



SAFED Scotland Final Report

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Restricted - Commercial

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Summary of Key Findings

Background

- 61 new SAFED qualified Instructors
- 1392 trained drivers
- 8 failed drivers

Interesting Facts

- Age range of drivers trained between 20 and 68
- 85 Organisations were involved in SAFED
- 60 of those organisation were under 50 employees

Results

- Average MPG improvement for the training was 9.8%
- Average reduction in gear changes by 36%
- Average reduction in journey length by 1.6%

Impact

- Potential savings for Industry if SAFED driving is maintained for 1 year would be £2,827,679, which equates to £2,020 per driver
- Potential impact on environment if SAFED driving is maintained for 1 year would be 8,420 tonnes of CO₂, which equates to 6 tonnes of CO₂ per driver
- Potential saving for Scottish haulage Industry (25,000 drivers) if all drivers were trained in SAFED would be £50,784,459
- Potential impact on environment if all haulage drivers (25,000 drivers) were trained in SAFED would be a CO₂ reduction of 151,224 tonnes
- This equates to a potential removal (25,000 drivers) of lorry 130, 576,762 miles from the road

Future

- Online Instructor Database up and running
- New Website for commercial phase of SAFED
- 67 Drivers trained commercially so far
- 400 Certificates and Vests available for those who pass SAFED during the commercial phase
- End of programme awareness raising and marketing materials

1 Meeting Scottish Executive Requirements

1.1 BACKGROUND

In March 2005 Momenta was awarded a two-year contract to deliver training to truck drivers on Safe and Fuel Efficient Driving (SAFED).

We worked in partnership with:

- Freight Transport Association
- Road Haulage Association
- Systems Group

We initially recruited 3 Senior Instructors to deliver Instructor training, these were:

- Dave Crawford, Systems Ltd
- Murray Fiddes, Murray Fiddes Training
- Jim McEwan, CTTS

Initial Objectives

The projects initial objectives were to:

- Train 40 Instructors to deliver SAFED (20 in-house and 20 commercial)
- Train 560 drivers (500 experienced and 60 novice)
- Embed SAFED within the freight industry and ensure that it is an acceptable training product with a commercial future
- Demonstrate the effectiveness of SAFED training in the short term
- Promote sustainability of SAFED

The Challenge

Given the specification and timescales we recognised there were four major challenges to overcome:

- Creating a training capacity – the majority of commercial instructors lacked the correct equipment to carry out the training and the in-house instructors were not, in most cases, instructors on the DSA Voluntary Register
- Generate driver demand – SAFED is off-the-job training and therefore employers would have to release drivers for training, a difficult challenge in a market that already has a driver shortage
- Embed SAFED – by proving categorically that the training is worthwhile and working with various stakeholders we hoped to ensure SAFED would have a commercial future.
- Making it happen – a project of this nature with a large number of key deliverers ie the Instructors, was going to require significant management systems and time to ensure that the right, and all, information was obtained. As well as managing the Instructor expectations.

1.2 OUR APPROACH

The right team

Each of the partners brought expertise and skills needed to deliver the objectives. There were regular meetings and communications to ensure that the scheme was developing in a way we all felt could deliver an effective programme.

The right marketing strategy

We were very conscious that before we could start raising the demand for training that we needed to have a functioning network of instructors. We therefore initially marketed the programme to commercial instructors through RHA, FTA and Skills for Logistics.

Once the network of instructors began to develop we produced marketing material for press and for the RHA and FTA to use at their regional events. Initially, it was decided that a soft marketing approach was needed so that we did not create over demand for the project.

Data management	To efficiently collect the amount of data required from a wide range of Instructors presented a challenge. We therefore developed a database that was linked to Word so that data could be automatically uploaded. This required Instructors to complete and email the data forms to our central administration email address.
Instructor Network Management	As indicated above, the majority of our Instructors had not participated in any projects of this nature previously. It was our responsibility to ensure that they appreciated the wider implications surrounding their actions. It was important to develop good working relationships so that issues that arose could be addressed without affecting the delivery of the project.
Embedding SAFED	It was the responsibility of all the partners to assist with the embedding elements, from increasing brand awareness directly with the freight industry, through to direct contact with key stakeholders such as DSA, the FTA, the RHA, the Skills for Logistics and the insurance industry. Much of the work done with the DSA and Insurance Industries has been initiated through the English Programme.

1.3 KEY ACHIEVEMENTS

Revised objectives and targets	<p>In November 2005, Momenta were awarded an extension to SAFED. The targets now for the programme were to:</p> <ul style="list-style-type: none"> • Train 60 Instructors to deliver SAFED (30 in-house and 30 commercial) • Train 1,400 drivers (1,100 by March 2006)
Building a successful Instructor Network	<p>The first Instructors were trained in July 2005 and by the end March 2006 we had trained 61 Instructors.</p> <p>Not all of the Instructors took the opportunity to make use of their training and deliver SAFED training. Of those trained 56 have delivered SAFED.</p> <p>However for Instructors who embraced SAFED they went on to train large numbers of drivers, develop new customer relationships and develop their business. For In-house Instructors many have now included SAFED into induction courses and went beyond the funded stage to continue to train more than the allocated drivers.</p>
Let the driver training commence	<p>The first drivers were trained in October 2005. As was to be expected the lead up to Christmas for training was slow, with just under 20 drivers being trained by the end of 2005. To manage the engagement and training of the remaining 1,080-drivers by April we had set up a training tracking system with the Instructors and we were confident that training was going to take off during January. This did happen with 185 drivers trained in January and 205 trained in February.</p> <p>We were given approval to continue training into April and May as long as drivers were pre-booked by the end of March. This gave the Instructors the extra time needed to really boost the numbers in a period that is typically good for training ie the first 5-6 months of the year. By the end of March we had a total of 1122 drivers on the SAFED database.</p> <p>The remaining drivers were trained in Year 2 with the 1400 target being reached in November 2006.</p>

Building the SAFED brand

In November 2005, once the extension was agreed, we decided to increase the marketing campaign significantly. This was used not only to raise the awareness of SAFED in Scotland but also to help create the demand to reach the new driver targets. The first campaign was a washroom campaign in service stations. This campaign took place in December. This had two major effects on the programme; it helped to bring drivers directly forward for training, but probably more importantly it developed the SAFED brand within the target audience.

The second main campaign was the fax back leaflet that was used as an insert in all major transport publications with Scottish Readerships. This was designed to target the smaller operators to be involved in the programme and to raise awareness of the SAFED brand within Scotland. Feedback from this campaign was positive. 35 companies responded to this campaign, equating to 455 drivers.

Many consumables were developed throughout the 2-year programme to aid awareness of the programme including

- Key rings
- In cab air fresheners
- Stickers; and
- Model trucks.

Embedding SAFED

During the SAFED England programme Momenta was involved in discussing SAFED in light of the up coming Driver CPC directive. SAFED is mentioned in the draft guidance and it is hoped that it will be an approved course. The English programme has also made great in-roads with the insurance industry with AXA Direct offering a discount for RHA members who had passed SAFED training.

We believed that it was important to have a good set of Case Studies from the project that could be used by both commercial and in-house instructors to promote the use of SAFED beyond the funded programme. Companies were identified and data collected. A set of three case studies was produced from Year 1 to aid the embedding process.

A second set was produced in Year 2, which were designed like a sales flyer to help Instructors sell the training in their region.

1.4 STRUCTURE OF THE REPORT

The following sections report an overview of the main activities undertaken over the past year.

- Section 2 – Review of Marketing Activities
- Section 3 – Review of Training Activities
- Section 4 – Review of Embedding Activities

2 Review of SAFED Scotland Marketing Activities 2005 to 2007

Marketing activities Throughout the programme, the SAFED Scotland team has ensured that a consistent level of marketing activity was undertaken. The strategy incorporated both above and below-the-line activity and as a consequence, a good balance of trade press-related activity and advertising was achieved in the schedule.

Please see Marketing Schedule for Year 1 and Year 2 within the appendix.

Press releases Press releases were produced and distributed at measured periods throughout the programme. This was a strategic decision and reflects the stages of the project:

- Stage 1 Objective - Raise awareness of the availability of SAFED training to drivers and haulage companies
- Stage 2 Objective - Raise awareness of SAFED as a result of extension
- Stage 3 Objective - Raise awareness of the impact that SAFED training can have by highlighting success stories i.e. cost saving and improvement figures in MPG

Awareness of the SAFED Programme was achieved via press coverage in the following key Scottish transport trade titles:

- Roadway magazine
- RHA NI & Scotland Newsletter
- Motor Transport
- Commercial Motor
- Logistics & Transport Focus
- Fuel Oil News
- Freight
- Scottish Transport News
- Fleet, Agricultural and Commercial Transport in Scotland Magazine
- Scottish Licensed Trade News
- DSA

Our online presence included the following websites:

- Scottish Transport News
- SMMT CV Transport News Brief
- Edie.net weekly E-Newsletter
- Transport News Network

Mailings Regular database research was undertaken and mailings were sent out to training companies, freight companies and relevant stakeholders throughout the project. These direct mailings served to generate interest with specific companies who were not yet aware of SAFED and a response of approximately 3% was received following each individual mailing. This was in line with industry response rates for direct mail communications.

The main mailing was to training companies towards the end of year one to create demand for the SAFED training.

Website The SAFED website was an integral communication tool with both instructors and drivers and as such, was continuously updated through the year. PR news updates were included on the website as the SAFED programme progressed to

highlight the programme's successes.

The opening page of the website is now the main gateway for SAFED training throughout the UK: it has links to SAFED Scotland, SAFED England, Aggregates Levy Training programme and SAFED for Vans.

Furthermore, the website was completely revised and re-branded in January in preparation for the commercialisation of SAFED. Improved features include logo's of companies endorsing the training programme, testimonials and statistical data. Within the commercial phase the website will act as a portal for the Instructor network.

The website can be seen at www.safed.org.uk and clicking the link to SAFED Scotland.

Industry meetings Regular meetings took place with key stakeholders including RHA and FTA. These meetings enabled our marketing team to work with the stakeholders to encourage their members to adopt safe and fuel-efficient driving techniques.

Events SAFED was regularly represented at targeted events throughout the year including all RHA regional evening meetings and FTA seminars. Our presence at these events allowed us to make initial contact with organisations. We were also present at TruckFest in August 2005 and the CV show in Birmingham in April 2006.

We attended the Transport Conference with RHA in November 2005. We had our banner stand and distributed leaflets.

We attended a Forestry Commission Event where a presentation on SAFED and the Driver CPC. We also attended a Timber Transport Forum event with RHA in Glasgow in February 2006.

