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BUSES**

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**RETHINKING
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Smart mobility for people and goods

Two thousand years ago Julius Caesar tried to ease congestion in Rome by banning heavy goods deliveries during the daytime, demonstrating a constant truth: how people and goods move through cities is forever changing.



Today, changes are driven by new technologies, rising costs and limited budgets, and the urgent need to make transport cleaner, safer, and more inclusive. These changes also reflect longer-term shifts in land use, the complexity and age of our inherited transport networks, and our desire to travel further and more frequently than ever.

Not all changes are entirely positive: taxi booking apps increased minicabs in central London by 70%, and pavement parked e-bikes are a major hazard for a person who is blind. And what about the next new technology? As we know, humans prefer private vehicles over collective transport, and autonomous taxis and cars could marginalise the use of buses and trains.

Smart mobility can provide travellers with reliable information, shared services can provide flexibility and connectivity, and electric vehicles reduce on-street emissions and noise. Connected route planning and ticketing can identify the range and costs of travel choices and can make public transport more attractive.

A truly smart system would also work for people who are mobility-impaired, provided that the digital, personalised support tools and the necessary physical requirements (step-free access, tactile paving, accessible vehicles) are treated as non-negotiable. Innovation must enhance accessibility rather than creating new barriers.

Freight and logistics have become much more visible due to ecommerce, and data availability can radically improve route efficiency and vehicle fill. But currently, it has also become much more complex and costly, as rapid and same-day deliveries increase the number of vehicles leaving the warehouse half-full and local restrictions mean goods are handled more times than necessary.

While much of this innovation begins in urban areas, benefits can extend far beyond. Lessons learned in dense urban environments can translate into better connectivity, lower operating costs, and improved travel information in rural areas where transport challenges can be even more acute.

Deriving the maximum benefits from smarter mobility will come from

changing individual and corporate behaviours, and must involve flexibility and openness from innovators and operators. Policymakers want to understand what works, what doesn't, and why, and the public want a transport system that works at a fair price, and a speedy answer when something goes wrong.

Local and national governments must ensure our transport networks are safer and more resilient and support both commerce and quality of life. This involves facilitating change and ensuring regulation, which will always follow innovation, is appropriate and timely.

And Caesar? He had to make an exception for temple building, and safety and security issues added costs. Our towns and cities are vastly more complex than they seem, and travel doesn't stop at the boundary. But the fundamentals remain the same: moving people and goods reliably, safely and cost-effectively from A to B. ☹

IAN WAINWRIGHT FCILT
Vice Chair, Freight & Logistics Policy Group, CILT(UK).

THIS MONTH'S CONTRIBUTORS

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CHARMAINE GRANT

Principal Transport Data Researcher,
West Midlands Combined Authority.

Charmaine Grant has spent nearly a decade empowering leaders through innovative research that drives better decisions for the West Midlands region. Her work spans road safety, active travel, equality and inclusion - all in service of a West Midlands where people can move freely, safely and sustainably.

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ALEX FROOM

Chief Strategy Officer,
Journey Alerts.

Alex Froom brings 18 years of senior B2C digital experience to his role leading design and development at Journey Alerts - a hassle-free travel guidance service that gets people from A to B with no app, no registration and no fees.

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TESS HARWOOD

CEO,
Kodergarten.

Tess Harwood is CEO of Kodergarten, a transport technology company whose products help local authorities manage school transport, timetabling and movement analytics. With a background spanning data, finance and transport policy, she also consults independently on public sector strategy and implementation.

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ANDREAS SCHORLING

Vice President - Europe West,
FlixBus.

Andreas Schorling brings extensive executive experience across mobility, platform and online ecosystems. A multilingual leader with a strong track record at high-growth scaleups, he is equally passionate about strategic thinking and building the high-performing teams that bring it to life.

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Moving smarter

Cities have never been more complex – or more consequential. The choices made today about how people and goods move through urban environments will shape the quality of life, economic resilience, and environmental footprint of our towns and cities for decades to come. This month, *Focus* turns its attention to smart cities and urban mobility.

In our main interview, Rik Arends of Smart Freight Centre asks a deceptively simple question: how do you organise the movement of goods and people in a way that actually works – for people, and for the planet? Elsewhere in this edition, we look at why the UK's micromobility

sector remains stuck in first gear despite the promise of e-scooters and e-bikes; explore how transport modelling is finally catching up with the messy reality of how people actually move around; and examine the role of data-sharing in breaking down the invisible boundaries that still divide our city transport networks.

We also hear from those for whom smart mobility is not an abstract policy debate but a daily reality. The children who depend on school buses. The rural communities that policy too often leaves behind. The passengers waiting to see whether driverless buses will deliver on their considerable promise.

Threading through all of it is a question that no amount of innovation can answer on its own: who is transport actually for? The most sophisticated smart city in the world is only as good as its ability to serve everyone within it – not just the connected, the mobile, and the well-resourced.

On the Institute side, we celebrate the inaugural Women in Supply Chain & Transport event, meet CILT(UK)'s new Freight Policy Group Chair Neil Gould, and welcome a new Learning Centre spotlight from Driver Hire Training.

We hope you find plenty to think about – and perhaps to act on.

MEL STARK

Editor – mel.stark@ciltuk.org.uk

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Rik Arends has always been guided by a core question: how do you organise the movement of goods and people in a way that works for people and the planet? Now a Senior Director at Smart Freight Centre, Rik speaks to *Focus* about smart urban freight, what harmonised policy looks like, and why electrification will continue to be the biggest game changer for urban logistics.

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Mel Stark

Editor

mel.stark@ciltuk.org.uk

LOGISTICS & TRANSPORT FOCUS

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Tel: +44 (0)1536 740100

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‘One Defence Forum’ relaunches to Strengthen Professional Dialogue in Defence Logistics

The Institute has announced the strategic relaunch of its Defence Forum, now renamed the One Defence Forum, signalling a renewed commitment to strengthening professional dialogue and collaboration across the UK’s defence logistics community.

