to change to more sustainable operating practices.
- c. **Stakeholder workshop:** Prior to the development of new toolkit materials we will facilitate a workshop with a range of interested stakeholders. This approach has proved successful with our work on other toolkit projects. Members of our team have experience of working on FORS projects and our previous experience has highlighted the importance of involving stakeholders in the development of toolkits.
- d. **Scope the contents:** We will produce toolkits that are a creative pack of easily applied reference material and management tools. The toolkits will offer practical advice, resources and internal communications material to help transport managers easily adopt industry best practice. Our toolkits will also include standard communication materials to enable managers to equip their drivers with key skills. Driver communications material should also be used as takeaway resources at workshop and training courses.
- e. **Creative treatment:** All toolkits and guidance will be creatively designed in accordance with the FORS design guide and will be supported by web copy that will promote the tools.
- f. **Peer review:** Key stakeholders will be asked to provide the technical peer review of the final toolkit contents. This review will also include the application of the contents in an operational setting, to make sure they are fully fit for purpose. We will also subject any new tools to an independent FORS Audit, to provide confidence that they stand the test of external scrutiny and can be promoted as a FORS default solution.

FORS eLearning development

FORS eLearning has proved to be an extremely successful method of communication and we will build on this success throughout the concession. For new and revised eLearning modules

we will ensure a consistency in writing style and treatment that is in line with the existing suite of eLearning and the relevant FORS toolkits and guidance.

Whilst we have in-house eLearning capability, we are aware that Walkgrove has consistently provided the FORS eLearning service for the past 10 years. We have engaged with Walkgrove and secured their willingness to work with Sopra Steria to ensure a seamless transition of eLearning service provision. We will review the resourcing of eLearning maintenance, development and provision to ensure the high-quality levels are maintained.

For eLearning, the development methodology follows a series of stages with various skills employed at each stage. An outline of our approach and the stages are:

- a. **Learning design:** A single learning designer will be assigned to the new or revised module project. We will select a designer with the skills and experience to match the project most appropriately in terms of target audience and content to be conveyed. A high-level design is storyboarded in preparation for subject matter to be populated. This includes an instructional sequence showing how different learning elements relate and ensures all project team members have a clear view of how the module will be structured.
- b. **Subject Matter Expertise:** A Subject Matter Expert will define the content of the eLearning module and will populate the storyboard with the specific information to achieve the learning outcomes. (See section on 'Keeping pace with good practice and regulatory change', below).
- c. **Edit and copyedit:** This is an important quality assurance role and is undertaken by a skilled editor or copyeditor that has experience of working on sector specific eLearning and is familiar with the FORS editorial guidelines. This stage is conducted before the creative design stages.
- d. **Graphics and illustration:** The look and feel of FORS eLearning is extremely important and is always considered carefully during the initial phases of development. We will adopt a wide range of graphical styles and creative approaches to suit the project objectives, the topic and the target audience.
- e. **Animation and 3D:** High-quality animation and 3D rendered sequences sets FORS eLearning apart from its competition. These can be stylised or realistic scenes and sequences and we will seek the view of animation/3D artists for each project undertaken, to review the creative options for delivering the learning messages in the most effective way.

We developed innovative VR content as part of recruitment campaigns we ran for Ministry of Justice and Royal Navy which led to the successful recruitment of 4000+ prison officers and 250 submariners.

- f. **Programming:** We need to further understand the development tools and authoring technologies used for the current FORS eLearning suite, to assign the right developers, with the right skills, to programme and re-programme modules. During the Mobilisation Phase, we will work with Walkgrove to improve our understanding and to inform what is required during the Implementation Phase.

- g. **Testing:** Testing eLearning is undertaken by staff that have not been involved in the programming or development of the material. This ensures an objective test that is conducted in three stages, editorial, functional and script-to-screen.

The content of FORS Professional eLearning courses must be technically accurate, align to the FORS Standard and stand up to scrutiny by industry experts. Our three-level review process will ensure all eLearning material is routinely maintained and updated when changes occur.

We acknowledge that TfL may add new eLearning modules from time to time and that any new eLearning will be added to the asset register and included in the review process for routine maintenance and update. When new eLearning modules are proposed, we will work with TfL, the Professional Development Working Group and the commissioned learning designer to ensure the new module is aligned and complementary to the existing learning portfolio. When a new eLearning module is approved and handed over, we will incorporate it as a FORS asset and into business-as-usual marketing, communications, delivery and review.

All material changes to FORS Professional eLearning will be proposed and presented to the GSAG Professional Development Working Group for approval. Material changes include amendments to training objectives, learning outcomes, regulations, good practice or key references.

Proposed Level 3 review and rewrite

We will conduct a full review, re-scope, redesign and reissue of all FORS material and content at least once during the initial term of the concession.

We have conducted an initial review of the existing content and we have identified some improvements that would inform this review. Our initial finding is that the toolkits are generally compiled and designed as single PDF publications. We will use our digital expertise to review the PDF versus HTML viewpoint from the user's perspective. We recognise that PDFs are good for offline reference but HTML offers more accessible, translatable and searchable functionality when accessed online. In our redesign, we will adopt a 'digital first' approach but we will recognise that the digital capabilities of some operator users may be limited.

The redesign will include a full content audit. We will compile the full list of toolkit assets, break down all of the contents and cross reference these against each other, the source reference and the FORS Standard. Any duplicate material will be removed and a gap analysis conducted to inform our rewrite strategy. All content will be re-mapped into a single online resource library with search function, using a blend of PDF tools, 'how to' videos and HTML copy. The aim is to make finding, using and saving fleet management information and tools as intuitive and as simple as possible for the end user.

'*FORSight*' (working title) will ensure everything that operators need sits together in one place, is organised around and referenced against the requirements of the FORS Standard and is easy to navigate. This online resource approach also presents the opportunity to help operators access material directly relevant to their own fleets and activities, making content more bespoke for their needs, rather than generic (even embeddable within their own websites/intranets). The portal will not be a competitor to trade association services or subscription services such as Croner-i, nor will it seek to simply regurgitate GOV.UK information. It will include signposts to source references and include useful support tools,

such as policy templates, toolbox talks, risk assessments and method statements; it will be an extensive portfolio of information presented in an intuitive and creative way that saves management time and helps protect a fleet operation. We will create value in this service, promote it as a key benefit of FORS Accreditation, help to demystify problem areas and reduce operator reliance on consultant support. Where appropriate, links will also be made to the FORS Marketplace and the Associate products, services and training offered.

This is a really exciting opportunity to reposition FORS and the help, advice and guidance it gives to fleet operators. As part of this online service, we will also facilitate and encourage Accredited Operators to upload their fleet management documentation as 'real world' best practice examples. Many operators already do this on their own websites and FORS can provide additional marketing exposure to these companies, whilst offering FORS Operators tried and tested (and successfully audited) resources - at no development cost. Uploading documents in this way could also be encouraged and recognised as evidence of meeting Requirements G7 at FORS Gold.

A message board within *FORSight* is also an option to explore for operators to pose operational questions and seek the views of other operators – and even FORS Auditors – in a community forum. This would be moderated by a member of our QA team.

This technical approach enables updates to toolkit text, documents, tools, templates and links to be conducted in an uncomplicated and efficient way. New tools and new topics can be introduced to the library without too much concern and without having to rewrite completely new toolkits. The past year of dealing with the pandemic and Brexit have demonstrated that operational information must be dynamic.

At the time of writing, the FORS Toolkits are out of date; with London's introduction of tougher emissions standards not reflected in the LoCITY toolkits, the HGV Safety Permit not yet reflected in the Cycle Safety Toolkit and the change in commercial tyre law not yet reflected in TruckSmart. Whether it's a permanent or temporary change in regulation, reaction to an incident or launch of a new government campaign, a digital toolkit can be amended quickly and efficiently, to ensure information is as accurate as possible.

The FORS Toolkits will provide the basis and learning materials for the workshops and training to ensure alignment, coherence and consistency.

Quality assurance and approval

On all FORS toolkit, guidance and eLearning materials, we will apply a rigorous Quality Assurance process to maintaining and updating all materials to a high standard. Our team structure is designed for internal peer review, meaning that each review item will be seen by at least two pairs of eyes with relevant technical expertise.

The approval process will also include TfL and GSAG, meaning all key parties will be up-to-date on which items are being reviewed, the proposed changes being made and the timings for those updates.

Accessible training material

We will identify and document user needs for all delivery channels, taking into consideration end user needs for accessibility, information content, presentation and response time when developing training material so these can be consumed from any modern mobile device. As part of our design process, we will review all material to assess the best delivery mechanism,

e.g. virtual learning environments for live video conferencing or audio conferencing, eLearning, webinars, remote learning, and/or downloadable training manuals and training aids where applicable.

Our proposed solution enables the content to be accessed by a PC, tablet or smartphone with a larger screen with high-resolution. The training materials will be designing and developed in accordance with the identified needs of users through a blend of desk-based, qualitative, and quantitative research methods to ensure responsiveness using both HTML4 and HTML5 content where applicable.

Once a training module is launched, the software would detect both device and browser and then delivers the content appropriate for that device. For example, when viewed on a PC, HTML4 content will be displayed, whereas when viewed from a mobile device, the adaptive/responsive design HTML5 content will be displayed. All bookmarking and reporting are recorded regardless of the device used. The bookmarking ensures that users can start a course on one device and pick up from where they left off from another device.

5.2 Translating guidance or toolkits

All material for guidance and toolkits published in HTML Web pages can use Google Translation as detailed above. Any material guidance or toolkits which are not published in HTML Web pages would require the specific document, video etc. to be translated. This more costly activity would be covered and assessed as part of the Business Plan for FORS International expansion.

Please refer to Specification Component 6 for further detail on how our website and transformation approach will deliver translation requirements..

6 Specification Component 6: FORS Training and Workshops

6.1 Maintaining and updating high quality training materials

FORS is recognised for its quality training materials which have been adopted by many fleet operators as default solutions.