In September 2006 the 'Continue to Train the SAFED Way' event was held at Ibrox football stadium. Over 50 SAFED instructors attended the event. There was also representation from RHA, FTA, Skills for Logistics and DSA.

The afternoon session included a workshop on how to sell SAFED commercially and the day ended with the presentation of three SAFED achievement awards for the Best Customer Service, Most Drivers Trained and Most Improved Average MPG Figure.

Advertising Advertising took place via two different mediums namely activity in trade press and outdoor activity i.e. motorway service station (13 across Scotland). Our target audiences for the campaign were employers of truck drivers and truck drivers themselves.

Advertising via trade press allowed the marketing team to effectively communicate with the target audiences. The advertising campaign with the motorway service station network enabled us to reach a much wider but still relevant audience group.

The feedback following the advertising campaign at the motorway service stations was very positive and is regarded as being one of the most successful and creative elements to the campaign to date.

The end of the programme saw a final advertising campaign showing the results of the programme which aimed to engage and help encourage the uptake of SAFED into the future.

E-News Bulletin and Promotional material

Twelve E-News Bulletins were released to the instructor network keeping the instructors up to date on SAFED activity. This was designed to keep the instructors engaged in the programme as well as to keep them aware of the progress being made. It was a useful tool for feedback and improvement.

The marketing material that was developed during the programme was updated according to the stage of the project and this is reflected in the activity schedule.

Examples of the marketing material produced include:

- **SAFED branded model trucks** – Given to those Instructors who passed the course;
- **Instructor/Driver ID cards** – To allow Instructors and Drivers to be recognised as being involved in the SAFED programme;
- **Key rings** – To create awareness of SAFED Scotland;
- **Vests** - To allow Instructors and Drivers to be recognised as being involved in the SAFED programme;
- **A5 Flyers** – The flyer was designed so that Instructors could customise them.
- **Banner stands** – To be used at events and given to Instructors who performed well on the programme;
- **Air Fresheners** - To create awareness of SAFED Scotland; The air fresheners were peppermint scented following studies that this scent is known for it's stimulating ability, hence would aid drivers concentration;
- **Stickers** - For instructors to put on their trucks as another form of awareness raising;

RHA and FTA Activities

The SAFED stand was present with RHA at Truckfest 2005 and CV Show in 2006.

SAFED leaflets were inserted in RHA publications namely Roadway Magazine and RHA Scotland & NI Regional newsletter and FTA Freight Magazine.

Phil Flanders has been a champion of SAFED from the outset and we are very grateful for his efforts in communicating the scheme to not only RHA members via newsletters and day-to-day communications, but to the general public by exploiting media opportunities such as the Glasgow Herald.

It has been evident that the RHA is proud to have been a partner in the delivery of the SAFED project to both the road haulage industry and, in particular, to its RHA members. RHA considers the SAFED project to have been a successful and effective component of the Scottish Road Haulage Modernisation Fund and believe it will continue to do so.

Within the first year FTA had not been as involved as we would have liked them to be. Communication has been difficult due to the changes in staff they have had involved in the project.

This was resolved and the FTA in Scotland raised awareness of SAFED through their member meetings and events. It is hoped that both parties will continue to support the development of SAFED and its commercialisation.

3 Review of Training Activities

Defining Instructor eligibility

Within the SAFED guide it states that instructors should be registered with the DSA on its Voluntary Register of LGV Driving Instructors. Due to time constraints it was agreed that this could be changed to 'demonstrating a commitment to achieving registration', and we therefore developed some guidelines that could be sent to potential Instructors.

In addition the team believed that the Instructors should comply with a number of additional criteria, namely:

- No more than three points of their licence
- No bans within the last four years
- If they were commercial instructors they had over two years instructing experience
- If they were commercial instructors they should hold a class C + E licence, in-house instructors needed to hold a licence relevant to their business
- They had access to training vehicles that were equipped with fuel monitoring equipment.

Preparation of materials

Before any training, either for Senior Instructors or Instructors, could take place, support materials had to be developed. These included:

- Senior Instructor training course
- Instructors training course

Specific materials included:

- SAFED presentations to be used during driver training
- Fuel efficiency and safety theory papers to supplement those within the guide
- Tachograph policy

Instructor training pack, this contained hard copies of the presentations, theory papers, policies etc. These were also available on a secure area on the web site.

3.1 SENIOR INSTRUCTORS

The first three

The first three Senior Instructors, as detailed in the first section, were trained in June 2005 on a four-day training course. The course covered:

- Background to the project
- Overview of SAFED and its delivery
- The procedures that Instructors were required to follow
- Review of prepared materials
- On-the-road driving techniques
- Appraisal of their driving and instructor skills

Unfortunately one of the original Senior Instructors Murray Fiddes pulled out of the SAFED programme in the Year 2 due personal circumstances.

New instructors

By the end of the programme, four further Senior Instructors had been trained, these were:

- George Nicoll, Robert Wiseman Dairies
- Kevin Brown, Robert Wiseman Dairies
- Tom Park, Systems Ltd.

- Dave Johnstone

This gave us a total of 6 Senior Instructors by the end of the programme who could be ambassadors for SAFED in Scotland.

3.2 INSTRUCTORS

Signing up Instructors

As stated above we developed a set of criteria that potential instructors had to pass before they could be considered for training. Once this information had been established for a potential instructor, and they confirmed interest in undertaking training, we sent them a contract that stated the terms of involvement, procedures that needed to be followed, invoicing procedures, etc. There was a delay here as it would often take a significant amount of time as legal nature of a contract would mean it often had to be passed up the management hierarchy for approval.

We also introduced new criteria into the programme that needed Instructors to pay a registration fee that was fully redeemable once they had carried out SAFED training. Once we had received a signed contract and the registration fee we would arrange the Instructor training. This increased the time taken from commitment to the project to being trained that did have an initial knock-on effect on the driver training.

Training Instructors

Training courses were arranged through the SAFED programme office and the Senior Instructor. Momenta matched the closest Senior Instructor to the candidates. Often they would need to identify whose vehicle was going to be used especially if the candidates were from different companies.

All Instructors who passed the course, with the required distinction, were awarded a commemorative SAFED model truck. These were ideally to be used to display in their reception. They were also given stocks of hi-vis vests, SAFED guides and videos. This meant they had all the required information, skills and equipment to deliver SAFED to an initial 12 drivers.

A full list of Instructors and their details can be found on the accompanying CD. We have updated the 'Find an Instructor' page on the website to include all the commercial training instructors, regardless of whether they have vehicles available for training.

There is also a list of all those In-house Instructors who to part in SAFED on the website.

Working with Instructors

For many of the Instructors this was the first time they had been involved in large funded projects. Also many were not fully computer literate. Throughout the first year our team has had to work closely with the Instructors. This was to ensure they knew how to complete and email the required forms and understood the invoicing procedures so payments weren't held up due to lack of information submitted. An additional advantage that has arisen from SAFED is that many Instructors have improved their IT skills as a result of having to submit reports electronically, use the web to download documents, etc.

Instructor Payment

As part of the programme Instructors were required to pay a registration fee. This was dependant on the size of the training organisation and was in place to encourage Instructors to deliver SAFED. A percentage of the registration fee was reimbursed everytime the Instructor trained a driver until the fee was fully redeemed.

Due to 4 Instructors not taking part £700 was collected and held by the central team.

3.3 AUDITS

To ensure that the Instructors were carrying out the training within the programme boundaries they were subject to a procedures and administration audit:

Procedures and administration audits

Within Momenta we have a team of qualified auditors who were used to audit the Instructors.

An audit checklist was developed and used by the auditors to run through and identify if any of the instructors were having any particular problems. It gave us the opportunity to qualify any points such as issues of driver contributions, invoicing and data collection.

In total 12 individual Instructors were audited in year 1 and 10 Instructors in Year 2. The details of who was audited can be found in Appendix 2.

Key Findings

No Instructors failed the Audit and none were deemed high risk. All the issues identified involved producing the correct documentation when asked. Our auditors went through the process of administration with the Instructors to ensure they understand the issues with QA.

Where an Instructor was picked up on an issue they were required to submit additional forms. All Instructors submitted relevant documentation to our audit team for processing.

3.4 DRIVERS

The drivers who were trained under the SAFED programme came from a diverse range of sources from owner operators to large logistics companies.

1400 drivers were put through the SAFED training, of those trained 8 drivers failed the course.

Experienced or novice?

Instructors were asked to indicate on the drivers booking form how long the driver has had their LGV licence. A 'novice' driver was defined as having held their licence for less than two years. The target for the programme was to train 60 novice drivers; from the database we can see from the programme database that 83 drivers trained had held their licence for two years or less.

Age range

The age range of drivers trained was 20 to 68, with the average being just over 43.

Employed?

Due to the marketing campaigns, particularly the washroom adverts; we had over 50 drivers who claimed to be private drivers. Many of these may have worked for companies but chose to do the course in their own spare time, or they were unemployed or agency drivers.

Number of companies involved

Training was delivered to 85 organisations at 94 sites. This gives the average number of drivers trained per organisation as 16.

A list of the companies involved in the project has been supplied on a CD together with contact addresses. Some of the addresses may be the drivers' home addresses since this is the information they would have given their Instructor. Therefore some care should be taken when using this information. Names of drivers have not been included in this report, as this would break data protection guidelines.

Size of company

One of the main aims of the SRHMF was to provide help and assist smaller

companies improve their operations. We therefore worked with the RHA to help market the programme to its membership and promote take up.

Although there were no particular targets in this area, it is interesting to examine the size of company who took part in the programme.

Table 3.1 shows the number of drivers who were trained by company size, it also shows the number of companies involved for each size category.

Table 3.1 Drivers in relation to company size

Size of company	Individual	Less than 50 employees	Between 50 and 249 employees	Over 250 employees
Number of drivers trained	54	450	429	449
Number of companies participating		60	19	15
MPG Improvement (%)	12.7	10.5	9.4	9.3
MPG Absolute Improvement	1.08	1.02	0.80	0.82

Level of contribution Drivers from larger companies were required to make a contribution to the cost of the training. The level of contribution depended on the size of the company and whose truck was being used for the training. Table 3.2 gives a summary of the contributions.

Table 3.2 Level of contribution

Size of company	Between 50 and 249 employees	Over 250 employees
Using own truck	£0	£50
Using trainers truck	£50	£100

On the driver booking form the Instructor indicated whether a contribution was going to be made, if it was the level was entered. When it came to invoicing the training, the Instructor would invoice the training value minus the contribution and invoice the drivers company directly for the contribution.