The relaunch introduces a refreshed strategic framework designed to position the Forum as a trusted, professionally governed platform for sharing insight, experience and lessons from across defence, industry, academia and the veteran community. The initiative aims to support professional development and future readiness within the logistics sector while maintaining a clear focus on unclassified discussion and professional learning.

Under the new structure, the One Defence Forum will prioritise meaningful engagement and professional impact rather than volume of activity. The Forum will create a structured environment where practitioners can explore emerging logistics challenges, share operational insights, and develop professional capability aligned with wider UK defence priorities.

A key principle behind the relaunch is the concept of ‘One Defence’, bringing together regular and reserve personnel, civilian specialists, industry partners, academics and veterans. By encouraging diverse perspectives and lived experience, the Forum seeks to foster stronger professional conversations and generate insights that benefit the wider defence logistics profession.



Dominic McEvoy, Chair of the CILT(UK) One Defence Forum, said: “The One Defence Forum will provide a trusted space where professionals from across Defence, industry and academia can come together to share insight, learn from one another and strengthen the future of defence logistics. Our focus is on meaningful professional contribution, credible governance and building capability across the logistics community.”

Governance and accountability will also play a central role in the Forum’s new direction. Committee members and CILT (UK) Defence Champions

will now operate with more clearly defined responsibilities focused on delivery and contribution, reinforcing the Forum’s role as a credible professional community within CILT(UK).

The success of the initiative will be measured not by the number of events delivered, but by the quality of professional dialogue it enables and the confidence it helps build across the defence logistics workforce.

If you want to get involved with the One Defence Forum and join the Committee, please contact: communications@ciltuk.org.uk



Volatility, technology and transformation

From geopolitical instability and trade realignment, to accelerating automation and digital transformation, logistics and supply chain leaders are operating in a climate defined by complexity. Transport disruption, warehouse capacity pressures, cost volatility and rising customer expectations continue to test operational resilience across end-to-end networks.

Against this backdrop, The Richmond Logistics & Supply Chain Forum 2026 provides a timely platform for senior leaders to step back from day-to-day operational intensity and focus on long-term strategy alongside their industry peers.

Join 140 senior decision-makers and 60 suppliers, working together to solve today's challenges, whilst taking part in our interactive CPD-accredited conference programme allowing delegates to collaborate, compare experiences, and explore new innovation.

Attending delegates can also register to attend an exclusive behind-the-scenes tour of Moonpig Group plc's warehouse facility the day before the forum. Moonpig has transformed its operations to bring previously outsourced on-demand manufacturing and fast eCommerce fulfilment into one purpose-built facility. This site visit provides delegates with a practical insight into Moonpig's evolving fulfilment model and the operational challenges of delivering highly personalised products at scale and on demand.

During the forum CPD-accredited conference sessions will explore the realities of AI and automation deployment within the workforce, the drive for real-time visibility across increasingly complex distribution networks, and the growing importance of data-led decision making in improving service, efficiency and resilience. With global trade routes

under increasing strain and the impact of war influencing sourcing, inventory strategy and infrastructure investment, the programme will also address risk due to conflict, economic volatility and the implications for long-term logistics network design.

Two peer-led discussion groups will provide space for deeper engagement on critical issues: Cyber risk across the supply chain: a leadership dialogue, examining resilience in interconnected digital systems; and Supply chain careers for women who are asking 'what's next?', focusing on progression, visibility and leadership pathways within the profession.

Opening keynote speaker: Professor John Amaechi OBE – organisational psychologist and author – will explore what it means to lead with clarity in novel and fractious environments, and why the ordinary skills of exceptional leaders matter most under pressure.

Closing the Forum: Rugby legend and MND fundraiser Kevin Sinfield CBE, will join commentator & sports match day host Pete Emmett for a powerful session on going 'The Extra Mile' as he explores resilience, commitment and sustained performance in demanding circumstances.

Chairing the Forum is Charlotte Morley, an accomplished supply chain professional and chartered engineer, with senior leadership experience across global FMCG businesses and high-growth consumer brands, including roles at Unilever and as Chief Operating Officer at Tangle Teezer. She brings first-hand experience of leading transformation and driving performance in demanding environments, helping shape a day of practical insight and discussion.

If you would like to receive our conference programme or enquire about attending as either a delegate or supplier, please contact; Emma Doniger edoniger@richmondevents.com



The Supply Chain & Operations Management Forum is expanding!

As industry challenges grow more complex, collaboration and leadership have never been more important. We are seeking volunteers who want to:

- Share their expertise
- Contribute to best practice development
- Support cross-sector collaboration
- Influence industry standards and innovation

This is an opportunity to make a real impact while expanding your professional network.

If you're ready to contribute your experience and help strengthen our industry, we want to hear from you.

Contact us today to get involved: sophie.west@ciltuk.org.uk

Ken Swallow FCILT 1935-2025, CILT(UK)'s first Regional Officer

In his typical modest, self-effacing way, Ken Swallow made an immense contribution to the Chartered Institute of Logistics & Transport – and its predecessor, the Chartered Institute of Transport – for more than 60 years, interwoven with a lifelong passion for buses and trains.

Ken was born in Liverpool in August 1935. His father ignited his interest in public transport by taking him to see the city's trams, and by 1949 Ken had founded the West Allerton Transport Society from his bedroom, writing to bus company managers to request fleet lists. A kind reply from Widnes Corporation's General Manager inspired him to pursue a career in transport.

He started work at Liverpool Corporation Passenger Transport (LCPT) straight from school in September 1951, interrupted only by RAF national service from 1953–55. Returning to LCPT, he worked through the publicity and planning departments, completing an executive training course across Derby, Manchester, Sheffield and Halifax before settling back in Liverpool in 1963.

It was at LCPT's Hatton Garden office that Ken met his wife Joy. Characteristically, early in their romance he presented her with a notebook and pencil to record bus numbers – and she was not put off. They married in Liverpool in August 1963.

After a brief stint as Transport Manager for West Sussex in 1974, Ken returned to Liverpool and guided LCPT through deregulation, being appointed the first Director General of Merseytravel in 1986. Early retirement in 1989 allowed him to intensify his CIT involvement, and he became the first Regional Officer for the North of England – a role he carried out with diligence and distinction through the merger with the Institute of Logistics in 2001 and for many years beyond. He received CILT's Meritorious Service Award in 2009. Ken was also instrumental in establishing a Policy Committee in the Northwest, which he led until 2019.