FORS Professional training is a comprehensive and complementary portfolio of short courses that address some of the biggest and most sensitive issues facing fleet managers and professional drivers. FORS has also provided courses where training gaps have been identified and no other learning solution exists, such as collision management, reducing road risk, alternative fuels and the movement of abnormal loads.

The FORS asset register lists the training courses and workshops developed and delivered through the scheme and we believe this wide-ranging menu of professional development products would benefit from a mapping exercise against a structured competence framework for both fleet managers and vocational drivers.

The content of FORS Professional courses must be technically accurate, align to the FORS Standard and stand up to scrutiny by industry experts. Our three-level review process, described in Component 5 above, will ensure all training material is routinely maintained and updated when changes occur.

We acknowledge that TfL may add new training material from time to time and that any new training material will be added to the asset register and included in the review process for routine maintenance and update. When new training material is proposed, we will work with TfL, the Professional Development Working Group and the commissioned training designer to ensure new material is aligned and complementary to the existing training portfolio. When new material is approved and handed over, we will incorporate the new training as a FORS asset and into business-as-usual marketing, communications, delivery and review.

All material changes to FORS Professional training will be proposed and presented to the GSAG Professional Development Working Group for approval. Material changes include amendments to training objectives, learning outcomes, regulations, good practice or key references.

Reviewing training material

Outdated training leaves FORS at risk and affects its reputation, therefore all FORS Professional training material will be routinely reviewed and revised, in line with our three level review process outlined in Component 5.

This will be informed in line with inputs from the good practice and regulatory change monitoring above. The routine review will be conducted annually, as a minimum. The three levels of review stated in Component 5 for toolkits, guidance and eLearning will be adopted as the core for FORS Professional training reviews. This will ensure alignment with the FORS Standard and a full review, re-scope, redesign and reissue will be conducted once during the initial Term of the Concession. However, due to the nature of use of the training material, there is a need for additional stages within the review process.

A brief overview of our training review methodology follows a six-stage process:

- a. **Technical review:** This first stage includes assessing the existing training material, trainer packs, presentation packs and other training resources. It is a technical review of the content against any changes in regulation, good practice and hot topics, i.e. sensitive issues facing the road transport sector.

The scope for updating existing training content will be assessed, ensuring the revised training output meets the requirements of TfL, GSAG, the Professional Development Working Group and FORS Operators.

To support the learning experience, contextual data and statistics will be updated where available. Only data and statistics from credible sources will be used in FORS training, i.e. GOV.UK, AC.UK and other public sector organisations. We will refer to London, regional and national strategy documents to ensure FORS is fully aligned to social impacts and sustainability objectives. We will also review industry literature, such as white papers, industry reports and case studies, to ensure the training remains relevant to its target audience and addresses their specific needs.

- b. **Instructional review:** Instructional design is an often-overlooked step in the development and review of training materials. Good instructional design ensures positive learning experiences, supporting the acquisition of new knowledge, informative and enjoyable and enabling two-way interaction between facilitator and delegates.

Technical training content is brought to life using discussion, group exercises, feedback sessions, case studies and facilitating the vast knowledge delegates bring into the training room (or virtual training room). The instructional techniques used enables the training content to be delivered to a broad range of delegates in a way that it remains relevant without being patronising.

We will review the method of delivery, including the instructional design and the tools and techniques used.

- c. **Creative review:** Whilst less important than the technical and instructional review, training should be visually impactful, 'on brand' and easy on the eye. Poor layout, mixed fonts, pixelated/out of date photographs and obvious stock images all serve to distract the learner experience and affect perceived quality of the FORS training offer. We will ensure all creative media is reviewed and revised, where necessary, so that it is up to date, relevant to the learning, and technically correct - e.g. depicting compliant vehicles on London roads.
- d. **FORS Professional cross reference:** It is rare that individual training courses are developed in isolation, especially modular courses such as FORS Practitioner. This stage looks across to the FORS Professional training portfolio to determine if any training revisions at stages 1-3 will have triggered subsequent changes in other training courses or workshops. Any changes identified in other training material will be prioritised as either, 1. Immediate - changes must be made prior to the delivery of the next training session, 2. Intermediate - changes must be made within three months but an addendum must be issued to trainers, 3. Routine – changes may be made at the next routine review.
- c. **Pilot the training:** Piloting training involves a small-scale usability test of a course or workshop, to ensure it is fit for purpose and suitable for its intended audience. Where material changes to FORS Professional training have been made (and for all new training), courses will be piloted to gain valuable learner feedback (and also from the trainer), to help make revisions and build confidence in a main rollout.

Pilot courses will be attended by a critical review team, invitees to which will include members of GSAG, the Professional Development Working Group, TfL, interested stakeholders and previous course delegates. Training material will be adjusted and finalised based on any findings from the pilot course.

- d. **Publishing the training:** Once the revised training material is finalised, it will be prepared and presented for approval. It will undergo an internal approval prior to being sent to TfL and the Professional Development Working Group for approval in principle and then sent (or presented) to GSAG for final approval. Once approved, the training will be dated, version controlled and published. A communication will be prepared and sent to all FORS and licensed training providers and the previous version will be removed from service.

FORS Practitioner accreditation

FORS Practitioner is a series of ten workshops covering a broad spectrum of fleet management, including the management of road risk, fuel and emissions, and operational efficiency. Delegates completing all ten workshops are awarded FORS Practitioner status.

In 2011, FORS Practitioner workshops were collectively approved as a modular training course for Driver Certificate of Professional Competence (CPC) periodic training. However, due to the constraints on training delivery, course programme timings and the content being more relevant to managers than drivers, Driver CPC approval was discontinued in 2014. In 2012, FORS Practitioner achieved external accreditation to support fleet managers to achieve a managerial qualification. The Level 3 (Ofqual registered) qualification Safe, Green and Efficient Fleet Management was created to specifically employ FORS Practitioner training as its underpinning learning. To achieve the Level 3 qualification, delegates had to provide a portfolio of evidence of workplace application on completion of FORS Practitioner. Although TfL provided seed funding to encourage its uptake, only one individual was awarded with the full Level 3 qualification. This qualification still remains on one awarding body's website but has been removed from the Ofqual register.

To date, over 2000 fleet management staff have attained FORS Practitioner status. Feedback from our market research suggests it is advertised in job vacancies and used on CVs, meaning it has become a recognised credential for fleet managers and their employers. We believe external accreditation for FORS Practitioner (and other FORS management training) remains a desirable feature for personal and professional development - but to be viable it must meet the needs of busy fleet managers and the criteria of the awarding bodies.

We will use the opportunity of the full redesign of the FORS Practitioner suite of learning to align content with an external awarding body. We will review appropriate awarding body options but, as part of our '*working with industry*' ethos, we have held preliminary discussions and will further explore opportunities with the Chartered Institute of Logistics and Transport (CILT), in the first instance.



**The Chartered
Institute of Logistics
and Transport**

CILT has recently launched an industry-wide Competency Framework to support organisations, employers, employees and those considering entering the profession. This recognises existing professional development frameworks and serves to inform and enhance what already exists within transport and

logistics. The framework is aligned to new professional designations and defines competence and credibility. It encourages a dedication to ongoing continuing professional development (CPD), which seamlessly aligns with the objectives of FORS.

Managing training delivery - Delivering training and workshops

Training delivered directly by FORS may be fully funded - where the training is offered for free to FORS operators, or discounted - where there is a delegate charge that is below market

rate. Generally, only FORS Practitioner workshops and manager training are offered directly by the Concessionaire. For efficiency, two half day workshops are run consecutively in one day. Each training day is delivered at a charge per delegate, per day. Training may also be attended by delegates from non-FORS operators, but this is charged at a market rate.

Training is currently delivered through a mix of sub-contracted and in-house training staff and we propose to continue with this delivery model. Our trainer selection is robust and all training staff will be specialists in their field, rather than generalist facilitators. All trainers will have a good knowledge of FORS and its objectives, they will be FORS Practitioner qualified and will demonstrate skill in workshop delivery, presentation, facilitation and question techniques through recognised 'train the trainer' certification. Where required, trainers will hold a Transport Management Certificate of Professional Competence (CPC), vocational category driving licence (C or D) and Driver CPC Qualification Card.

Trainers will be provided with the Course Training Pack (CTP) for each subject they are expected to prepare, deliver and administer. The CTP provides everything the trainer needs to deliver the training consistently, accurately and to the high standard expected of FORS. It also specifies the competency level, qualifications, skills and experience required by trainers. A typical CTP will include three sections:

- a. **Training course introduction:** Background, contextual information, training objectives, learning outcomes, programme and FAQs
- b. **Training material:** Trainer notes, presentation, lesson plans and resources required to deliver the training
- c. **Training administration:** Key information and materials needed to carry out consistent course administration

It is important for all trainers to be fully conversant with the CTP and understand their responsibilities. All training delivered will be included in the FORS Concession Quarterly Report to TfL.

Administering training and accreditation

Training administration for FORS Practitioner workshops and management courses will be performed in three stages.

- **Pre-course administration:** Performed in-house and includes planning and publishing training dates, arranging trainers, monitoring bookings and delegate communications, such as joining instructions
- **During-course administration:** Performed by the trainer on the day and includes training room checklist (or virtual room checklist), risk assessment, delegate registration, course evaluation, complaints procedure and fair processing notice (a statement used at the start of training that details how personal information and data are handled in accordance with the FORS Privacy Statement)
- **Post-course administration:** Performed in-house and conducted on completion of training, including the production and issue of digital course certificates, update of the Training Reporting Portal and training register, and completion of any reporting requirements to TfL

These stages and associated processes will be managed in-house, by our Training and Accreditation Team. The team will use IT systems support to ensure that the processes are slick and the experience of the training delegate is positive from start to finish. Queries and issues raised by delegates will be investigated quickly and thoroughly, with ongoing contact

between the delegate and the team – to ensure that the delegate sees proactive effort to resolve issues.

Sopra Steria has extensive experience of Learning Management Systems which ensure each of the stages described runs smoothly and, in the event of issues arising, can investigate and rectify quickly, leaving the customer feeling that their query has been dealt with effectively.