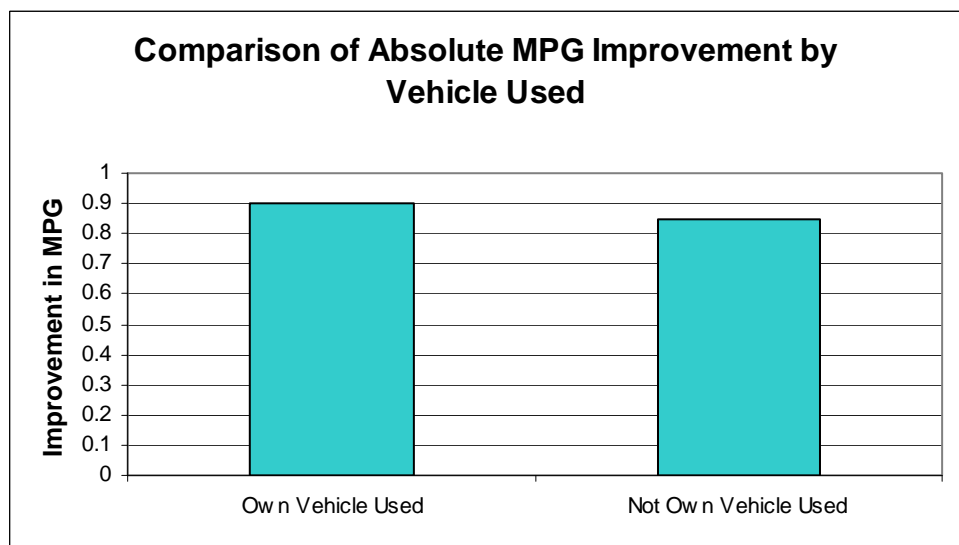
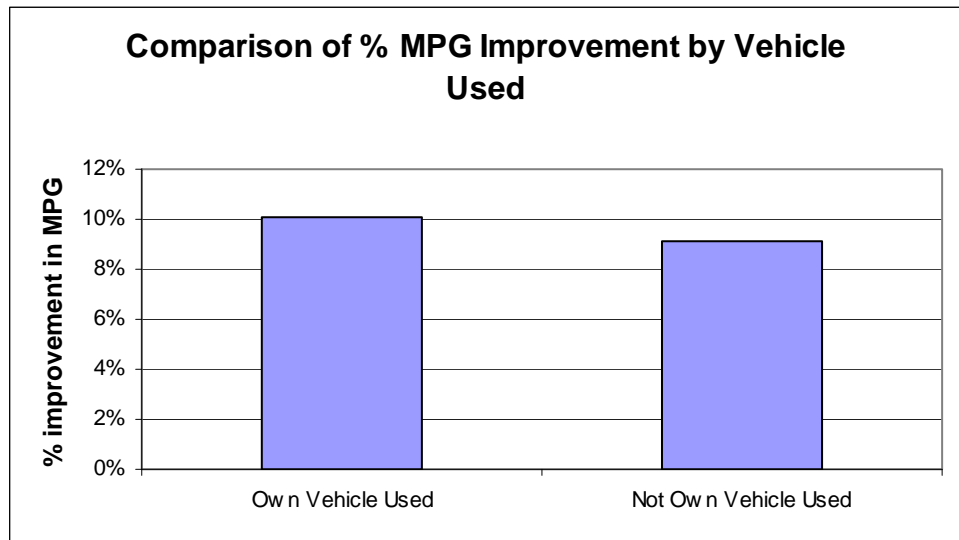
The drivers' companies made the total contribution of £11,000 during the programme. This contribution has been reused within the programme to aid the embedding process. See Section 4.

Was the training done in own vehicle?

The preferred method of delivering SAFED is on the drivers own vehicle, or one they are familiar with, unlike most training which is given on a training vehicle.

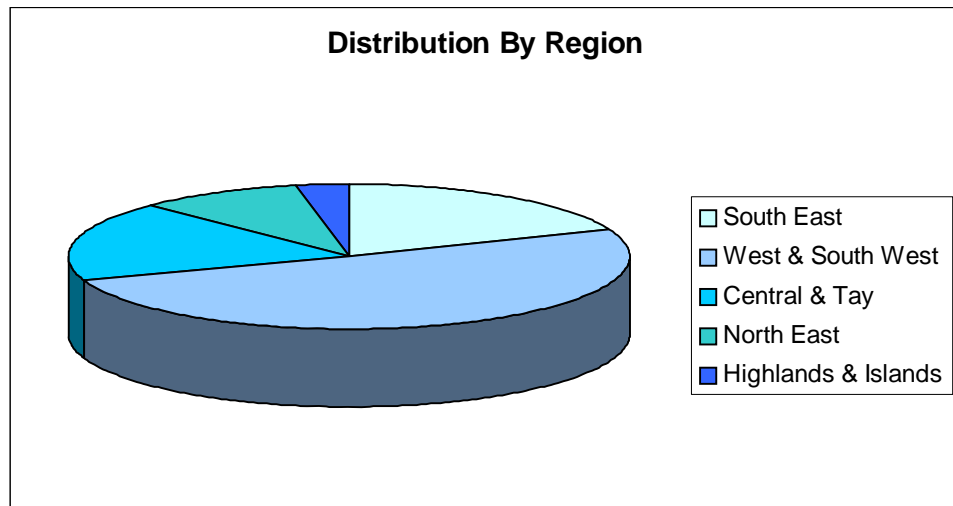
From the database we know that 1087 drivers received their training on their own vehicles.

The following two graphs show a comparison of MPG improvements for training delivered in a drivers own vehicle and that delivered in a different vehicle.



Geographical spread The chart overleaf shows that the majority of SAFED training took place within the central belt. SAFED was marketed across all regions equally. Unfortunately, the North and Highlands & Islands did not take up the opportunity as much as the others. This could be due to the type and size of organisation located in these regions. We did send one of our Instructors to the islands to carry out SAFED training and 8 drivers were trained.

See the Appendix 4 for further breakdown by geography.



3.4.1 TRAINING RESULTS

The results data from 1392 drivers have been cleansed and analysed and the following results can be reported.

MPG MPG figures were used for 1382 drivers because we excluded the MPG results where there was an improvement greater than 75% or the decrease was greater 25%. This gives an average improvement in MPG of 9.8%. This corresponds to an absolute MPG improvement of 0.89.

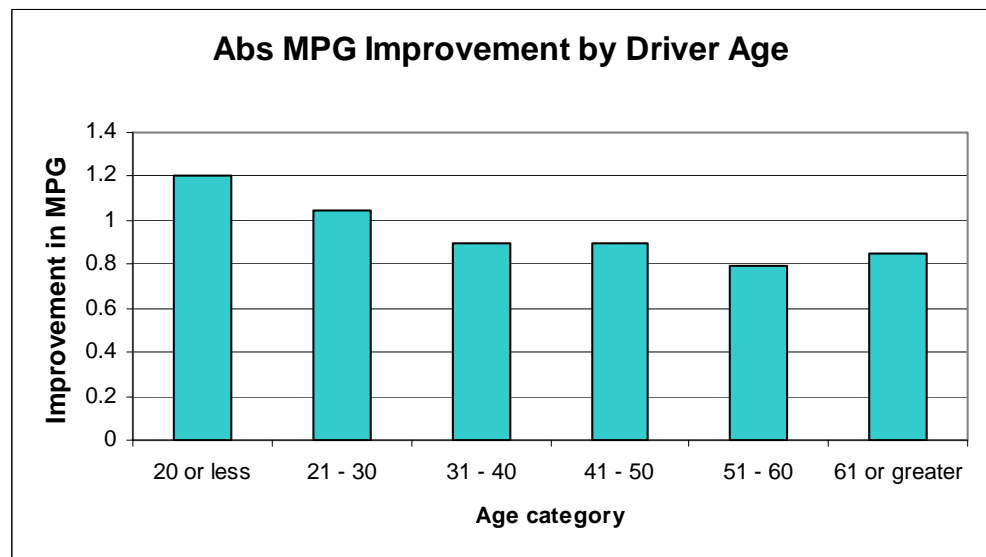
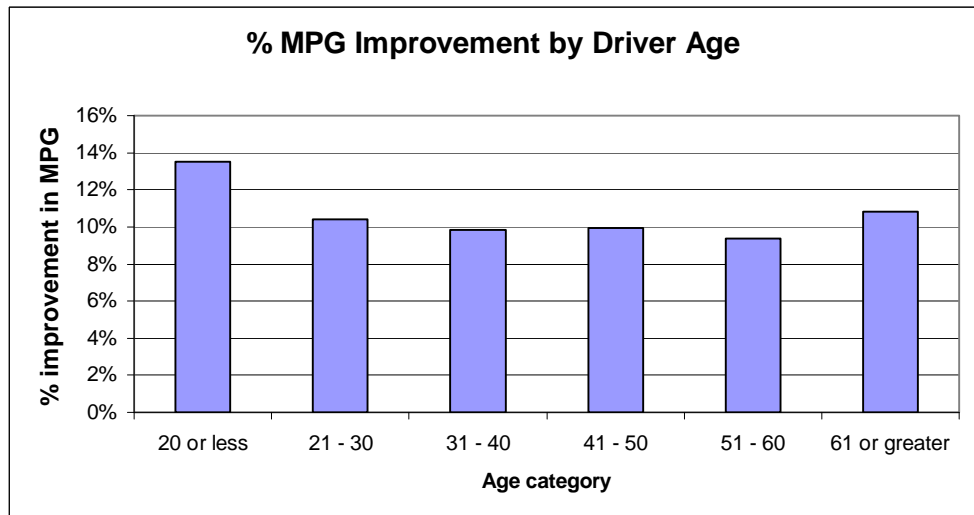
Journey lengths The training is designed so that the driver does the same route on both run 1 and run 2. However in 16.4% of the cases this did not occur, therefore 228 companies were omitted for comparisons on gear changes and the affect on time In the main this was due to unexpected traffic and changes in conditions.

Gear Changes We discarded results where there were improvements of greater than 75% or worsening of 25%. Therefore, the data set was reduced to 710; this gave the average reduction in gear changes of 36.4%.

Time We discarded results where there were improvements of greater than 75% or worsening of 25%. Therefore, the data set was reduced to 1153, this gave the average reduction in time of 1.6%.

This is a very important message to promote to the freight industry that in fact safe and fuel-efficient driving doesn't take longer and in fact can be quicker.