Beyond CILT, Ken was a prominent member of the Omnibus Society for over 70 years, serving as editor of its magazine and later Vice President. He was a Director of the Roads and Road Transport History Association,

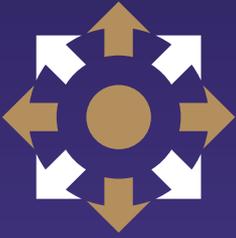
a contributor to the Online Transport Archive, and a Travelwatch North West volunteer. He served as a school Governor and Trustee for over 40 years and as a Justice of the Peace for Liverpool for 20 years, retiring as Chairman of the Family Court Bench at the compulsory age of 70.

Ken was also a prolific writer, contributing to journals including *Focus* and authoring or co-authoring several books, among them *Streets of Liverpool* (2007) and *The Leaving of Liverpool* (2021). A keen photographer, he amassed a significant archive of post-war passenger transport history.

His interests extended to classical music – he played the church organ throughout his married life and was an active member of the Northwest Branch of the Elgar Society. His reputation as an organist was recognised when Professor Ian Tracey of Liverpool Anglican Cathedral played at his funeral.

Ken died in December, aged 90, after a long illness. He leaves his wife Joy, daughters Sarah and Emma, and three grandchildren. He was a fount of transport knowledge and leaves a remarkable legacy. ☹





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NINE IN TEN DISABLED PEOPLE ENCOUNTER BARRIERS ACROSS UK TRANSPORT NETWORK

More than 90% of disabled people face barriers when using at least one mode of transport in the UK, according to new findings from the National Centre for Accessible Transport (NCAT).

Data gathered from 1,195 respondents on its Community of Accessible Transport panel shows persistent obstacles across rail, streets and public spaces. Overall, 92% reported experiencing difficulties, while 77% said these challenges negatively affect their physical or mental wellbeing. Three-quarters admitted to feeling stressed when travelling.

Rail services remain a major concern. Among wheelchair, scooter or cycle users, 82% reported barriers to step-free access when boarding or leaving trains. Two-thirds experienced problems at step-free stations, and nearly 62% cited difficulties accessing staff assistance. Passengers travelling with support dogs also highlighted shortcomings, with 82% encountering issues with staff help, 73% struggling to access onboard information and 64% facing step-free access barriers.

DELAY REPAY OVERHAUL AIMS TO SIMPLIFY RAIL COMPENSATION UNDER GREAT BRITISH RAILWAYS

The UK government has announced reforms to the rail compensation system designed to make it easier for passengers to claim money back for delayed journeys. The changes are part of the transition to Great British Railways (GBR), a new public body that will unify the currently fragmented rail network.

Under the existing system, passengers often have to submit Delay Repay claims to individual train operators, even if they bought tickets through third-party retailers. This has created confusion, particularly for journeys involving multiple operators. The new approach will introduce a single, centralised compensation service, allowing passengers to claim directly through the platform where they purchased their ticket.

GOLDMAN SACHS SAYS IRAN WAR OIL SHOCK UNLIKELY TO TRIGGER GLOBAL SUPPLY CHAIN CRISIS

Goldman Sachs has warned that the ongoing Iran conflict is driving a sharp surge in oil prices, but is unlikely to cause a wider global supply chain crisis similar to the disruptions seen during the pandemic. Oil prices have risen significantly since the conflict began, with Brent crude hovering around \$100–\$105 per barrel, reflecting a major energy shock across global markets. Despite the scale of the price increase, the bank argues the impact will remain largely concentrated in the energy sector rather than spreading across global trade. A key reason is the relatively limited role the Middle East plays in non-energy trade, accounting for only about 1% of global goods flows. This contrasts with earlier crises, such as Covid-19, which disrupted more than a fifth of global trade and caused widespread supply shortages.

NEXT ISSUE

The race to net zero



- Green shipping: decarbonising maritime transport
- The circular economy in logistics
- Carbon offsetting and reporting





MORE THAN HALF OF NEW TRANSPORT FIRMS COLLAPSE AMID INDUSTRY PRESSURES

New data reveals that over 50% of transport companies set up in the past five years are no longer operating, highlighting significant instability across the sector. The figures, based on Companies House data, point to a high failure rate among newer businesses, suggesting that many firms are unable to survive beyond their early years.

The trend reflects mounting financial and operational pressures facing the transport industry. Rising fuel costs, increased wages, and tighter profit margins have made it difficult for companies to remain viable. Many firms operate on very slim margins, leaving little room to absorb sudden increases in expenses or economic downturns.

Competition within the sector has also intensified, with businesses often forced to lower prices to secure contracts. This 'race to the bottom' reduces profitability and can ultimately push weaker firms out of the market. At the same time, customers are increasingly prioritising low-cost services, further squeezing company revenues.