Our Managed Learning Services team have delivered thousands of webinar, online and classroom courses across our 25+ central government department customers and 250 NHS customers.

Maintaining training records

Sopra Steria will maintain accurate training records throughout the duration of the concession. From 01 April 2022, and during the Implementation Phase, we will assume responsibility for the management, maintenance and support of the FORS Training Portal (Freight Reporting Portal), which is currently provided under contract to TfL by Savanta Group. The portal records a running total of drivers trained and feeds into the FORS register. The portal facilitates the uploading by FORS training providers, course attendance and feedback and this data is transferred by API to the FORS Training Database. All FORS training providers are required to use this portal to ensure accurate records are maintained.

Our market research highlighted operator criticism of the current FORS Training Portal. Whilst we have yet to understand the details of its functionality, feedback suggests that it should be more streamlined and intelligent, use unique driver ID such as driving licence number and allow operators to request drivers be removed from their organisation statistics. API integration with transport office software was also considered a priority. To address these issues and ensure a more streamlined user experience, we will adopt a recognised Learning Management System to create, update, manage and store records relating to delegates who have undertaken training, the training delivered and received (including the version of the training material used), the trainer who delivered the course, level of delegate achievement, timescales for review/refresh/renewal of qualification and feedback received.

These records will be stored on the Sopra Steria system for the duration of the concession and in accordance with applicable GDPR requirements.

Evaluating training and workshops

Our process for evaluating training and workshops will comprise three parallel activities:

- Requesting feedback from delegates at the end of their training/workshop (using hard copy feedback forms and online versions). Trainers will be required to request feedback form returns/online feedback completion from all delegates. Feedback requested will cover course content, quality of delivery, value for money and general opinion on usefulness and whether or not the training/workshop met expectations. The feedback forms for each course/workshop delivered will be analysed, summarised and included in an ongoing evaluation report, components of which will profile feedback by course/workshop/trainer, to help monitor quality of individual courses/workshops and the performance of individual trainers.
- Follow-up emails/calls to a sample of delegates to ask for more detail on points raised in feedback forms returned/submitted online. These will enable more detailed feedback to be received on content and effectiveness of delivery, in particular. These detailed calls

and emails will be analysed and included in the ongoing evaluation report mentioned above.

- Audits of courses and workshops will involve observations by members of the Sopra Steria team sitting in on course delivery/workshop facilitation, to score trainer performance against a set of pre-defined criteria. Audits will also include approaches to a sample of delegates prior to their training/workshop attendance to ask them to complete a detailed feedback form on a single day's course/workshop delivery. This is different to the simple request to complete a feedback form following attendance – the benefit of this proactive approach prior to the session is to prime the delegate to think about and record detail, in their opinion, on the quality of content and delivery. We will incentivise these delegates, where necessary, in return for their detailed scoring. All of these audits will be analysed and results included in the ongoing evaluation report mentioned above.

Evaluation is an ongoing process, throughout the duration of the concession, for all types of training and workshops, with records of the evaluations (included in the ongoing evaluation report) maintained accordingly.

Licensing FORS Professional training

To encourage the widest and most economical uptake of FORS Professional training, both commercial and in-house training providers can obtain a licence to deliver many of the existing training courses. This licensing process and associated criteria are clearly outlined in the 'Guidance for training providers and FORS operators' document and we will work with TfL to keep this document updated. FORS Professional training licences will be valid for and renewable after 12 months.

To be eligible to apply for a training licence, commercial training providers must be a FORS Associate and in-house training providers must be part of a FORS accredited operation. Currently all applicants must be a JAUPPT approved training centre for Driver CPC. Given TfL's objectives, the JAUPPT approved criteria may be a barrier to reaching drivers of smaller vehicle types and we would seek to review this with TfL on a case by case basis, e.g. RoSPA or Institute of Advanced Motorists (IAM) applying to deliver Van Smart training.

Once an eligible application is submitted, we will conduct due diligence and competence checks on the potential licensee and any nominated training staff.

Training materials are only released when all checks are deemed satisfactory and any licensing fees are paid. The FORS online training page is updated and the new licensee is announced in the FORS newsletter. Where a course is aligned to Driver CPC, it is the licensee's responsibility to apply for course JAUPPT approval before it is promoted to FORS operators.

On completion of training, the licensee uploads delegate data to the Training Reporting Portal and our technical team conduct periodic quality checks, to ensure the process is being followed correctly. An annual audit is conducted on training providers, carried out by our Quality Assurance Team. During the audit, a standardised process is followed and findings are documented in an audit report that is shared with the training provider within 15 working days of the audit.

Currently there are two possible outcomes.

- a. Successful: where the training provider continues with business as usual
- b. Unsuccessful: where a training provider licence is suspended whilst an investigation is conducted

We would like to introduce a third outcome to this audit process which is ‘Successful, but improvements required’. This additional classification would foster a culture of openness and continual improvement, without the threat of a penalty that could severely affect the training provider’s business operation. If improvements or concerns raised at audit are not adequately addressed, the training licence may be revoked. Training conducted by a suspended or revoked training provider is not eligible for uploading data to the Training Reporting Portal and FORS operators should be informed of this. Training providers have the right to appeal a suspension or revocation.

6.2 Any specialist organisations or individuals proposed to be employed and their role

To ensure a continuity of training delivery, we have approached the incumbent FORS Practitioner training providers who have expressed a wish to continue this service under a new concession contract. It is our intention to utilise specialist resources and organisations which include;

- Existing Sector specific Subject Matter Experts (SMEs)
- New Sector specific Subject Matter Experts (SMEs)
- Policy led experts at the request of Specifiers
- Statutory training experts
- Standards and Accreditation bodies

At the commencement of Service, we intend to utilise the existing supply chain where possible to facilitate services. This will be a focus during the Transition period and will form part of the Service Readiness Review. We have also had preliminary and positive discussions with the CEO of CILT about their support for training provision.

Working post pandemic

We have significant expertise in transforming ways of working as a result of the pandemic having seamlessly moved back office operations for most of the NHS and central government departments from India to the UK and then to homeworking in less than one week. We process and ensure the monthly pay checks for most of UK public sector and any slip or outage would have been catastrophic.

“It has come as no surprise to me that not even a pandemic could stop your teams in their tracks. The speed and seamless way in which they moved the whole operation to home working was simply breath-taking. I am so grateful for the way in which everyone stepped in particularly in the first few months of the lock down to support the Met.

What is remarkable is that COVID has not been the dominate force this year. It hasn’t been the reason or excuse that you could not deliver other activities. Business has pretty much continued as usual, great performance outcomes have been achieved and new services have been launched. How many teams from any sector or industry can say that over the last year? I simply don’t have the words to express my gratitude.”

Director, Metropolitan Police

With this experience, we consider our Future Ways of Working strategy to be an exciting opportunity to redesign traditional models of working and service delivery. We will implement

a hybrid approach - working with FORS Operators - to deliver a blend of face-to-face classroom sessions, as well as interactive remote workshops. We have delivered award winning training environments using the latest technology including 'virtual reality' to deliver safer training in dangerous or unpredictable environments. We won an award for delivering prison officer recruitment training via virtual reality to the Ministry of Justice and also used virtual reality simulation to help the Royal Navy successfully recruit 250 new submariners.

In order to ensure remote learning is engaging, we will use mechanisms to include multisensory elements to eliminate external distractions and allow trainees to focus on the task in front of them. One of the key elements for remote training is interaction and feedback, both of which will be included in either remote training or eLearning. Interactive feedback training will provide the trainee with scenarios where they are required to make a decision and for feedback to be provided in real-time regarding the action they have taken.

Apart from Training Delivery, we have also been focussing on what our future workplace might look like - preserving and maintaining our culture whilst we also transition to working differently. This is an exciting future of work where people can be more flexible in how they work and be more productive.

We will monitor feedback from User Research and feedback from trainees to identify preferred delivery methods for future training and workshops.

We have identified three key drivers to our hybrid training delivery strategy:

- We are committed to the health and wellbeing of FORS Operators and to ensure a more accessible scheme for all post-COVID. We are mindful that COVID-19 still has the potential to impact us for some time to come, so our wellbeing commitment continues to ensure that any training delivery is undertaken in a COVID-secure way.
- We are looking to foster ways of working that enable us to deliver training excellence to FORS Operators, ensuring that performance is sustainable over time, whilst operating safely and securely.
- We are committed to creating open, collaborative, well-connected and engaging training sessions, with investment in new tools and technologies that enable us to connect and engage more effectively.

6.3 Website redesign

As part of the transformation our intention for the FORS Website is to provide an online Training Marketplace that allows FORS members to search, browse and book their desired course from the training provider. We would establish a process through which the training provider may either electronically or manually update their training schedule on the FORS Website. Once a course has been selected by the FORS member they will be redirected to the training provider's own website / portal to proceed with the booking. To simplify integration, we will use Application Programming Interface (API) where possible to allow Training Providers:

- to update training schedules
- to update attendance and course outcomes

We developed our own Competency Training Marketplace™ (CTM) for the Construction and Rail Sectors which has similar easy-to-use, one-stop shop functionality and boasts more than 100 registered training providers and employers. Rather than build a new platform for FORS,

there is the potential to reuse our CTM asset and we are open to commercial/revenue share discussions with TfL about this.

The FORS Training Marketplace system will provide a very similar upload facility to that of the DVSA Driver CPC Training and Evidencing system. The Training Marketplace will provide the visibility of available training, which will allow us to enable facilitation of the market to meet the demand within geographical areas.