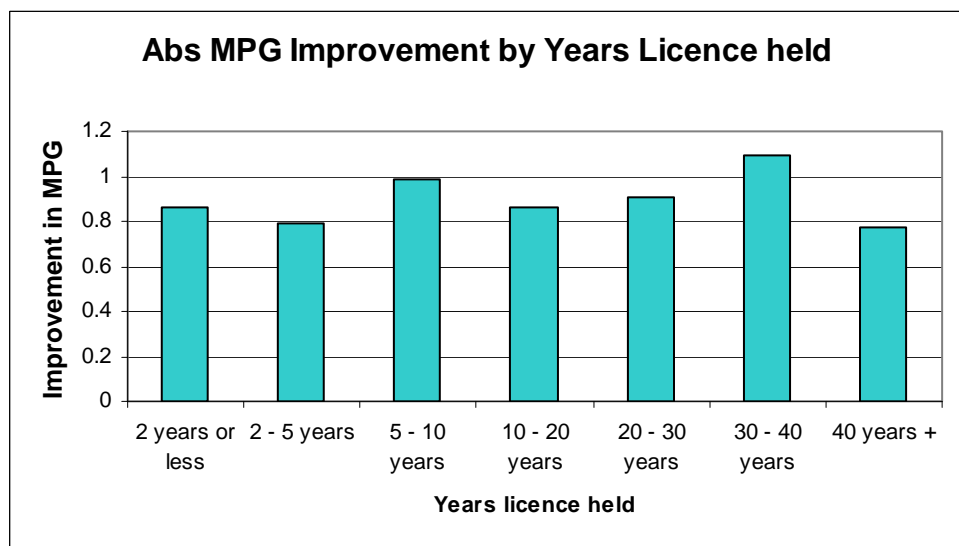
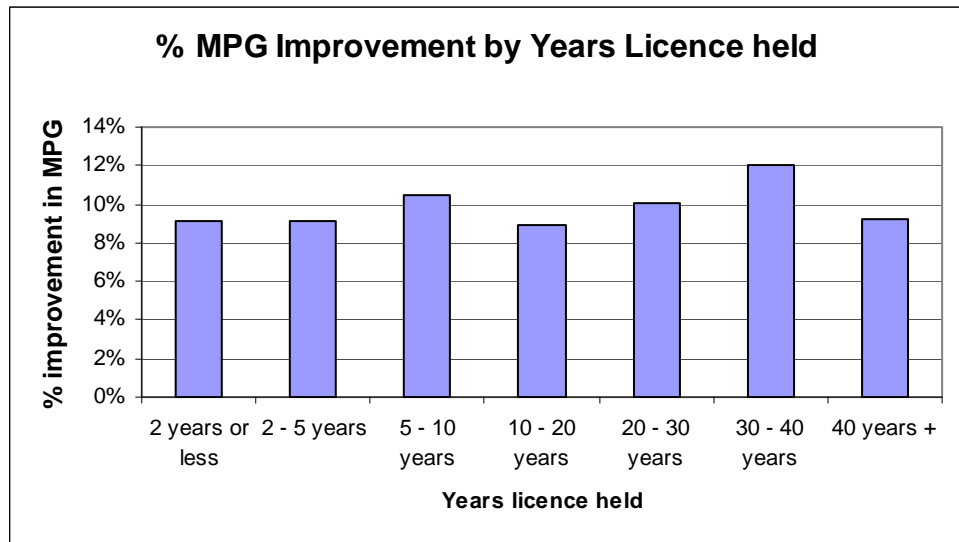
Results by Age The two graphs above show the average MPG and absolute improvement in MPG. The table below relates the graphs and also shows the number of drivers within each category. The two age ranges that saw the greatest improvement in MPG were the 21-30 and the 41-50 groups. Due to only two 20 or under taking part in SAFED we feel it is not a fair representation of the age group, therefore, we have omitted it from this section.



Age	Average MPG Improvement (%)	Absolute MPG Improvement	Number of Drivers
20 of Less	13.5	1.2	2
21-30	10.4	1.04	157
31-40	9.9	0.89	435
41-50	9.9	0.90	409
51-60	9.4	0.80	289
61-70	10.8	0.85	78

Results by Years Licence has been Held

The graphs below show MPG improvement by the number of years the drivers have held their licences. Those who have held their licence between 30-40 years, 20-30 years and 5-10 years have achieved the greatest % and absolute improvements.



Number of Years Licence Held	Average MPG Improvement (%)	Absolute MPG Improvement	Number of Drivers
2 years of less	9.1	0.86	83
2-5	9.1	0.79	104
5-10	10.5	0.98	125
10-20	8.9	0.86	323
20-30	10.1	0.90	281
30-40	12.0	1.09	106
40 +	9.2	0.77	15

Results by vehicle type

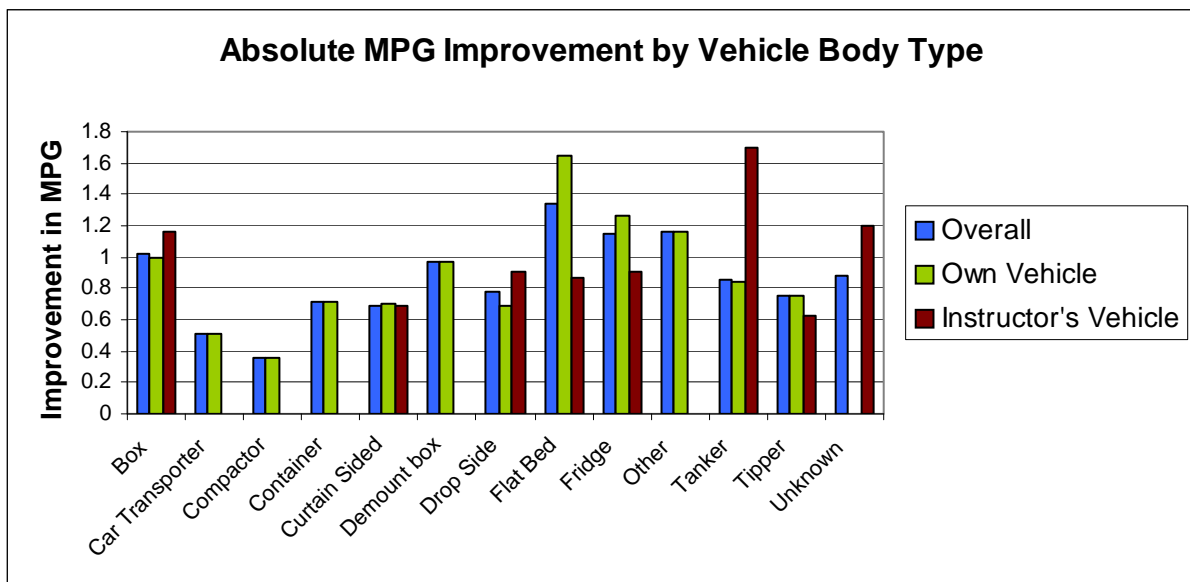
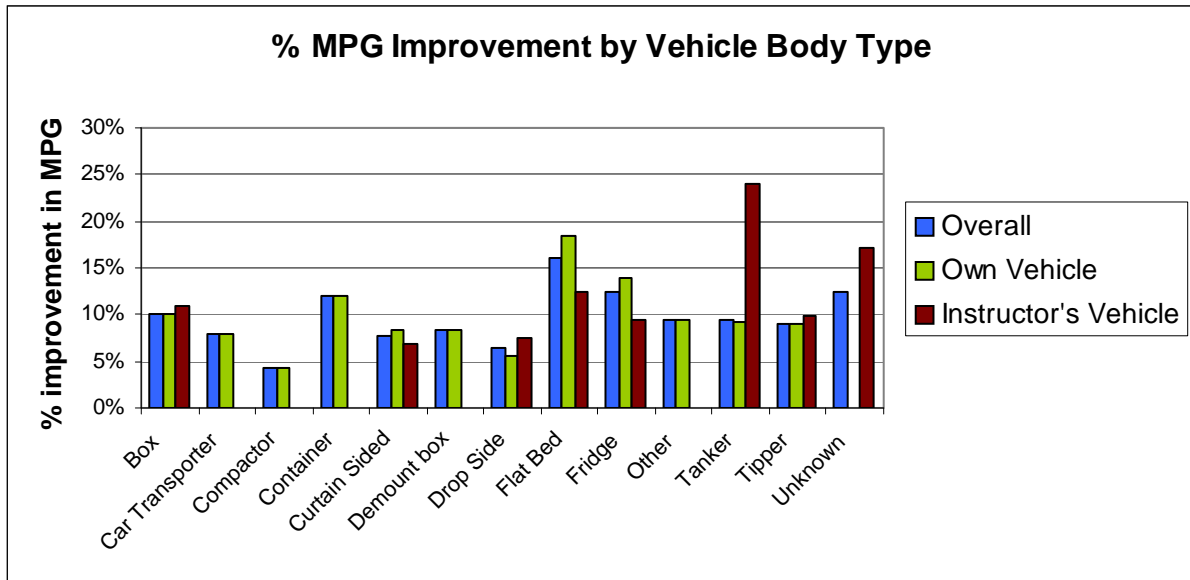
In addition to analysing the results as a total data set the data for the following vehicle types has been extracted and analysed:

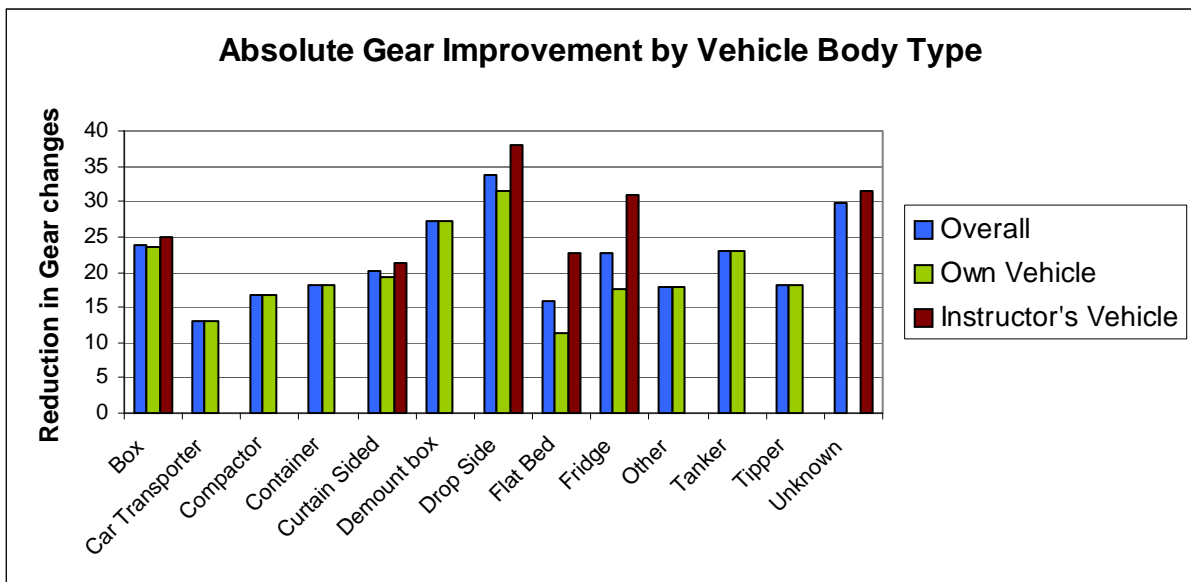
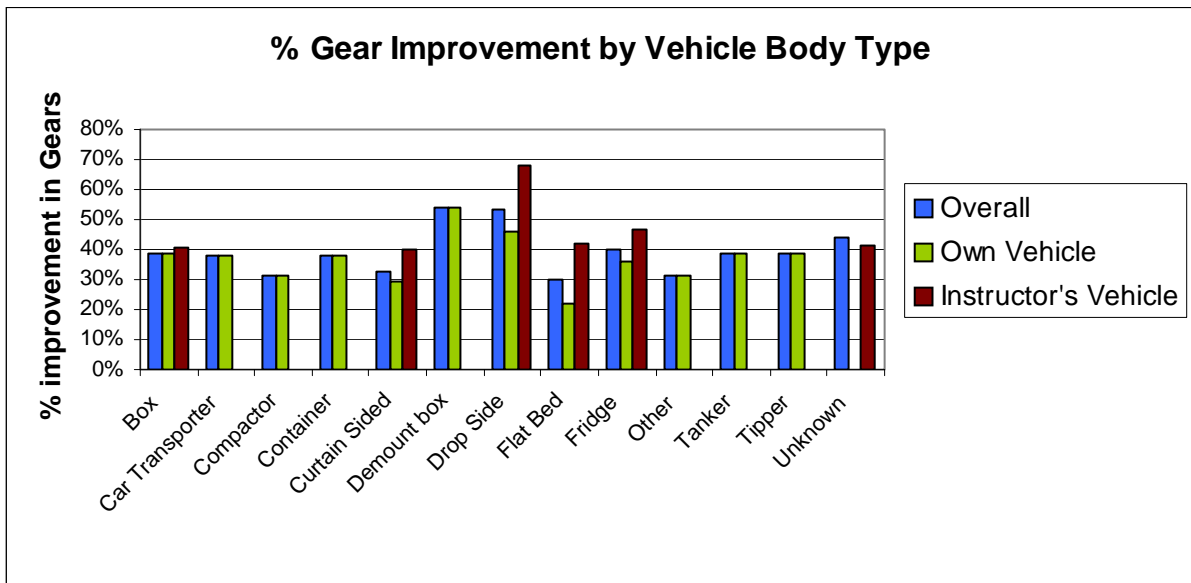
- Box
- Curtain-side
- Flat Bed
- Tanker
- Tipper
- Car Transporters

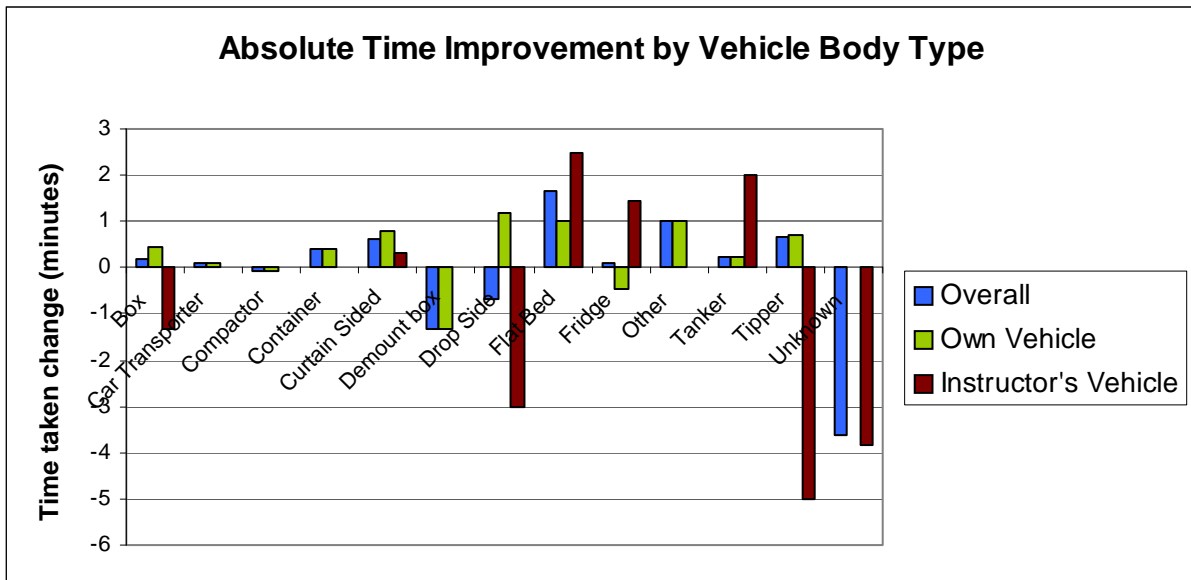
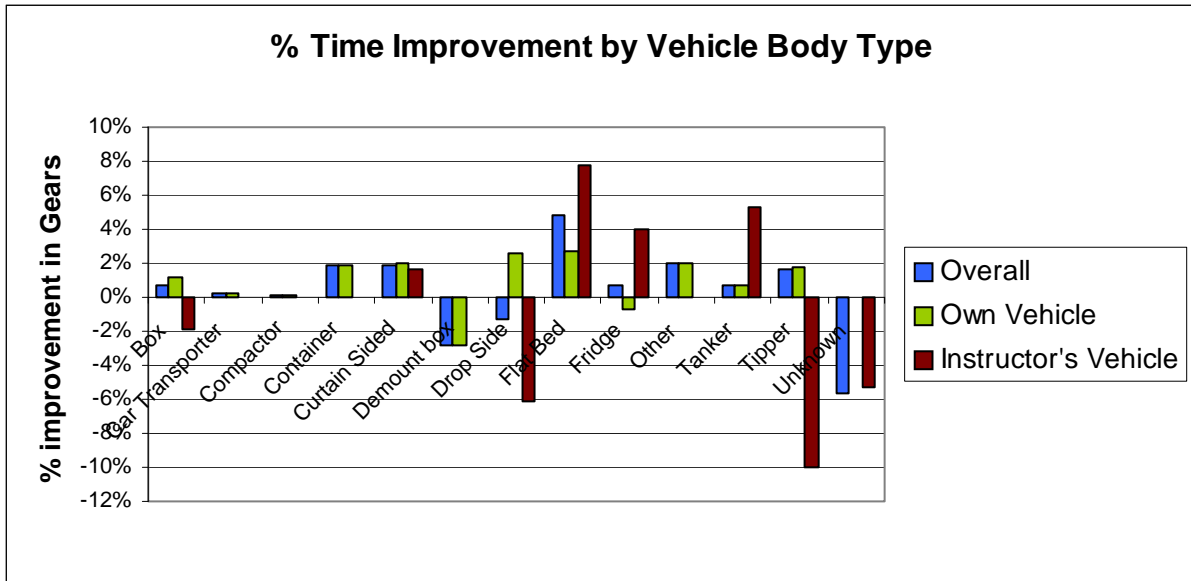
- Compactor
- Container
- Drop Side
- Fridge
- Other

The results can be seen in the graphs below own vehicle. Table for the graphs can be seen in appendix 5

Table 3.3 Training results by Vehicle Body Type







3.4.2 INTERPRETING AND EXTRAPALATING THE RESULTS

Average mileage for the drivers We asked drivers on the booking form to indicate their average mileage. This was completed for 1184 drivers. From 1184 mileages collected the average per driver was 56,511 miles per year.

SAFED's Achievements In order to estimate the financial and environmental achievements of the SAFED programme we have created a model assuming that that the average improvement in MPG is 9.8%, see section 3.4.1, is achievable and maintained for a whole year. This is applied to the total number of drivers and uses the average annual mileage figure calculated above.

Table 3.4 Estimated average MPG improvements maintained for a whole year

Total number of miles driven for the total number of drivers trained	78,663,312 miles
Estimated amount of fuel used before training	37,137,552 litres
Estimated amount of fuel used after training	33,995,687 litres
Fuel saved	3,141,865 litres
CO ₂ Savings due to SAFED programme (kg)	8,420,199 kg
CO ₂ Savings due to SAFED programme (tonnes)	8,420 tonnes
Carbon Savings due to SAFED programme	2,277,852 kg
Carbon Savings due to SAFED programme	2,278 tonnes
Fuel cost/litre	0.90 £/litre
Fuel cost savings	£2,827,679

Table 3.5 Scenario Two - Average MPG improvements maintained for a half year and half the improvements maintained for the second half year

Total number of miles driven for the total number of drivers trained	78,663,312 miles
Estimated amount of fuel used before training	37,137,552 litres
Estimated amount of fuel used after training	34,746,461 litres
Fuel saved	2,391,091 litres
CO ₂ Savings due to SAFED programme (kg)	6,408,126 kg
CO ₂ Savings due to SAFED programme (tonnes)	6408 tonnes
Carbon Savings due to SAFED programme	1,745,497 kg
Carbon Savings due to SAFED programme	1745 tonnes
Fuel cost/litre	0.90 £/litre
Fuel cost savings	£2,151,983

CO₂ savings As can be seen in Tables 3.4 a reduction in fuel use comes a corresponding reduction in CO₂ emissions, a key Government target. Using the figures above the reduction in CO₂ emissions per annum under scenario one due to the SAFED programme is 8,420 tonnes.

Road Miles To put this into context if scenario one is fully realised this would mean that the fuel saved could correspond to 7,270,514 miles removed from the road. This gives an average reduction in miles of 5,223 per driver who participated in the programme. Under scenario two, the miles removed from the road would equate to 5,299,113 miles giving an average of 3,807 miles removed per driver.