£271 MILLION INJECTION TO ACCELERATE GREEN SHIPPING AND REVIVE UK COASTAL ECONOMIES

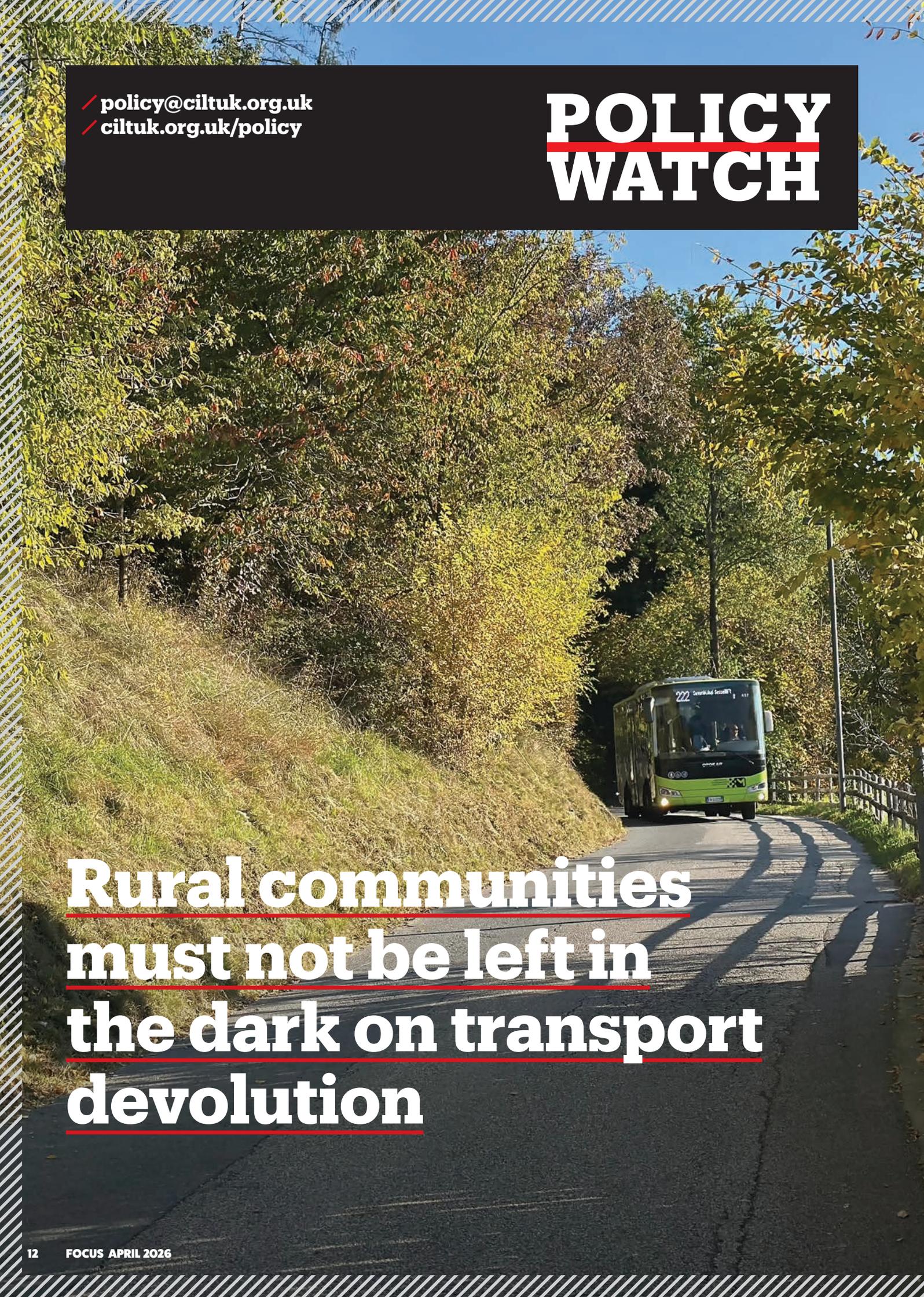
The UK government has announced a £271 million investment to modernise shipping, cut emissions and stimulate growth in coastal communities. The funding forms part of a wider £448 million package dedicated to clean maritime innovation and is expected to help create thousands of skilled jobs while strengthening local economies.

The latest support will be distributed through the seventh round of the Clean Maritime Demonstration Competition and the second round of the Zero Emissions Vessels and Infrastructure fund. Grants will enable businesses to develop low-carbon fuels, upgrade port infrastructure and bring forward next-generation maritime technologies aimed at decarbonising the sector.

Previous funding rounds have already backed around 500 companies, including 250 small and medium-sized enterprises, and helped generate more than 750 jobs. Coastal centres such as Teesport, Leith, Bristol and Hull have benefited from investment designed to boost skills, productivity and regeneration.

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POLICY WATCH



**Rural communities
must not be left in
the dark on transport
devolution**



As devolved powers expand across England through Mayoral Combined Authorities (MCAs), there is growing concern that rural communities risk being left in the dark about how transport decisions will affect their daily lives, local economies and long-term prosperity.

A new report, *Devolution and Transport*, developed by the Rural Policy Group highlights the need for stronger rural representation, freight integration and greater transparency as transport powers transfer to Combined Authorities.

Jonathan Riley CMILT, member of the Rural Policy Group said: “Transport devolution is not just about governance – it has real-world consequences. In rural areas, limited mobility can restrict access to jobs, education, healthcare and essential services. Poor connectivity contributes to economic stagnation, social isolation and poor mental health. For many rural residents, transport is not a convenience – it is a lifeline.

“Rural communities must not be left in the dark. If we are serious about balanced regional growth, rural voices must be at the table and success must be measured by outcomes in rural areas as well as cities.”

Freight and cross-border coordination

Freight must be central to the debate. Rural roads, rail links, ports and logistics corridors underpin regional and national supply chains. Freight movements are often more nationally networked than passenger journeys, crossing Combined Authority boundaries and borders between the UK nations.

Effective coordination between MCAs – and between the nations – is therefore essential. Without it, there is a risk of fragmentation and reduced reliability across rural networks that support both local communities and urban economies. Combined Authorities must demonstrate how devolved powers will strengthen passenger connectivity and freight resilience across boundaries, not just within them.

Reform beyond transport

The report also recognises that transport reform is not happening in isolation. Reorganisations in policing, health and other public services may increase travel distances and uncertainty for rural residents, compounding existing challenges linked to distance and limited public transport.

This reinforces the central message: rural communities face additional pressures and must be actively listened to as reforms take shape.

Key recommendations

The report calls for:

- **A clear national strategic ambition for rural areas beyond environmental protection**
- **Measurement of connectivity, integration and economic impact across mixed urban–rural regions**
- **Safeguards against urban dominance within larger Combined Authorities**
- **Retention of expertise from Sub-national Transport Bodies**
- **Systems thinking to manage cross-boundary corridors and multimodal networks**
- **Guaranteed baseline access to transport for rural communities and businesses**
- **Clear public communication on devolved powers and cross-border responsibilities**

Recognition of driver licensing pressures in rural areas – including graduated driving licences in Northern Ireland – and consideration of similar powers in Scotland ahead of the 2026 Scottish Parliament election.