6.4 FORS training, e-Learning or workshop translation

All FORS Professional training, eLearning and workshops will be primarily developed in English. However, we recognise there may be different circumstances where translation and/or localisation may be required. These are:

- English is a second language for drivers and staff working in the UK for a FORS Operator
- English is a second or foreign language for drivers working for overseas based FORS Operators driving in the UK
- English is a foreign language for drivers and staff working for overseas based FORS Operators working in their own domestic market and bordering countries (not UK)

For foreign drivers/operators driving in the UK, a cost-effective approach will be to use HTML5 compliant content which will allow for Wiki-style assets to be translated into most foreign languages using tools such as Google Translate. Additionally, translated subtitles for training videos and eLearning could be created via the production of SubRip Subtitle files (SRT). Where there is a requirement for training, eLearning or workshops to be translated as part of any international development of FORS, we will review the demand as part of the annual business planning process and determine any languages that need to be supported. The translation process will include:

- Exporting text and narration from training materials and eLearning
- Translating text and narration using either translation software or translation service
- Synchronise any eLearning audio with text and images
- Conduct peer 'native speaker' review

Localisation of training, eLearning and workshop material may also be required to ensure training material is culturally and geographically relevant. The development, translation and localisation of any specific support material in other languages will be agreed and funded within the Business Plan.

7 Specification Component 7: Commercial Management

7.1 Approach to Best Value in all aspects of the scheme

Sopra Steria recently commissioned independent user research with a company called Polar Insight (included at 'Appendix 1 Independent Market Research Study.pdf' and 'Appendix 1a FORS Concession – Quantitative Research Findings.pdf') to understand operator, specifier and industry-body views of the FORS scheme. We will use the findings from these reports, along with the extensive personal experience of our team members and partners, to identify areas for improvement and to maximise the value we deliver across all aspects of the scheme and for all stakeholders.

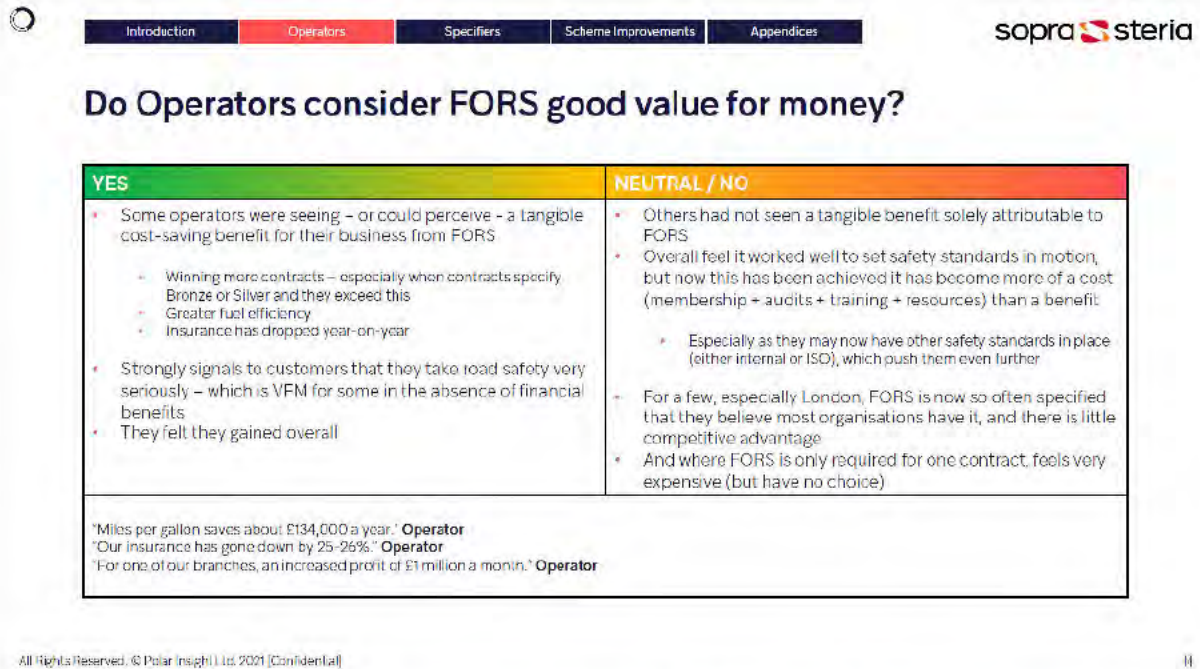


Figure 8 - User research responses to FORS Value for Money question

Optimising Scheme Participation Costs

The Polar Insight user research reports in Appendix 1 and 1a (from which Figure 9 is a summary) point to some operators being unhappy with the cost of participation and several citing expense, time and resource costs as a reason for dissatisfaction; but few specifically mentioned the subscription charge as the main issue. A number of interviewees explained that apart from subscription, it's the overall financial and time cost including extensive preparation before an audit, cost of the audit itself and training of staff that makes the scheme expensive.

With this in mind, we will look not only at reducing subscription fees as a sign of delivering value for money (we have committed to an annual 6-7% reduction every year over and above the contractual requirement) but will also look holistically at the overall FORS experience and seek to make business process and system improvements wherever possible along each stakeholder's customer journey. We will minimise operating costs by making greater use of technology to simplify and automate manual processes. This technology-focused approach will serve multiple purposes, including:

- improving user experience by removing time-consuming manual processes

- reducing operator reliance on expensive pre-audit services
- reducing headcount and service delivery costs of the FORS service
- making the service more scalable, automated and less dependent on additional staff resources as subscriber volumes increase

Annual Subscription Fees

We will reinvest all surplus profits into areas of highest demand as indicated by operators in annual user research that we will conduct via an independent research company. For example, profit surpluses will be allocated towards:

- reducing costs across the end-to-end audit process. Examples include providing subsidies to SMEs (towards pre-audit, training and/or audit costs) to reduce the initial barriers to obtaining Bronze accreditation.
- continuous improvement of systems and processes to reduce operating costs, thereby releasing funds to deliver enhanced business value and enhance customer experience for all stakeholders
- reductions in other areas of cost for operators, namely pre-auditor costs, through the creation of online step-by-step video guides and audit costs
- establishing a 'FORS Mentor' scheme where recently accredited operators are encouraged to mentor other operators embarking on their journey with advice, guidance in the form of YouTube coaching videos. Prizes will be given annually for the best FORS Mentors as voted by the operators.

Improving value in the Audit process

As we have described earlier, during the Implementation and Transformation phase, we will promote an open-marketplace approach to audit providers allowing any organisation which meets the criteria – not simply a select few – to advertise their audit services to operators. This will provide more capacity and competition helping to drive down prices for operators and drive up quality and trust through a Trustpilot-style feedback approach.

We will continually gather operator feedback through polls, surveys and annual user research which we will share with audit providers so they can understand operators' concerns and continually improve quality, standards and consistency.

Improving value in Helpline and Customer Services

We noticed from the materials provided by TfL that there appears to be an abnormally high rate of contacts to the helpdesk compared to industry averages we see across the many other contracts we deliver which include helpdesk services. As a rule, people contact helplines because they are unsure about something, guidance is unclear/confusing or because a tool or process is broken. As it is time consuming, few people contact a helpline through choice and so our approach will be to focus on addressing the root causes of user contact through a combination of approaches:

- use analytics to understand the 'reasons for contact' into our contact centre
- develop clearer guidance, more intuitive processes and better tooling to remove the need for contact in the first place
- offer a wider and more cost-effective variety of channels for FORS users to contact us on. It is widely recognised in the industry that the telephone channel is the most expensive contact channel both for users of the service (in terms of time as well as

cost) but also for the provider in terms of cost-of-provision. This cost is ultimately passed on to the end user as it reduces the amount of surplus profit available to develop services and reduce prices so it is essential that contact centre costs are kept to a minimum to ensure maximum savings are passed back to FORS users.

Improving value in Training / E-learning

In our user research there were a range of views expressed relating to quality of training delivery and content and the implicit or explicit value for money this provides.

- Our research shows that a number of operators prefer the option of eLearning as it provides more time-flexibility for them; this is especially true if the training is available over a mobile device and can be accessed during employees' periods of downtime.
- We will convert a number of face-to-face training courses to eLearning. This will allow us to make them available to a broader number of operators at a lower cost. It will also allow us to keep the content of training material continually up to date, which some interviewees mentioned as a negative aspect of the current training materials.

Improving value in Website and system tools

- We will invest in updating the website to make it more user friendly, more intuitive and informative for operators and other stakeholders. Areas of functionality which are considered clunky, inaccurate or frustrating will be assessed and improved.
- We will convert any static, document-based materials such as toolkits and other guidance documents to digital versions which are easier to maintain on a more frequent basis and more easily consumed over mobile and other devices.

How we will continually seek best value via improved admin efficiencies

Continuous Improvement (CI) is an integral part of ITIL v4 which our service management approach is based on.

An aim of CI is to make processes as efficient as possible through the removal of waste, and where appropriate, an introduction of automation tools to reduce manual effort. Whilst the removal of waste processes increases operational efficiencies, it also provides opportunity for the business to review customer journeys and to redirect any savings into improving the overall FORS service. In instances where there is a reduction in people, we would look to redeploy them in either another capacity, or through training into another business area within Sopra Steria or our joint venture companies SSCL and NHS SBS.

We've studied Appendix 1 Works Manual in detail and note a large number of highly manual processes and handoffs between different systems and processes – see our analysis in Appendix 11 FORS Process Optimisation. As a digital transformation expert, we would seek to remove as many manual processes as possible to improve customer experience and reduce service delivery cost. Process optimisation will be achieved through the automatic generation of notifications via the FORS website, or via status changes on respective dashboards viewable directly on the website.