Potential Impact on Scottish Haulage Industry

Given the results to date if SAFED training was delivered to all haulage drivers in Scotland, approximately 25,000 drivers (Skills for Logistics), the following potential financial and environmental benefits could be achieved:

Scenario 1

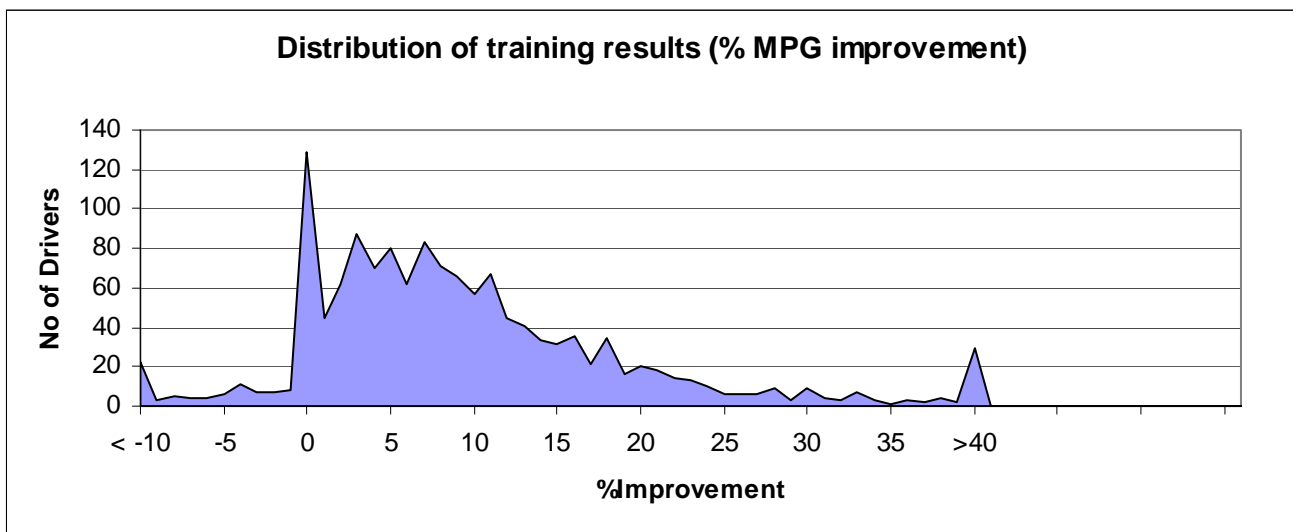
- Fuel Cost Saving of £50,784,459
- CO₂ reduction of 151,224 tonnes
- Equates to a reduction in road miles of 130,576,762 miles

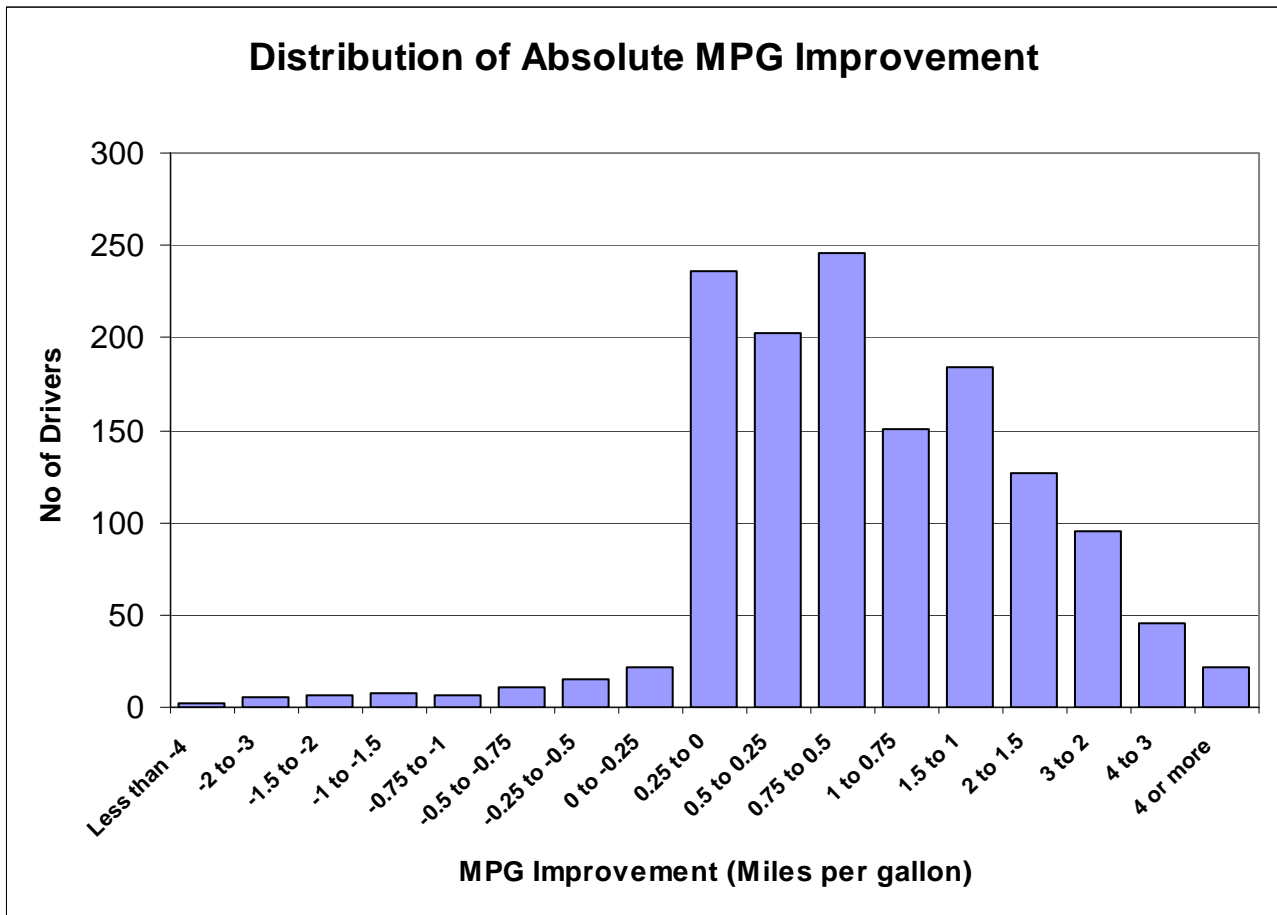
Scenario 2

- Fuel Cost Saving of £38,649,115
- CO₂ reduction of 115,088 tonnes
- Equates to a reduction in road miles of 95,170,848 miles

Distribution of Results

The following graphs show the distribution of the results for MPG as percentage and an absolute.





4 Embedding Activities

As part of this project it is the aim to create a sustainable training programme that will be viewed by Industry as a viable course and one that could be commercially sold.

In this section we outline the activities that were carried out in order to aid the embedding of SAFED.

Discussions with DSA and Skills for Logistics

Early on in the English programme a meeting was held with DSA to make them aware of the programme, its aims and approach. This was followed by regular contacts on issues such as the Driver CPC and SAFED training for Senior Examiners.

The DSA is keen to see SAFED embedded within the industry.

The Driver CPC consultation has been completed and the industry still awaits guidance on who the CPC will be implemented and what course will be approved. However, it is believed that the sector skill council will need to approve any course so that it can be recognised as contributing to the CPC. It is our belief that SAFED meets all the necessary criteria to be included, however, it will need to be included on the approved course list.

For the course to be approved it will be important for the Scottish Executive and the Freight Industry to lobby both the DSA and Skills for Logistics so that SAFED can become an approved course.

Insurance

The under-writers of RHA Insurance Services are AXA Direct. Information on SAFED was passed to them and eventually AXA agreed to offer:

- 5% discount to RHA members who used AXA Direct if all drivers were SAFED trained
- Recognise SAFED Instructors and SAFED as suitable if defensive driving training was required as a condition of insurance

This was a great achievement for the programme in England and applies to all Scottish members. The SAFED team has had meetings on a national level and have been in discussion with the Association of British Insurers.

Continue to Train the SAFED Way

'Continue to Train the SAFED Way' event was held at Ibrox football stadium. Over 50 SAFED instructors attended the event. Phil Flanders, RHA, chaired the event and Peter Burton, DSA; Patrick Henry, K+N Drinks Logistics; John Anderson, System Group, Claire Shrewsbury and Mark Baxter, SAFED made presentations.

The afternoon session included a workshop on how to sell SAFED commercially and the day ended with the presentation of three SAFED achievement awards for the Best Customer Service, Most Drivers Trained and Most Improved Average MPG Figure.

The feedback from the event was very positive with many Instructors intending to continue delivering SAFED into the future. The main concerns were what the format of SAFED would be in the future and how it would be promoted to potential customers.

Sales Presenter Packs

We have developed a Sales Presenter Pack that we have asked the Instructor Network to comment and advise on. The pack was made available both as a CD-ROM and hard copy. It included:

- A standard SAFED presentation
- Background to SAFED
- Fast facts
- Marketing guide and promoting SAFED in-house guide
- SAFED checklists and theory papers
- Copies of the spreadsheet examples.
- A Personalised Leaflet.
- Case Studies

The following spreadsheets were also developed and included within the Sales Presenter Pack. These tools are aimed at helping the Instructor show the potential benefits of carrying out SAFED training.

- SAFED Fleet Calculator
- SAFED Instructor Performance Calculator
- SAFED Savings Calculator

Case Studies

Three case studies were produced in Year 1 looking at three different organisations and drivers. The organisations involved were Kuhn + Nagel, Stevenson Bros and James Jones. The case studies were received well and have been distributed throughout the Instructor network as a tool for them to use to help sell SAFED. They were also used as a basis for PR and awareness raising.

A second set of case studies was also produced. The format of these was different than the first. They were to be used as targeted sales literature for the Instructors use. The design of the case studies has changed in line with Instructors advice. The case study organisations involved in this set were Robert Wiseman Dairies, Christian Salveson, John Mitchell Haulage and Warehousing, and Oran Group. These case studies were distributed through the Instructor network as well as being used as a mailing.

Website

The SAFED website went through a re-branding exercise in preparation for the commercialisation of SAFED. The aim of the exercise was to develop a website that had a more commercial feel to it. It was envisaged that this would help develop the awareness of SAFED and the impact it can have on individual companies.

Improved features include logos of companies endorsing the training programme, testimonials from drivers, training managers, Instructors and Industry Association. Statistical evidence has also been made available on the website.

Online Database

An online database has been developed to help aid the commercialisation of SAFED. This is aimed at the Instructors to make it as easy as possible for them to process drivers through SAFED.

Through this system the Instructor is able to monitor their own performance and use this as unique selling point. The system also allows certificate numbers to be generated by uploading training results. This enables the Instructor to award their own certificates using a template provided by the programme.

The online database is situated in a secure area, only accessible to Instructors who are registered with the programme. Each Instructor is only able to view the training they carry out and overall programme results.

Certificates

In line with amendments to the website, and the development of the online database, driver certificates were redesigned to coincide with the commercialisation of SAFED. This aims to show a clear line between the funded programme and the commercial programme.

**Awareness raising
and route to market**

To embed the SAFED programme it has been important to make the Instructors job as easy as possible. We have developed and provided the Instructors with a range of tools that will help them deliver SAFED into the future.

They are now able to sell SAFED at a local level in their region using marketing tools that can be adapted for their use. The facts and results of the programme are hard evidence to the impact that SAFED can have and the Instructors realise the benefit of the course. Especially, with new Driver CPC being finalised in the near future.

The Instructors can now be more self-sufficient without the reliance of the central team to help market and administer the programme.