Devolution presents a significant opportunity to improve connectivity and regional productivity. But it will only succeed if rural communities are informed, represented and recognised as central to economic growth – not treated as an afterthought.

To read the report in full, visit:
www.ciltuk.org.uk



Pathways, progress and pulling up a chair

C ILT(UK)'s inaugural Women in Supply Chain & Transport event brought together leaders from across the profession for a day of honest conversation, practical insight and a shared commitment to accelerating gender equity in logistics, transport and supply chain.

On 8 March – International Women's Day – professionals from across logistics, transport and supply chain gathered at CEVA Logistics in the East Midlands for CILT(UK)'s first Women in Supply Chain & Transport event.

Under the theme Pathways & Progress, CILT(UK) CEO Helen Hardy opened proceedings by addressing something many in the room knew well – imposter syndrome and its continued grip on women navigating the industry. Her message was direct:



"If there isn't a seat at the table for you, don't be afraid to pull one up."

CILT(UK) board member and Associate Executive Director at Symmetra, Antoinette Irvine, reflected on forging a career within a global organisation while raising a family. Her call to action for those already established in the profession was to 'Leave the ladder down.' Alongside her, Danielle Dakin, Market Development Director at Dematic, reframed confidence as a skill built through experience, practice and a willingness to step outside comfort zones.

Carley Lawless, Client Partner at Visku, explored what she termed 'change-proof leadership' in an increasingly reactive world. Her central argument was that effective

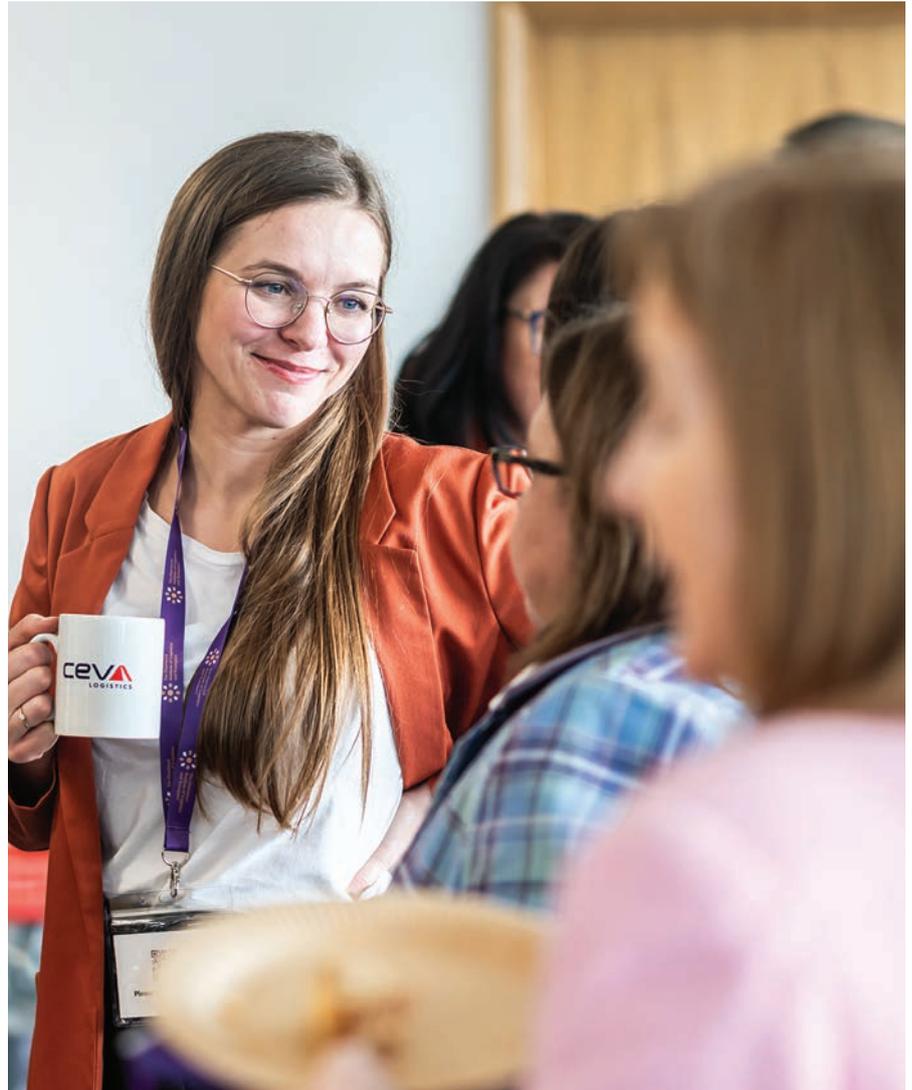
strategy begins with people, and that successful female leadership does not require fitting into a predefined mould. The permission to lead differently, she suggested, is something women in the profession must both claim and extend to others.

Avery Morgan, CEO of Pod Talent, spoke about inclusive recruitment and said that organisations looking to widen their talent pools must actively identify and address unconscious bias. They said this can range from degree requirements and interview formats, to shift patterns and the subtle signals sent by how parental leave policies are communicated. Diverse interview panels and visible use of pronouns were among the practical steps Avery highlighted as markers of an inclusive employer.

The movement from principle to practice was also evident in the session from Kerrie Chayter, General Manager at CEVA and Chair of the Women's Empowerment Network (WEN) Committee, and Leanne Gregory, Head of Operations at CEVA and WEN Committee Member. Together, they outlined the tangible progress made since the network launched in 2023 – stronger support structures, greater visibility of female leaders and deeper collaboration across the business.

The event featured two panel discussions that drew many of the day's themes into sharper focus. The Leadership Journeys in Logistics, Supply Chain & Transport panel brought together Charlotte Morley, Chief Operations Officer at Ancient+Brave; Sara Duncan of William Grant & Sons; Shayley Mann, Head of Supply Chain Transformation at Mountain Warehouse; and Kayleigh Ingham, Commercial Director at First Bus. The Organisations Leading in Gender Diversity panel featured Suzanne Chapman, Accounting Director UKIN (Finance) at CEVA Logistics; Jessica Farrell, Head of Logistics UK at HelloFresh; and Fliss O'Hara and Laura Sanjurjo, Managing Director of Fulfilment and Managing Director of Whistl Mail.