We envisage efficiencies are likely to be possible in the following areas:

- Automation of manual tasks such as audit provider scheduling, invoicing, payment processing, etc.
- Automation of training scheduling, updating attendance directly on the FORS website and matching attendees based on a list submitted by the operator on the website

- Automation of quality assurance and compliance processes such as the automatic verification of monthly Traffic Commissioner decisions, public enquiry outcomes, etc.
- Automatic notifications of change in application status and decision dates/gateways throughout the accreditation life-cycle
- Dynamic, context sensitive information being displayed on the FORS website to provide operators with hints and tips as well as templates and videos to complete accreditation documentation

7.2 Account Management

Account Management Structure - Sopra Steria will adopt the account management structure in Figure 10 to ensure necessary Senior Management accountability is provided to the FORS Concession:

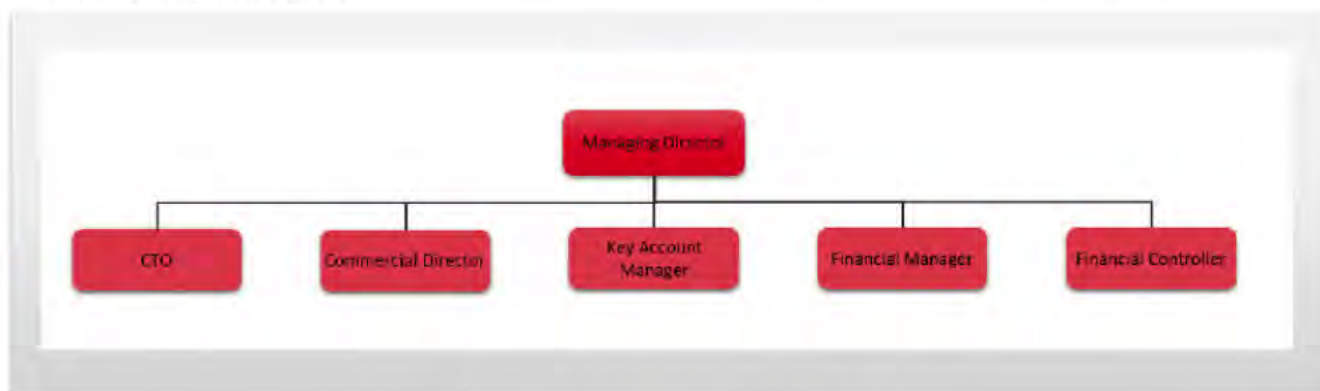


Figure 9 - Account Management Structure

This structure will provide clear accountability within Sopra Steria. It also provides TfL with a clear understanding of the escalation points should these be necessary.

7.2.1 Communication Channels

The following communication channels will be utilised to ensure effective service delivery.

The FORS Relationship Management Meeting

Sopra Steria will introduce 'The FORS Relationship Management Meeting' which will be responsible for overseeing the overall success of the relationship between the Concession Provider and TfL, informing the strategic direction of the relationship and the concessionaire.

The first meeting of the FORS Relationship Management Meeting shall commence once Sopra Steria have taken over the Concession. During the initial Transition Period the FORS Relationship Management Meeting shall meet fortnightly, following the Transition Period, the FORS Relationship Management Group shall meet periodically.

The FORS Relationship Management Group is there to oversee the relationship between TfL and the Concessionaire; facilitate positive working attitudes/approaches and provide strategic direction for the relationship. The FORS Relationship Management Group will also receive reports from GSAG and other FORS related Forums in relation to the concession/scheme performance disputes that require escalation to the concessionaire and any actions to be taken.

Name	FORS Relationship Management Group Role	
	Relationship Manager/ Responsible Director	Nominated representative of the Concession provider with overall responsibility for managing the relationship with TfL
Commercial/ Finance Lead (TBC)	Commercial/Finance Director	Nominated representative of the Concession provider with overall responsibility for the commercial aspects of the Concession.
FORS Relationship Manager (TBC)	Contract Manager/Delivery Manager	Nominated representative of the Concession provider with overall responsibility for management of the concessionaire

Table 9 - FORS Relationship Management Group, Concession Provider Attendees:

FORS Relationship Management Group Role	
Relationship Manager	Nominated senior representative from TfL with overall responsibility for the Concessionaire and managing the relationship with the Concessionaire.
Delivery Director (or nominee)	Nominated representative from TfL with overall responsibility for Delivery of FORS Governance
Delivery Manager	Nominated representative from TfL with responsibility for management of Concessionaire
Senior Business Representative	Nominated representative from TfL with overall responsibility for implementation of FORS Governance

Table 10 - FORS Relationship Management Group, TfL Attendees

Monthly Performance Meeting

Review the calendar months performance preceding the date of the meeting, including but not limited to:

- Discuss content of Concessionaire performance reports (including SLA's, etc.);
- Discuss content of Concessionaire financial reports;
- Discuss content of Concessionaire risk and issues report;
- Identify opportunities for achieving Service improvements;
- Ensure operational risks to scheme integrity and performance are understood and managed;

- Discuss issues likely to affect performance to FORS T&C's;
- Consider and resolve Disputes in the first instance and if necessary, escalate the dispute to the Relationship Management Board;

Annual Performance & Relationship Meeting

This Meeting shall review the Annual performance with the Concessionaires Annual Performance Report:

- Discuss and review annual audited accounts;
- Discuss and review yearly performance reports;
- Discuss, review and escalate to necessary approval board the next years business plan;
- Discuss, review and escalate to necessary approval board the next years marketing plan;

Reporting

The following reports will be submitted on a periodic basis to TfL and reviewed at the associated meeting:

- Financial Reports
- Scheme Performance Report
- Risk and Issues Report

The reports will then be consolidated into an annual report at the end of each year to TfL.

7.2.2 Performance Management

Methodology for setting / revising Service Levels

Our proposed approach, based on current best practice, will be to use the FORS mission and goals to drive all performance targets and behaviour. We fully recognise that there is no purpose in meeting all service levels if the business outcome is not achieved. Briefly, our proposed collaborative approach is as follows:

- Use the FORS Mission and Goals to guide the definition of service objectives and the critical success factors (CSFs) for each Service Component
- Develop Customer Experience Levels (XLAs) and align the Service Levels (SLAs) that directly support the achievement of the defined critical success factors
- These help define supporting supplier SLAs and OLAs and underpinning contracts.

For FORS, customer experience is key to maintaining and improving subscription levels, growth and the positive impact of FORS on the health and safety of road users. Therefore, it's important that we make it an integral part of the performance management model.



Figure 10 – Performance Management Model

How we align suppliers and stakeholders to achieve performance

Developing the whole performance regime based on the key drivers of vision, objective and customer experience facilitates the development of lower level, but critical contributions to performance such as supporting service providers, IT systems and underpinning contracts. All targets set should contribute directly to the achievement of the performance layers above or be questioned; targets that do not contribute directly may drive the wrong behaviour or be counterproductive to the achievement of the mission. Clear targets and knowledge of contribution to the overall mission also promotes buy-in, commitment and performance.

How we will report and review service performance

We will assign a dedicated Operational Service Manager (OSM) on the account who is responsible for monitoring and reporting on the service against service levels across the end-to-end service. Reports will be compiled and provided in accordance with the account governance arrangements outlined above, the service specification and service level agreement. Performance reporting will be made available from the case management toolsets themselves to provide current information, openness and transparency. Furthermore, we will review the performance level regime annually with TfL to ensure that it continues to provide business value and keeps pace with changing requirements and opportunities.

How we will provide ‘open book reporting’

We are very used to providing open-book reporting to other government customers and will comply with the requirements in Vol 2 Specification to the extent GDPR regulations allow. We are, however, concerned that the requirement to document all tasks at a detailed level (for what will be a 100% dedicated team) may divert a significant amount of the team’s time and we will seek to understand and streamline this requirement in collaboration with TfL. We will commit to meeting and exceeding the Unit Cost service level.

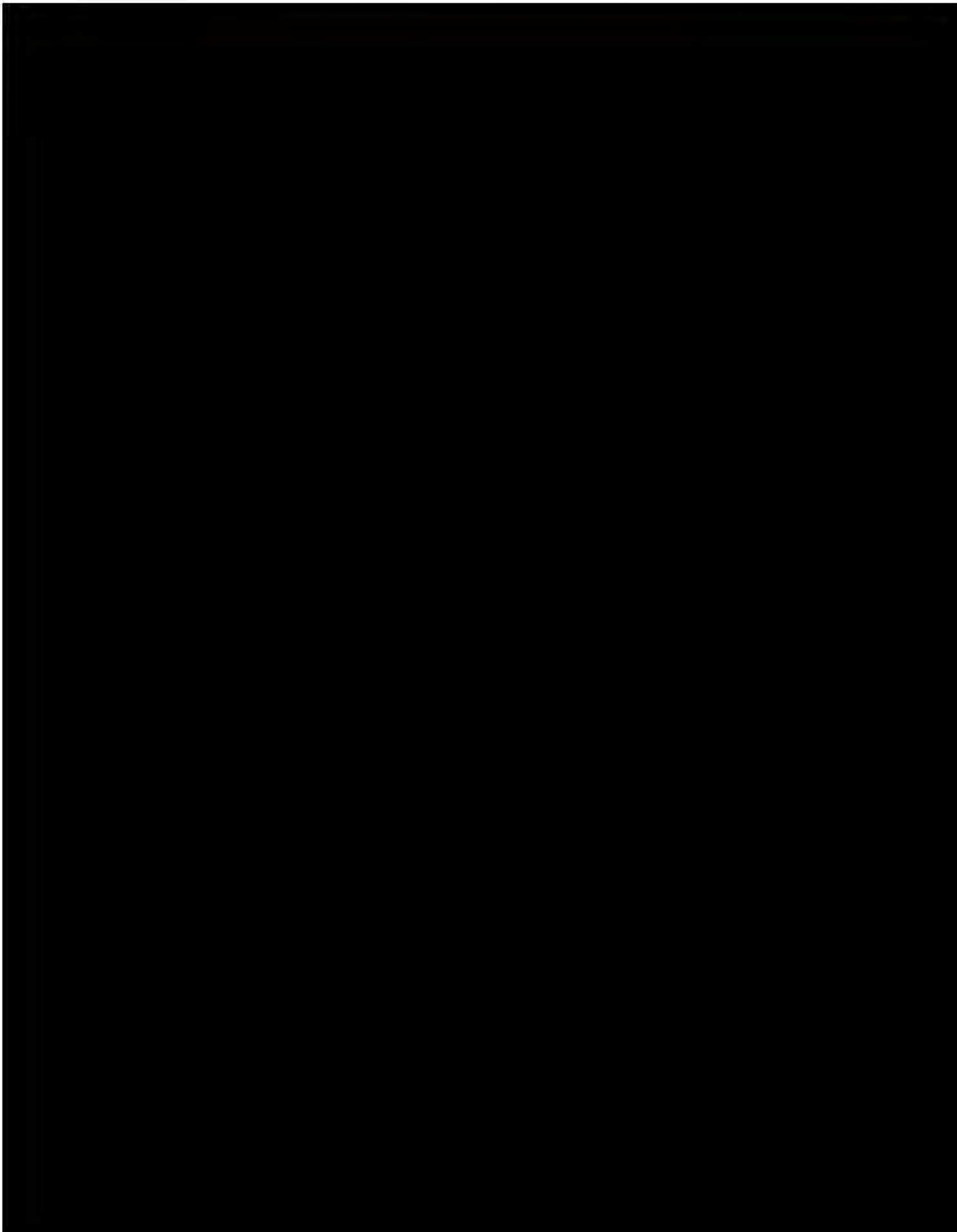
How we will deliver Continuous Improvement (CI)