In order to create demand for the programme we carried out advertisements and articles within the final period of the year. Both are depicting SAFED as a successful course with a significant impact on bottom-lines, health and safety, insurance and environment.



The case studies add to the embedding process by showing the results from real organisations that have taken part in the programme.

5 The Future of SAFED

- So far, so good** The programme has created a network of Instructors skilled in delivering SAFED and Industry is aware of the scheme through the marketing that has taken place. It is important that the transition from a funded project to a self-sustaining project is managed in the most effective way, ensuring the message associated with the brand is maintained.
- Protection** To ensure the brand is protected and managed effectively the brand and project needs to be managed. Many of the Instructors feel part of an elite club and this impression needs to remain.
- To stop every Instructor delivering SAFED when they have not been officially trained in SAFED will only happen if enforcement is associated with the brand. If it were open to everyone the quality in delivery would substantially drop off.
- In a managed project processes and systems would be in place to maintain both the quality in administration but also in delivery of the training. Audits would happen at regular periods enabling the programme to improve and maintain current standards.
- Looking forward** Currently, 32 Instructors have registered with the online database showing that they are committed to taking SAFED forward.
- Demand is there** 67 Drivers have been put through the SAFED course post funding showing that there is demand for the course. After consultation with the Instructors they have indicated that would be able to train approximately 600 drivers in SAFED during next financial year. This shows they have belief in the project and the saleability of the training.
- This will not last if a structure is not in place that compliments what they are hoping to achieve.
- A business...** It is recommended that the control of the SAFED brand is given to an organisation to manage on a commercial basis. The organisation would have the sole rights to SAFED brand and training associated with it.
- This would enable the training to continue into the future and be managed in way to ensure quality is maintained, structure is in place and Instructors are confident in the support from the programme.
- It is envisaged that to run a commercial SAFED there would need to be fees associated with Instructors registering on the programme as well as a administration fee per driver put through. This would allow the programme to carry out auditing, provide consumables (certificates and vests) and carry marketing activity.
- The costs associated would need be investigated looking at a business model and ensure profitability for the organisation taking this forward.

Appendix 1

Marketing Schedule, Press Coverage and Materials

Campaign: SAFED Scotland Marketing Schedule 2005 / 2006		 SAFE AND FUEL EFFICIENT DRIVING  SCOTLAND												
		2005										2006		
Marketing Activity		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Press Release	FACTS magazine (Scotland) & Editorial (200 words)		x	x					x			x		
	Roadway Website					x	x					x		
	Roadway Magazine (Scotland Only)			x	x			x				x		
	Freight Magazine (Scotland only)			x				x					x	
	RHA Newsletter		x					x				x		
	Scottish Transport News			x					x			x		
	Commercial Motor Transport		x					x				x		
	Fuel Oil News				x				x				x	
	Motor Transport		x					x				x		
	Transport News Network		x						x			x		
	L & T Focus							x					x	
	Scottish Transport News Brief		x					x				x		
	Motherwell Extra (Wiseman photo opportunity)												x	
SMMT CV Transport News		x										x		
Direct Marketing	FACTS magazine (Scotland)											x		
	Roadway Magazine (Scotland Only)										x			
	Freight Magazine (Scotland only)										x			
	RHA Newsletter										x			
	Scottish Transport News											x		
Events	RHA Promotion of SAFED	x	x	x	x	x	x	x	x	x	x	x	x	
	FTA Seminars		x					x					x	
	Truckfest, Edinburgh					x								
	RHA Transport Conference								x					
	Timber Transport Forum (RHA), Glasgow											x		
	Edie.net - Environmental Training Courses									x			x	
On-Line Advertising														
E-News Bulletin	Emailed to instructors											x	x	x
Washroom Campaign (Scotland)	Targeting truck drivers										x	x		
SAFED Scotland Website	-							x					x	

Campaign: SAFED Scotland
Marketing Schedule
2006/2007



		2006										2007		
Marketing Activity		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Advertising	FACTS magazine							x					x	
	Roadway												x	
	Transport News Network												x	
	Freight												x	
Direct Marketing	FACTS magazine (Scotland)												x	
	Roadway Magazine (Scotland Only)												x	
	Freight Magazine (Scotland only)												x	
	RHA Newsletter												x	
	Scottish Transport News												x	
	DM PDA Truckstops in Scotland											x		
Events	DM New contacts											x		
	RHA Promotion of SAFED							x						
	FTA Seminars							x						
On-Line Advertising	SAFED Continue to Train The SAFED Way						x							
	Edie.net - Environmental Training Courses					x								
E-News Bulletin	Emailled to instructors							x						
SAFED Scotland Website							x						x	
Promotional Tools	Case Studies									x				
	Stickers						x							
	Sales Presenter Pack						x							
	A5 Flyers									x				
	Vests								x					
	Key Rings								x					
	Air Fresheners										x			
Press Release	FACTS magazine (Scotland) & Editorial (200 words)					x	x		x				x	
	Roadway Website					x							x	
	Roadway Magazine (Scotland Only)								x				x	
	Freight Magazine (Scotland only)						x			x			x	
	RHA Newsletter												x	
	Scottish Transport News				x			x		x			x	
	Commercial Motor Transport						x		x				x	
	Fuel Oil News						x		x				x	
	Motor Transport							x		x			x	
	Transport News Network						x		x				x	
	L & T Focus							x		x			x	
	Scottish Transport News Brief							x		x			x	
	SMMT CV Transport News							x		x			x	

Appendix 2

SAFED Qualified Instructors

Instructors	Company Name	Location	Type of Instructor
William Bryce	ACR Logistics UK Ltd	Bathgate	In-house
John Henderson	ACR Logistics UK Ltd	Glasgow	In-house
Derek Mclean	ACR Logistics UK Ltd	Shotts	In-house
Robert Connolly	Alex Mcara HGV Training	Perth	Commercial
Alex Mcara	Alex Mcara HGV Training	Perth	Commercial
Andrew Mitchell	Andrew Mitchell	West Linton	Commercial
Neil Warden	Asco	Aberdeen	In-house
Nigel Crighton	Basil Baird	West Lothian	In-house
Stuart Angus	Brakes	Dundee	In-house
John Bowles	Business Training Services	Bellshill	Commercial
Gary Leslie	C J Lang & Son Ltd	Dundee	In-house
William West	C J Lang & Son Ltd	Dundee	In-house
Alan Guthrie	Carantyne Transport	Glasgow	In-house
Alexander Fisher	Carmyle Driving Centre	Glasgow	Commercial
Samuel Fulton	Carmyle Driving Centre	Glasgow	Commercial
Jim McEwen	CTTS Ltd	Bathgate	Commercial
David Roy	CTTS Ltd	Bathgate	Commercial
Alan Watters	CTTS Ltd	Bathgate	Commercial
Paul Thornton	Currie European Transport	Dumfries	In-house
Thomas Milligan	Dalkeith Transport	Dalkeith	In-house
David Anderson	Dumfries Training Services Ltd	Dumfries	In-house
Alexander Brown	Dumfries Training Services Ltd	Dumfries	Commercial
William Davison	E L T T A	Edinburgh	Commercial
Alan McFeat	Exel	Grangemouth	In-house
Duncan McCormack	FTA	Stirling	Commercial
John McCall	Glasgow City Council	Glasgow	In-house
Robert Mackay	GTG Group Training	Glasgow	Commercial
Thomas McCluskey	GTG Group Training	Glasgow	Commercial
Patricia Johnston	Highfield Heavies	Dalry	Commercial
David Mackintosh	Highland Training Services	Inverness	Commercial
David Johnstone	Instep	Dundee	Commercial
John Patrick Muir	Instep Initiatives Ltd	Dundee	Both
Scott Meikle	J W Filshill Ltd	Hillington	In-house
Robin Spalding	J W Filshill Ltd	Glasgow	In-house
Jim Mair	Jim Mair Driver Training	Kilmarnock	Commercial
Henry Mills	Jim Mair Driver Training	Kilmarnock	Commercial
Brian Cassie	John Gilbert Transport Training	Aberdeen	Both
Craig Simpson	John Mitchell	Grangemouth	In-house

Instructors	Company Name	Location	Type of Instructor
John Pratt	Joseph Pringle Tpt	Carlisle	In-house
Austin Fawcus	Lloyd Fraser Group	Wakefield Yorkshire	Commercial
Gordon Lindsay	Menzies Distribution	Paisley	In-house
Francis Martin	Menzies Distribution	Edinburgh	In-house
James Murdoch	Menzies Distribution	Glasgow	In-house
William McEwen	MRS Distribution	Bathgate	In-house
William Patterson	MRS Distribution	Bathgate	In-house
Murray Fiddes	Murray Fiddes Training	Evanton	Commercial
Geoffrey Campbell	Nithcree Training Services	Dumfries	Commercial
Ronnie Haggarty	Nithcree Training Services	Dumfries	Commercial
James Duncan	Orion PS Limited	Glasgow	Both
Paul Alexander Hastie	Orion PS Limited	Glasgow	Both
William Thorburn	Ramage Distribution	Lanark	In-house
David Peters	React Transport	Edinburgh	In-house
Robert Auchterlonie	RHA	Peterborough	Commercial
Terry Collins	RHA	Peterborough	Commercial
Patrick Reilly	Ritchies Training Centre	Glasgow	Commercial
Davis Thomson	Ritchies Training Centre	Glasgow	Commercial
Kevin Brown	Robert Wiseman Dairies	East Kilbride	In-house
Dave Crawford	Robert Wiseman Dairies	East Kilbride	In-house
George Nicoll	Robert Wiseman Dairies	East Kilbride	Both
Andrew Law	Robert Wiseman Dairies Plc	East Kilbride	In-house
Patrick Docherty	Salvesen Logistics Limited	Bellshill	In-house
Anthony McGrory	Salvesen Logistics Limited	Lanarkshire	In-house
Thomas Nolan	Salvesen Logistics Limited	Bellshill	In-house
Eric McDonald	Sandy Bruce Trucking Ltd	Aberdeen	In-house
Brian Tait	Sandy Bruce Trucking Ltd	Aberdeen	In-house
James Dick	System Group Ltd	Carlisle	Commercial
Ian Mitchell	System Group Ltd	Dumfries	Commercial
Tom Park	System Group Ltd	Carlisle	Commercial
Gordon Fraser	TNT	Bellshill	In-house
Francis Walsh	TNT	Bellshill	In-house
Robert Willison	Training Services Fife	Dundee	Commercial
Stephen Whyberd	Wm Armstrong (Longtown) Ltd	Carlisle	In-house

Appendix 3

SAFED Instructors Audits

Table below lists the procedural audits that have been carried out during the project.