A number of consistent themes emerged across both of these panels for female leaders. Building a strong



network of peers and mentors was highlighted as vital for both confidence and career progression. Speakers encouraged women to use their voices, challenge harmful stereotypes and embrace the different perspectives they bring, particularly at leadership and board level. On leadership practice itself, the message was: reflect regularly, trust your teams, set clear outcomes and coach people towards them rather than directing every step.

Debbie Godkin, MD Air & Ocean UK & Ireland at CEVA Logistics, also shared her leadership journey across both sessions, encouraging women to embrace their differences and be honest about areas for development, actions she described as essential for meaningful professional development.

Closing the event, Erin Meehan, Head of Partnerships at CILT(UK), reflected

on what had made the day stand out. "What stood out today was the honesty, generosity and determination of this community," she said. "This wasn't simply a conversation about representation – it was about progression, visibility and creating environments where talent can truly thrive." Helen echoed the sentiment, noting that the strength of attendance and quality of discussion demonstrated a profession prepared to lead with intent.

Attendees received 3.5 experiential CPD hours, reinforcing CILT(UK)'s commitment to professional development. The event marked a significant step in CILT(UK)'s ongoing work to advance diversity, equity and inclusion across the profession, and showcased the organisation's plans to continue providing platforms, communities and development opportunities for all professionals across the sector. ☹

Compliance, culture and the people behind the operation

On 12 March, transport professionals gathered at Newark Showground for the inaugural CILT(UK) Transport Managers Conference – a one-day event organised by the CILT(UK) Transport Managers Forum, that drew 150 delegates for a programme built around the realities of running a compliant, safe and well-managed fleet operation.

The conference was designed to give practitioners honest, usable insight from those doing the job and those overseeing the regulatory environment. Chris Chapman FCILT, Head of Fleet at Shawston and Chair of the CILT(UK) Transport Managers Forum, opened proceedings by framing the central challenge: the transport manager's role sits at the intersection of regulation, operational pressure and people management, and the demands on those in the role continue to grow.

Phil Breen, National Account Manager at the Driver & Vehicle Standards Agency (DVSA), set the tone early. A culture of compliance, he argued, matters as much as documented policies and procedures. The DVSA does not expect perfection, but it does expect honesty, transparency and a willingness to learn. Alerts and negative data, he stressed, should be treated as opportunities to train and educate – not concealed.

Andrew Drewary FCILT, Managing Director of Road Safety Smart, challenged a widespread perception that investigations are something to fear. Done properly, Andrew said they save money by identifying root causes and preventing repeat



incidents. He pointed out that over half of incidents stem from operational faults rather than driver error – meaning transport managers should examine their own systems and working environment before looking to blame the driver. He also raised the often-overlooked issue of employee wellbeing, arguing that a person's private life can present real operational risk and that robust return-to-work processes are not a nicety but a necessity.

David Somers FCILT, Managing Director of Road Skills Online, asked delegates to examine their own behaviours and beliefs about safety rather than directing others. His message was that only leaders and managers have the authority to put the right policies and procedures in place – and that small, repeatable, consistent actions are what create lasting change. He also pointed out that good safety practice and good fuel efficiency are not separate goals, as fewer incidents mean lower fuel consumption and reduced carbon emissions.

Alexandra Serdean, Transport Operations Manager at GXO Logistics, spoke about managing a long list of KPIs and compliance requirements while keeping operations running on people. When issues arise, she told delegates, the default response should be coaching rather than punishment – helping people understand what went wrong and how to do better. Her message was direct: look after your people and they will look after your operation.

Steve Behan CMILT, Transport Standards Manager at Tarmac, offered a window into what consistency looks like at scale. Tarmac completed more than 1.4 million deliveries in 2025 across a geographically dispersed operation, maintaining standards through clear processes, robust systems and constant monitoring. Dave Ashford FCILT, Director of Compliance & Commercial at General Express Services, identified what he saw as a common challenge: the people attending events like this are typically already committed to improvement. The harder task is reaching those who are not in the room.



Mark Cartwright, Head of Commercial Vehicle Incident Prevention at National Highways, presented findings on the principal causes of incidents – distraction, fatigue, impairment, medical episodes and carelessness – arguing that these are frequently underpinned by attitude. He warned against the mindset of acknowledging a problem but deferring its resolution, and asked delegates to consider the language they use: it is people who crash, not vehicles.

Sarah Jennings, Road Transport Regulatory Associate at law firm Weightmans, closed the formal sessions with a key takeaway: 'If it isn't written down, it didn't happen.' Drawing on her regular attendance at public inquiries before traffic commissioners, she explained that identifying shortcomings in an operation is not in itself a problem – what matters is documenting what you have done, and what you plan to do. She also emphasised that reporting systems need to be workable in practice: if a system is too complicated or time-consuming, it will not be used.

The day closed with an interactive panel chaired by Chris Chapman and

featuring Phil Breen, Sarah Jennings, Dave Ashford, Darrell McGivern, Steve Behan and Alexandra Serdean. Darrell McGivern added a call for organisations to invest in continuing professional development beyond the initial Transport Manager CPC – building a culture of ongoing learning rather than treating qualification as an end goal.

Karen Crispe FCILT, Commercial Director at Convey Technology, looked ahead to the topics CILT(UK) intends to explore in future content and events: deeper dives into compliance, driver wellbeing and mental health, transport standards, and CPD for transport managers and their teams. She also noted the emerging potential of AI to support transport managers in tracking, monitoring and managing compliance data more effectively.

Supported by headline sponsors DAF Trucks, Motus Commercial and Dennison Trailers – whose electric vehicles delegates had the opportunity to test drive on the day – the conference marked a significant moment for the Transport Managers Forum and for CILT(UK)'s commitment to professionalising the role. ☹

Neil Gould



With a career spanning three decades, multiple continents and everything from fresh produce to defence logistics, Neil Gould FCILT brings a rare breadth of perspective to his new role as Chair of the CILT(UK) Freight and Logistics Policy Group. We caught up with him to discuss what's driving freight policy today – and where he hopes to make his mark.