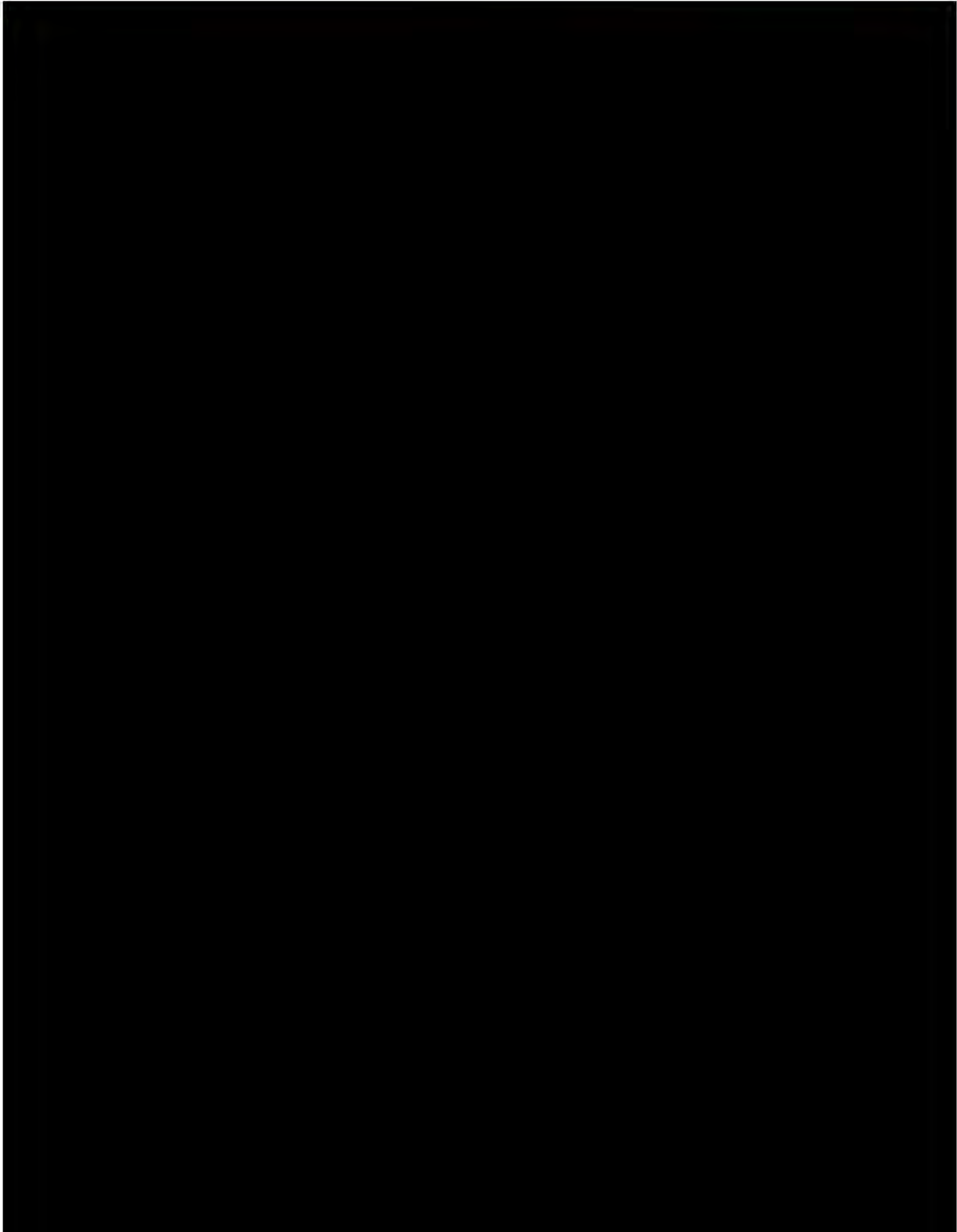
The principles of CI apply to all aspects of our delivery: the products and services we develop, the supporting artefacts we produce, the people on our teams and the methodologies we utilise. Continuous Improvement is a requirement under our ISO9000 Quality Management and ISO20000 Service Management standards certification. Our approach to CI for FORS will be based on standard approaches documented in IQ as described in Internal Quality Assurance in Component 2, and incorporates best practice guidance, building on ITIL, Lean and Six Sigma.

During mobilisation, we will establish a CI log for all suggestions and identified opportunities. The OSM will review the log with stakeholders each month to assess progress, assign actions and prioritise improvements. Whilst there may be an initial emphasis on 'quick wins', all suggested improvements will be assessed for potential investment and payback period for benefits. Our CI approach elicits feedback from team members on process improvements, technical improvements and customer experience enhancements. We provide multiple forums for staff to feedback ideas either formally via regular team meetings or informally via anonymous suggestion boxes. The overriding principle and objective is to focus religiously on improving the efficiency of the service and of the team.

CI progress will be constantly monitored by the OSM. The approach will facilitate a service that continues to deliver demonstrable value for money throughout the term and capitalises on every opportunity to add stakeholder value, reduce costs and eliminate waste.

7.3 Diversifying Revenue Streams via Added Value Services (AVS)





7.4 Getting Suppliers, associations and institutions to buy into and support the scheme

Suppliers: Ensuring FORS has a thriving community of engaged and active industry suppliers will be an important part of our commercial development both ensuring they are promoters of the scheme and unlocking a potentially strong revenue opportunity as FORS offers them a

valuable route to market. We recognise the importance of working with reputable and trusted suppliers of products and services to enhance the reputation of the service and, similar to our plans for an open audit and training marketplace, we will identify target sectors of suppliers to engage with FORS and promote their capability via the website and our planned events.

Influencers (Associations and Institutions): Industry stakeholders can influence across the sector and it is essential FORS has strong relations with the trade associations, industry institutes and authorities. In some areas an adversarial relationship has been allowed to develop where some of the associations and institutions feel excluded from FORS. Our collaborative industry approach will involve us forging fresh links whilst understanding their perception of FORS and us seeking to build a new, mutually beneficial relationship.

In Section 4, we detail our proposed marketing approach to those influencer groups which will commence with targeted one-to-one meetings.

7.5 Funded training

Any training delivered as part of the FORS Concession will be commissioned competitively and fairly to provide a best value, quality service. We will conduct a competitive procurement exercise to establish a framework of preferred training providers. All FORS Associate training providers will be invited to tender for this opportunity. The framework will provide fixed rates for training delivery across remote, classroom and practical formats for both managers and drivers. We will investigate making the training framework rates available to FORS Operators, using the collective buying power of FORS to secure best value across the whole scheme as a key benefit. The training framework will be reviewed every two years affording new training Associates the opportunity to tender.

We have a track record across government of driving 20-30%+ efficiency improvements in the services we take over. Between our two back office shared services, Shared Services Connected Limited and NHS SBS, which are the two largest back office shared services in Europe, we have delivered over £1bn of tangible savings back to the UK public purse.

7.6 Transfer of services

The objectives of the Transition process are to establish the baseline for the Services, together with the framework in which it is to be delivered, addressing the services, processes, organisation, technology, and information requirements.

The purpose of KA, KT and KM will be to ensure that the right person has the right knowledge, at the right time, to deliver and support the services required by the business and that specialist knowledge is effectively transferred. During KM, we will identify and potentially incentivise key personnel necessary to ensure continued and non-disruptive service. However, on occasion staff decide not to TUPE on Service Commencement; the above knowledge acquisition and transfer processes will therefore ensure continuity of expertise to a new helpline team with an appropriate level of expertise. Service KT activities will be planned to acquire knowledge in a structured, efficient, and cost-effective manner. Our team will shadow operators and management from the helpline team and co-develop a Service/Team Skills & Knowledge Plan.

Our future intent is to reduce first-line dependency on the helpline by creating a user friendly self-service model, following a “giffgaff” type approach for a community/discussion forum. This approach will help de-risk the knowledge transfer process upon exit and transfer to a new supplier.

8 Specification Component 8: Mobilisation and Transition Project Plan

8.1 Approach

To satisfy delivery of all the requirements detailed in sections 2.19 to 2.28 of tfl_scp_002009_Vol 2 - Specification Final v1.0.docx, we have broken down our activities between Contract Award and 01/01/2023 into two plans; Mobilisation and Transition from 26/08/2021 to 09/01/2022 - Taking on the running of the existing service from AECOM and Implementation from 09/01/2022 to 01/01/2023 – Transformation of the existing service to a new more efficient and effective FORS Online in parallel with running the existing service. The detail of each of the phases is explained below along with a Gantt chart in Figure 12, an explanation of the methodology to be employed, an outline of the key risks and their planned mitigation and an outline of the key project management roles and responsibilities.

Additionally, for each of the two plans we have provided a staff mobilisation plan and our view of the related key risks and their mitigation and known issues and dependencies.