Year 1

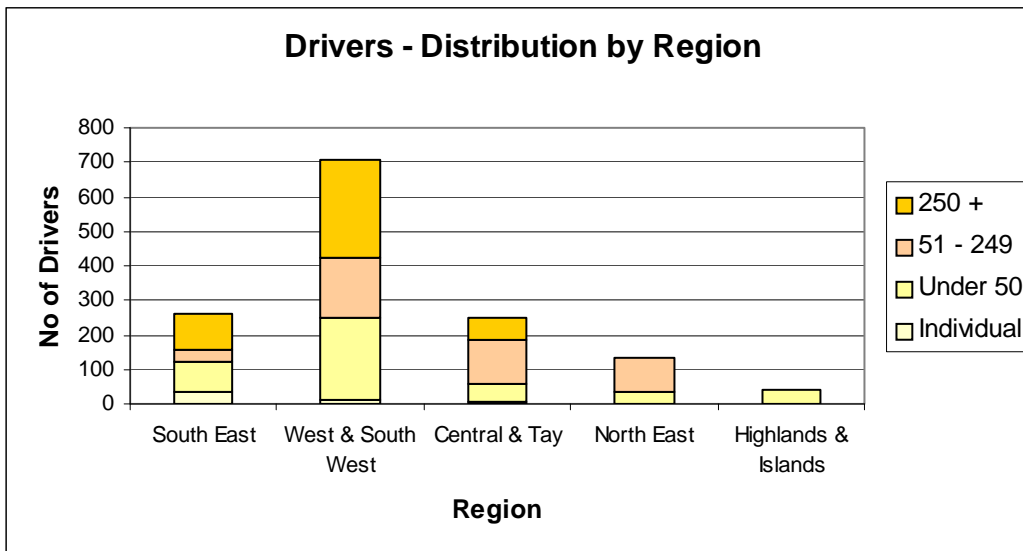
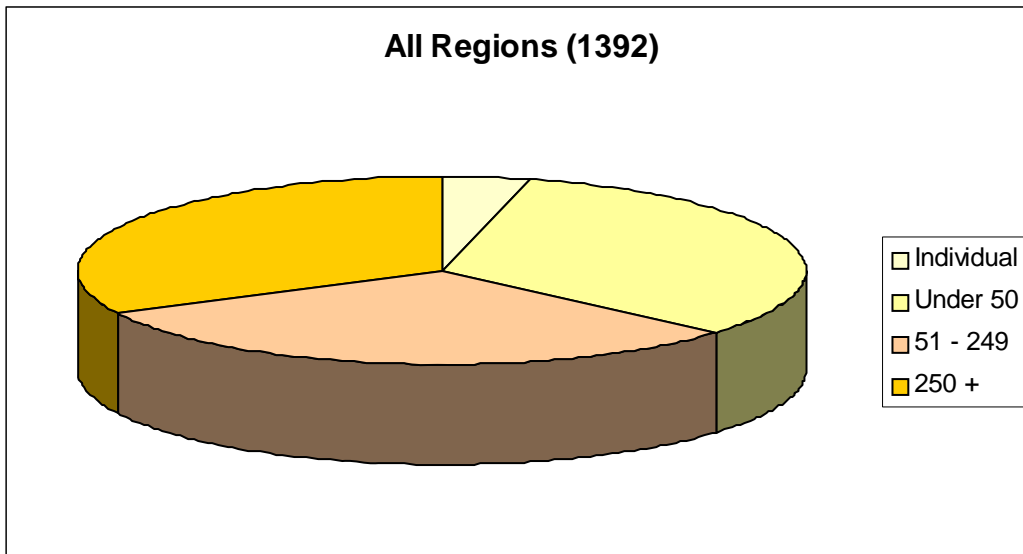
Instructors	Company Name	Location	Type of Instructor
Geoff Campbell	Nithcree	Dumfries	Commercial
Murray Fiddes	Murray Fiddes Training	Inverness	Commercial
Sam Fulton	Carmyle	Glasgow	Commercial
John Henderson	ACR (B & Q Contract)	Glasgow	In-house
Dave Johnstone	Instep Initiatives	Dundee	Commercial
Thomas McCluskey	GTG Training Services	Glasgow	Commercial
Jim McEwan	C.T..T.S	Bathgate	Commercial
Thomas Nolan	Salveson	Bellshill	In-house
Tom Park	Systems Ltd	Carlisle	Commercial
Paul Thornton	Curries European	Dumfries	In-house
Steve Whyberd	Armstrongs	Carlisle	In-house
Robert Willison	Training Services Fife	Dundee	Commercial
Year 2			

Year 2

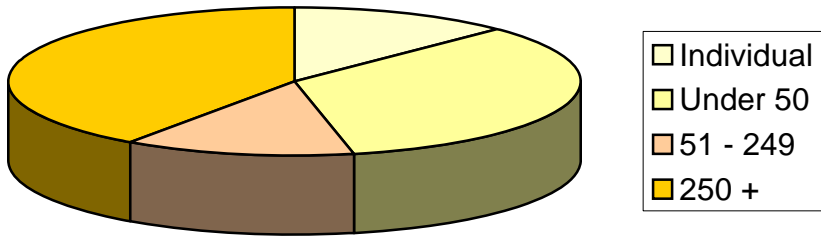
Instructors	Company Name	Location	Type of Instructor
<u>YEAR 2</u>			
John Pratt	William Pringle	Carlisle	In-house
George Nicoll	Wiseman	East Kilbride	In-house
Patrick Reilly	Ritchies	Glasgow	Commercial
Paul Hastie	Orion	Glasgow	Commercial
John Muir	GoAhead Training	Dundee	Commercial
Craig Simpson	John Mitchell	Grangemouth	In-house
Thomas McCluskey	GTG Training Services	Glasgow	Commercial
William Bryce	Kuhn & Nagel (B & Q)	Glasgow	In-house
Jim McEwan	C.T.T.S	Bathgate	Commercial
William Patterson	MRS	Bathgate	In-house

Appendix 4

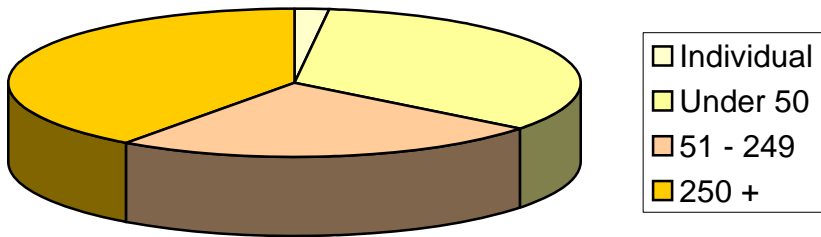
Geographic Location – A summary



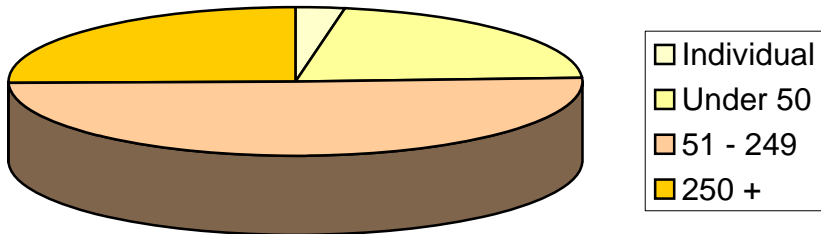
South East (263)



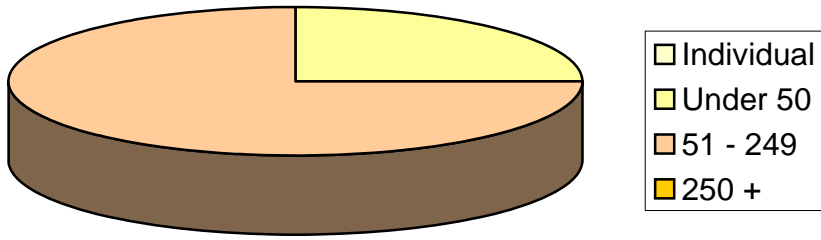
West & South West (708)



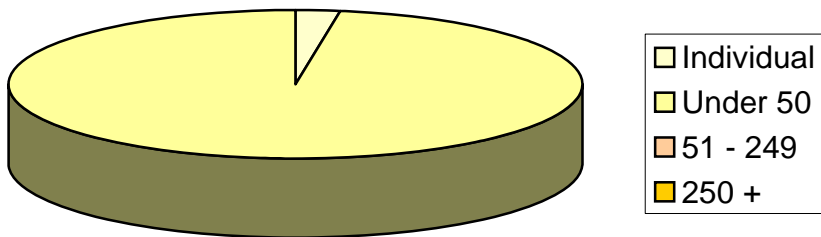
Central & Tay (248)



North East (132)



Highlands & Islands (41)



Appendix 5

Table of Sub-Sector Vehicles All Drivers and those who used their own Vehicle

Training results by Vehicle Types for drivers using their own vehicle

Vehicle Type	% Reduction in Gear Changes *	% Improvement in MPG ₁	Absolute MPG Improvement ₁	% Reduction in Time for Run 2* ~
Box	38.5	10.0	0.99	1,2
Curtain Side	29.2	8.3	0.70	2.0
Flat Bed	21.9	18.3	1.65	2.7
Tanker	38.9	9.2	0.85	0.7
Tipper	38.9	9.0	0.76	1.8
Car Transporters	37.9	7.9	0.51	0.3
Compactor	31.4	4.3	0.35	0.2
Container	38.2	12.0	0.71	1.9
Dropside	45.7	5.5	0.69	2.6
Fridge	35.9	13.9	1.27	- 0.7
Other	31.1	9.5	1.16	2.0

₁ Only classified if improvement between -25% and 75%

* Only classified if improvement is between -25% and 175%, and if run lengths are equal.

~ A positive value is a decrease in time

Training Results by Vehicle Type for Drivers Not Using Their Own Vehicle

Sub-Sector	% Reduction in Gear Changes *	% Improvement in MPG ₁	Absolute MPG Improvement ₁	% Reduction in Time for Run 2* ~
Box	38.8	10.1	1.02	0.8
Curtain Side	32.9	7.8	0.69	1.9
Flat Bed	30.0	16.0	1.34	4.8
Tanker	38.9	9.3	0.86	0.7
Tipper	38.9	9.0	0.76	1.7
Car Transporters	37.9	7.9	0.51	0.3
Compactor	31.4	4.3	0.35	0.2
Container	38.2	12.0	0.71	1.9
Dropside	53.1	6.4	0.78	-1.2
Fridge	40.0	12.5	1.15	0.7
Other	31.1	9.5	1.16	2.0

₁ Only classified if improvement between -25% and 75%

* Only classified if improvement is between -25% and 175%, and if run lengths are equal.

~ A positive value is a decrease in time