You've spent over 30 years across some pretty varied sectors and geographies – from collecting fresh produce in Namibia to setting up home deliveries for appliances in the UK. Is there a moment or project from that journey that you'd say really shaped how you think about supply chain today?

There have been many projects and small epiphanies where I've had to adjust my understanding of different supply chain dynamics. The project that consolidated my experience was developing a supply chain value model with colleagues at Maersk. This combined all the standard metrics and some new ones, allowing evaluation of the impact of operational and process changes on supply chains. I have been able to apply that thinking to many problems, whether in retail or manufacturing, bulk commodities or defence.

You've been based in France, China, Italy and the UAE – how has living and working in those markets influenced the way you approach international trade challenges, particularly now that you're focused on supporting Scottish businesses?

On one hand, moving stuff from A to B is the same everywhere. However,

the way it is done varies depending on infrastructure, local processes and market conditions.

Infrastructure – both physical and systems – is driven by the source of investment, which in turn is influenced directly or indirectly by government policy. A consistent approach improves appetite for risk. We need to become more agile and less fragmented in developing policy to ensure long-term resilience and consistency.

Scotland differs from most of the UK as an international exporter, with a diverse geography, and it suffers the same infrastructure challenges as the rest of post-industrial Britain. Decision-making must navigate UK national, devolved and local authority responsibilities. In international logistics terms, Scotland is a relatively small market.

You're taking on the Chair of the CILT(UK) Freight and Logistics Policy Group at a time when trade disruption and technological change are reshaping supply chains pretty fundamentally. What drew you to the role right now – and what do you think the group can uniquely contribute to that conversation?

I joined the group in 2016, when we were digesting the Brexit decision and attempting to understand its

potential impact and consequences. Having served as Vice Chairman for three years, I'm now in a position to contribute a little more. I believe voluntary roles should be time-limited to avoid becoming a burden for the individual, or turning into a sole enterprise.

The group comprises around 20 members, many of whom are involved in other committees, so we can support and collaborate on issues as appropriate. We pool a wide range of experience, from planning to last-mile delivery and beyond, across road, sea and rail. As a result, the group is well placed to respond to – and perhaps anticipate – policy as it is being developed. We can also support communication with the wider CILT(UK) membership.

What are the one or two freight policy issues you're most determined to move the needle on during your time as Chair?

Freight visibility and value – Unfortunately, the importance of goods and freight only becomes visible when things go wrong, whether that's PPE during Covid or toilet rolls during fuel shortages. The group is in a position to develop the processes and tools to inform decisions in a more balanced way. This is critical as supply chain priorities realign from lean efficiency to resilience, while taking greater account of social and environmental impact. We can bring a balanced, modally agnostic approach to these issues.

Net zero – Ambitions around net zero should inform most, if not all, aspects of policy, and we can support the Environment Group in ensuring the latest thinking is brought to bear wherever possible. Trucks, sheds and ships are often cast as the villains, so the more we can minimise their adverse impact and demonstrate their value, the better the decisions we can hope to arrive at.



“On one hand, moving stuff from A to B is the same everywhere. However, the way it is done varies depending on infrastructure, local processes and market conditions.”



***“The smart cities
of the future will
recognise logistics
as a crucial piece
of the urban
puzzle.”***

Rik Arends

Rik Arends has always been guided by a core question: how do you organise the movement of goods and people in a way that works for people and the planet? Now a Senior Director at Smart Freight Centre, Rik speaks to Focus about smart urban freight, what harmonised policy looks like, and why electrification will continue to be the biggest game changer for urban logistics.

Can you tell us about the early stages of your career and professional development?

From my early teens I was fascinated by how things moved, and always wanted to work in sustainable transport. I gradually learned that this was called civil engineering, so I studied and completed a master's degree in sustainable transport. From there, I began working internationally, including with Mott MacDonald, a large international UK based firm, where I focused on transport – primarily on light rail and urban transport. I then moved into international development, where I was lucky enough to lead several programmes, most notably in Africa and South Asia. About five years ago, I had the opportunity to join Smart Freight Centre, an organisation which has grown significantly since.

What drew you to civil engineering and transport?

I always give the analogy of an airport – if you go to an airport where a train service is coming in, a bus service arriving at the same time, people moving, aircraft all around – there is a synchronicity that only works because of people. How do you organise a transport system like that? It always fascinated me, and it still does. Now I am focused on how you orchestrate global logistics movements sustainably – piecing together all these freight

packages going around the world and making that movement as sustainable as possible. There are very few places where all modes of transport come together in the way they do at an airport or a port, and that complexity is what drew me in from the start.

What has it been like to be part of SFC's growth over the past five years?

I joined in 2020, during Covid-19. At the time, SFC had established a strong community around sustainable logistics and led the development of the GLEC Framework to harmonise emissions accounting. However, it was a relatively small organisation, and we were also going through a leadership transition. The following period actually gave us the space to think carefully about how to position SFC for the road ahead, how to standardise emissions accounting but also become this Centre for sustainable logistics. Over the past five years, sustainability and logistics have come together at Smart Freight Centre in a meaningful way. It has become a real market opportunity for many organisations, and has grown much more visible. That created an excellent opening for SFC to step in as the central hub for global logistics decarbonisation.

Standardised emissions data has been central to SFC's work. Can you comment on how this space has changed over the past decade?

SFC was founded in 2013, when sustainability was not even remotely on the global logistics agenda – not on governments' agendas, and only sporadically appearing in a few corporate strategies. One of the first things we did was work on the EU Horizon framework to help standardise emissions accounting for logistics. We asked: what does the emissions footprint of a parcel or a container actually look like? And who bears responsibility across the value chain – from the producer of the goods right through to the logistics provider moving them? Today, SFC's standard the GLEC Framework is the reference point for nearly all of the standards around emissions accounting in this space. But the most exciting shift right now is that energy is increasingly focused on how you actually reduce emissions, not just measure them. Measuring is foundational – you cannot manage what you cannot measure – but reducing is where we need to get to.