8.2 The Phases and Plans

Mobilisation and Transition

The key activities and events covered in the Mobilisation and Transition plan are as follows;

TfL Engagement and Key Artefact Production

- Agree weekly meetings with TfL during post award phase only, from date of award until 8 January 2022
- Set the value of the subscription fees to apply from 09/01/2022 and agree them with TfL prior to reporting to AECOM for inclusion in FORS eNews by 08/10/2021

On-boarding and Ramp-up

- Review TUPE information and develop a specific plan to comply with TUPE
- Secure resourcing and develop mobilisation plan

Knowledge Acquisition

- | | |
|--|--|
| <ul style="list-style-type: none"> • Obtain all training material, best practice and guidance from the incumbent concessionaire • Assess the current FORS website • Review requirements and processes outlined within: • FORS Works Manual • Requirements for Audit Providers • FORS Terms and Conditions • Design Guidelines | <ul style="list-style-type: none"> • Online Technical Specification and System Guide • FORS Standard V5 (may have been superseded) • FORS Standard V6 • FORS Standard V6 Summary Changes • Compliance and Enforcement Manual • FORS Rules and Procedures • Training Licensing Guide |
|--|--|

Incumbent Engagement and Exit

- Engage and develop the transition plan with the incumbent concessionaire (AECOM) including transfer of accrued subscription Fees.
- Start agreeing the transferring of data from the incumbent concessionaire (AECOM)
- Provide the new Subscription Fees which will apply from January 2022 to the incumbent Concessionaire (AECOM) before 8 October 2021 for formal publication in FORS eNews. These fees will go live on 9 January 2022, the Services commencement date

Review Governance approach and providers and secure network of providers

- Start looking at the audit plan and engage with existing Audit Providers
- Secure a network of Audit Providers which covers the Territory from the Service Commencement Date, 9 January 2022
- Establish a mechanism to monitor and maintain Auditing quality and consistency
- Establish monthly meetings with the Governance and Standards of FORS Supplier
- Appoint a Key Account Manager as a single point of contact for the appointed Governance and Standards of FORS Supplier

Review Training approach and providers and secure network of providers

- Start looking at the training plan and engage with existing Training Providers
- Secure a network of Training Providers from the Service Commencement Date, 9 January 2022
- Establish a mechanism to monitor and maintain Training quality and consistency

Description of activities based on the following plan;



Figure 11 - Mobilisation and Transition Gantt Chart

8.3 Mobilisation and Transition Methodology

Sopra Steria propose following a Lean approach to Mobilisation and Transition making use of the following Lean practices.

- a. **Role Profiles:** Hoshin Kanri is a 7-step process used in strategic planning. Our strategic goals in running the FORS business, based on a long-term vision, will be communicated throughout the team and then put into action. Strategic objectives based on the strategic goals are then used to define the role profiles required to run the business effectively.
- b. **ISO 44001:** Relationship Management Plan (RMP): This will be used to ensure the effective identification, development and management of collaborative business relationships within the FORS business, including the relationships to third parties such as auditors required to run the business day-to-day.
- c. **Standardised Working:** Capture of critical to success factors in standardised Operational Standards (OS) and Work Instructions (WI). Standardise working tools combine leadership and management skills and keep everyone in the organization motivated and laser focused on their top three to seven priorities. WIs provide detail on how each of those top three to seven priorities is to be executed and any critical care points. WIs are fundamental to training, quality assurance and continuous improvement exercises.
- d. **Last Planner® System of Production Control:** This is necessary on projects to support working toward planned accomplishments, doing what can be done to move along a planned path, and when that becomes impossible, determine alternative paths that accomplish desired goals. It is a systemic approach to scheduling, meaning that each of its parts is necessary to support lean project planning and execution. The system is organized into five major parts; Master planning, Phase planning, Make Ready planning, Weekly Work planning and Learning.
- e. **Measurement System Analysis (MSA)** - This will be used on FORS to devise a measurement system and then qualifying its accuracy, precision, and stability. MSA will provide us with a set of measures (Gauge Reliability and Repeatability) that we can use to confirm that the FORS business is operating as it should and to confirm that any process improvement actions are having the desired effect.
- f. **Failure Modes and Effects Analysis (FMEA)** and Risk Management
FMEA is a risk assessment tool, that evaluates the severity, occurrence and detection of risks to prioritize which ones are the most urgent. Each category has a scoring matrix with a 1-10 scale. A severity of 1 denotes low risk to the end customer, and a score of 10 denotes high risk to the customer. An occurrence of 1 denotes low probability of the risk happening, and a 10 denotes a very high probability of the risk happening. Detection of 1 denotes a process that WILL likely catch a failure, and a 10 means the process will likely NOT catch a failure. Using FMEA in combination with WI and MSA is a proven and powerful way to identify and mitigate operational risks
- g. **Process Capability Analysis (PCA):** PCA is Six Sigma technique used to determine how well a process meets a set of specification limits. PCA is based on a sample of data taken from a process, using reliable measurements, to quantify how capable the process is in operating within design specification. This 'voice of the process' is represented in a numeric 'sigma value' which indicates the degree of confidence and therefore control required.

We have successfully used these Lean approaches in our work for Health and Safety Executive and the Environment Agency. In both cases the result of applying these practices was reduced timescales, improved quality and reduced cost through efficiency and effectiveness gains. We employ 250+ Yellow and Green Belts as well as two Master Black Belt Lead Six Sigma practitioners.

8.4 Implementation

Below in Figure 13 is a project plan of the Implementation phase, covering Transformation and BAU activities, and a description of our methodology;

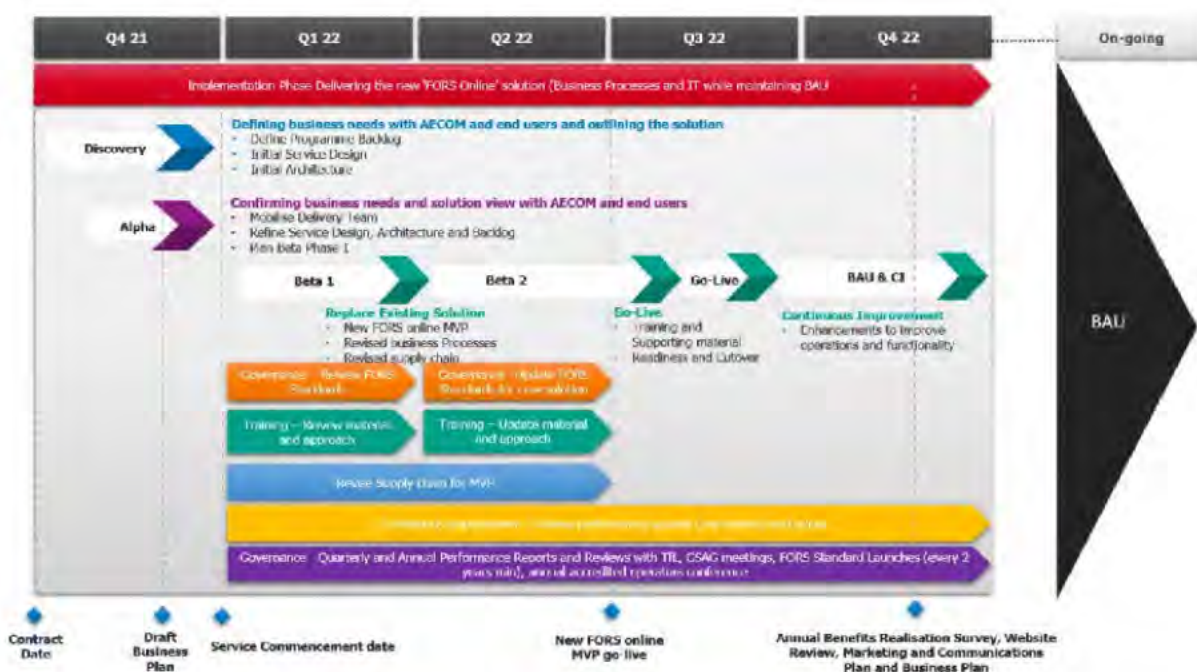


Figure 12 - Project plan of the Implementation phase

The Lean Practices referenced above in the section on Mobilisation and Transition will continue to be used to support changes to BAU while, in parallel, an Agile delivery approach based on Government Digital Services Service Manual will be used to define and deliver the transformed business process and IT solution during the third quarter of 2022. Our Transformation approach is represented below in Figure 14.

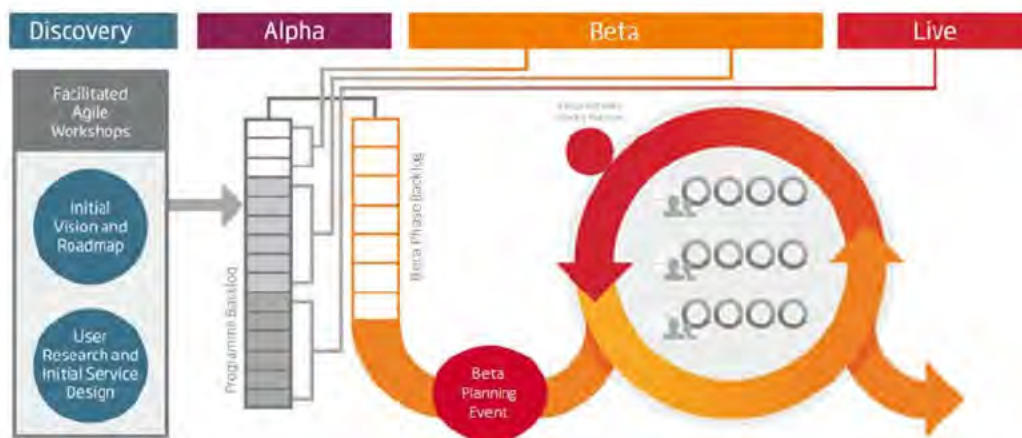


Figure 13 - Our Agile Transformation Approach

Activities within the phases shown in Figure 14 are explained below:

Discovery – beginning in Sept '21 will define a vision, in collaboration with TfL and Governance bodies, of what is required to create an initial service design and solution architecture and define the Product Roadmap and Product Backlog

Alpha – will validate the solution design with TfL and Governance bodies, on-board the team required to build the solution, lay the infrastructure and UX/UI runway, define working practices to enable the solution build to start in the first beta in Jan, define the Beta Phase Backlog and run the Beta 1 planning event.

Beta 1 – Jan, Feb, March '22 – Delivery of the highest priority features from the Product Backlog

Beta 2 – Apr, May, Jun '22 – Delivery of the remaining highest priority features from the Product Backlog to make up FORS Online Minimum Viable Product (MVP) and Deployment of MVP to Production

Note that each of the phases above relate to the total service, not the IT alone. Changes to the Governance and Training material and approach will form part of the Product Backlog throughout, as will changes to any other supporting documentation. We will also revise the supply chain for Governance (Auditing) and Training as part of the rollout of the MVP.

In parallel with this transformation activity, we will continue to support and maintain BAU. This will involve continuous review of business performance against the Lean metrics devised in Transition and on-going Governance activities. The planned Governance activities are;

- Quarterly and Annual Performance Reports and Reviews with TfL
- Periodic GSAG meetings
- FORS Standard Launches (every 2 years min)
- Annual accredited operators conference

Additionally, on an annual basis we will produce the following artefacts;

- Benefits Realisation Survey
- Website Review
- Marketing and Communications Plan
- Business Plan

This approach to solution delivery was applied in delivery of the UKVI Visa Application on-line system which has been successfully used by over 1 million visa applicants and the

delivery of the Way Forward programme for the Independent Office of Police Conduct, where solution delivery was achieved from end-to-end within 12 months.

8.5 FORS – Transition Organisation Structure

Immediately on notification of preferred supplier status, Sopra Steria will mobilise their team to expedite building relationships with the incumbent suppliers and personnel, understand the existing applications, processes, systems, and documentation available. Early mobilisation will allow our team in Figure 15 to observe and understand BAU operational requirements and ensure our plans protect the integrity of the current provision. Knowledge Acquisition (KA) and Knowledge Transfer (KT) will have three elements:

- transfer of knowledge from any outgoing Concessionaire staff that are not transferring;
- sharing of knowledge from those who are transferring in order to widen the skills base and eliminate any single points of failure; and KT to shared central resources to provide expertise, cover, and service continuity protection.

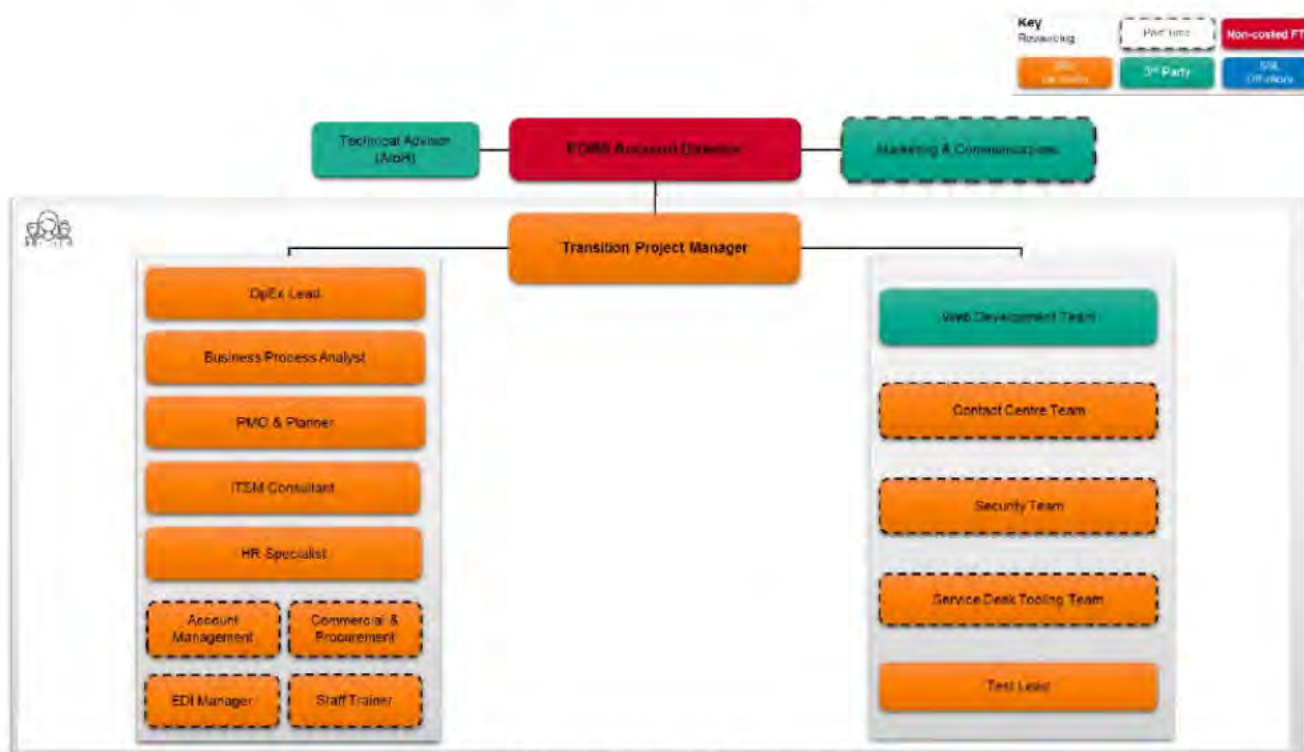


Figure 14 – Our transition organisation

During the Transition phase, our objectives will be to: Secure knowledge, facilitate stability, prevent 'vendor lock-in' through protectionist IP, managing KT and Knowledge Management (KM) on behalf of TfL, provide central support, clarify roles and responsibilities, review/improve processes, focus on pain points, and exploit CSI opportunities. KA and KT will be split into a number of logical infrastructure, application and operational excellence streams, based on the services being transferred.

During mobilisation, our team will:

- define & agree KT governance;

- determine KT complexity;
- determine KT index for each application;
- initiate Knowledge Management Systems; and
- identify immediate 'quick win' opportunities to improve processes and environment(s).

During Service Transition Stage, knowledge needs to be transferred to the Sopra Steria team to enable them to:

- deliver the contractual service;
- establish customer and user confidence; and
- have confidence in their own ability to undertake the work.

The primary objectives of KT are to:

- minimise dependencies on key individuals;
- ensure appropriate skills coverage is maintained, including for on-call and non-core hours;
- ensure that any changes from previous Service delivery are understood and communicated; and
- reduce risk on Service Delivery through insufficient capability.

Service KT activities will be planned to acquire knowledge in a structured, efficient, and cost-effective manner, while minimising the impact on the current teams and work schedules. Our team will shadow operators and management from the service desk team and co-develop a Service/Team Skills & Knowledge Plan defining:

- required skill & knowledge levels for the service across the team or for each team;
- current aggregate team skills & knowledge; and
- short and long-term targets, e.g. by end of Transition and 4 months into service delivery, or by Transition phases of taking responsibility.

Understanding that Users and internal customers must receive appropriate help in a timely manner, our KT activities will be scheduled to ensure no disruption to BAU or incident response. KT will be run as a planned and managed project activity. Once the KT plan is written and agreed, it will be assigned to a dedicated project manager, who may be within or from outside the service team, who will give the plan the management and monitoring time and attention it needs.

Our understanding is that a large amount of data collection, collation, validation and translation is done manually through back-office functions; adopting a systematic approach to codifying these practices enables consensus on 'one best way' and facilitates common understanding of critical care points across the team. Developing reliable, repeatable and robustly defined processes and procedures will release staff to address and mitigate emergent issues and patterns which otherwise may be missed.

As we complete the KT processes, our team will identify those processes that lend themselves to automation and yield the greatest benefits. During transition, our team will use Failure Mode and Effects Analysis to prioritise for automation and use a wide range of criteria including impact, frequency of failure and visibility of failure types. Additional prioritisation factors include criticality, user benefit, process capability, practicality, sensitivity, and variability in demand.

On mobilisation we will appoint an Operational Excellence (OpEx) Lead, accountable to ensure effective deployment of the correct systems and tools for KT, KM and Continuous

Improvement (CI), communicate value and purpose of OpEx to staff, and set out the immediate actions to take.

The OpEx Lead will work with the outgoing Concessionaire's Exit Management team to help staff embrace change and encourage correct mind-set and behaviours while deploying the system of work to transfer and manage explicit and implicit service knowledge and experience. They will also work closely with the Key Account Manager to mitigate key risks as shown in Table 15 below:

Risks	Mitigations
Handover of commitments is not recognised in the transfer of funds on Service Commencement	SSL to perform due diligence by allocating a Commercial Manager and Finance Lead to review the Bank Account we will inherit from AECOM to ensure that we understand the funds allocation and what our obligations would be for Audits, Training, Subscriptions, etc.
Service interruption and/or degradation of service to FORS Operators	Transition plan and Service Readiness Review
Historical knowledge and knowledge required to deliver the service is not transferred under TUPE	Our Transition plan contains extensive KA/KT activities Implementation of SSL "One Transfer" people transition process to encourage key staff to transfer. Work collaboratively with AECOM and TfL to ensure that the Exit provisions are conducive to service continuity
There are currently four FORS Affinity Partners, with a fifth in development. FORS Driver Licence Checking Service FORS Vehicle Graphics Service FORS FMS FORS Fuel Card FORS Tacho (in development) All contracts for these will expire on 9 January 2022	SSL's Procurement Team is involved in ensuring that we novate existing contracts to ensure continuity of service and benefits to FORS Operators

Table 15 – Key risks and mitigations

8.6 TUPE Alternative

On contract award, our TUPE processes will immediately start identifying key staff we feel we need to retain and provide financial and career incentives for them to transfer to us. Often staff, especially senior members, decide to stay with their employer and we are very used to this eventuality. Should staff chose not to transfer, we will seek other suitably qualified and experienced staff from within our UK 6500 staff pool, more broadly across our 45000 global employees, our partner ecosystem and/or as necessary seek to hire external resources from the UK market. In any eventuality, Alex Sykes will remain our Account Manager with Glen Davies and Chris Douglas providing expert support in each functional area.