Looking at the UK, where do you see the most promising progress on smart urban freight? What tends to be the main barriers?

London's Ultra Low Emission Zone was one of the first of its kind in the world, and created a real impetus to change how transport was moved through the city. However, it has not kept up pace with the required change, still allowing

(modern) diesel trucks to enter the cities. Looking at my own country where they have adopted national legislation implementing a progressive zero emission zone system, I do not see similar progress yet in London or other UK cities. Adopting these policies can provide the right commercial incentive structure, yet the current framework still exempts many vans and lorries from zero-emission requirements. The challenge, is fragmentation and scale. Logistics does not stop at a city border, so if every municipality is designing its own approach to zero-emission zones, you create a very fragmented market that is extremely difficult for logistics companies to navigate. The great development is that EV technology has rapidly advanced. Drivers love EVs and in many circumstances they also make it economically viable to run.

Which cities globally do you think are getting smart urban freight right, and what is it about their approach that others should be learning from?

As I just mentioned, The Netherlands has adopted a national-level zero emission zone framework that mandates how different zones should be structured, but the important distinction is that each municipality can choose to opt in, and those that do must follow the same rules. Today, 19 municipalities have implemented this framework and many cities are rolling this out in the next few years, including Rotterdam, The Hague and Amsterdam. You can already see the impact: numbers of older vehicles declining, and zero-emission vehicle uptake is increasing rapidly. The key principle is harmonisation. Under this framework, after 2026, you can no longer buy new combustion engine vehicles, and clear phase-out timelines apply to existing fleets. The power of this is that logistics companies operating across multiple cities face the same rules in every location. Logistics does not stop at a border – it needs to work for Liverpool as well as Manchester, for Amsterdam as well as Rotterdam. Without harmonisation and a common framework, you create a fragmented market that's too hard for operators to grapple with. This was a founding principle when we started at SFC with the GLEC Framework.

What emerging technology do you think is underrated when it comes to transforming urban freight?

Electrification remains the most significant lever in the near term, and the commercial case for it is underrated. Take supermarket logistics – battery electric trucks will almost certainly be doing that work in the years ahead, and I would not expect any other drastically different technology to emerge. Drivers love battery electric trucks – it is a significantly smoother, quieter ride than a diesel equivalent. And in several markets – China, parts of Europe and the US – we are already seeing battery electric vehicles become cheaper on a total cost of ownership basis. It is not universally the case for the UK yet, but that is clearly the direction of travel.

A significant part of the UK's urban freight sector is made up of small and medium-sized operators. How do you bring those businesses along on the journey toward zero-emission logistics when the cost of transition is higher for them?

Logistics is a highly fragmented market. Large retailers or producers ask for freight to be moved; that goes through a logistics service provider, which contracts it to individual road freight carriers – and at that level, there are very few economies of scale. But there is a business opportunity here. As the total cost of ownership continues to improve, with falling truck prices, new financing models and smart policies, the economics are starting to stack up. We are working actively on making drayage operations electrifiable in the UK, including at the Port of London, in partnership with organisations such as DP World. They have implemented a fee differentiation at the gates, paying drivers when entering with a zero emission truck and charging them when entering with an old truck, therefore making zero emission logistics commercially viable.

How does the work of SFC help create better cities for residents?

SFC helps companies transition to zero-emission logistics through training, facilitation and peer learning. We have a large academy, peer networks, and we run projects with multinational companies on their logistics decarbonisation strategies.



We are the global reference point for emission accounting standards in this space – companies like PepsiCo, Unilever and Tesco think in global terms, but the transitions need to take place locally, so we work at both levels simultaneously. We have colleagues in the US, Brazil, Europe, China, India and Eastern Africa, which means we can connect global ambition with on-the-ground knowledge. Ultimately, cleaner logistics means cleaner air, less noise and safer streets for residents – and that is a goal that belongs to all of us.

How do you think the way people live will change over the next decade, and what do you think the smart cities of the near future will look like?

We will continue to see growth in logistics overall – and particularly in last-mile delivery services, collection lockers, and all of the infrastructure that supports how goods reach people. The smart cities of the future will recognise logistics as a crucial piece of the urban puzzle. Freight is still the hidden industry – people tend to think about delivery vans, but the big emissions and the significant air quality challenges come from larger trucks moving in and out of cities constantly. Smart urban planning will need to take freight seriously, design it, and create the incentive structures that allow logistics companies – large and small – to operate cleanly. ☹



Stuck in first gear

With e-scooter trials now extended to 2028, the UK's micromobility legislation continues to stall. Ian Wainwright examines some of the obstacles still in the way.



Walk through any UK city centre on a weekday morning and you'll see e-bikes weaving through traffic, e-scooters humming along pavements, delivery riders threading between buses on busy roads. Micromobility is becoming a key part of how people move around, but the legal framework governing these vehicles remains stuck in a holding pattern that was supposed to end years ago.

The UK's e-scooter and e-bike trials, first launched in 2020, were extended again last summer and will now run until 2028. Ian Wainwright, Vice Chair of the Freight Policy Group at CILT(UK), says this delay is the result of a layered policy problem that successive governments have found easier to defer than resolve.

"It's hard because it's so complex," Ian says. "The rules will never be one hundred percent right for these things, and we can't police every angle of them – in the sense they're designed to provide some degree of freedom."

The absence of legislation contributes to fragmented systems for riders, local authorities, pedestrians and road users – but the difficulty of setting out rules and regulations for something as complex as micromobility means that it may be a while before anything resolute is underway.

Starting with a free-for-all

The UK's geographic inconsistency doesn't help drive clean policy. In London, the mayor's electoral mandate grants powers that authorities elsewhere do not have, but Ian observes that 'each London borough is still its own fiefdom'. "Which makes it difficult to enable consistent policy around something like micromobility, even in London."

Outside London, Ian draws a contrast between Southampton and the Isle of Wight. Central Southampton, largely rebuilt after the Second World War, has wider streets that lend themselves to cycle infrastructure and shared mobility schemes. The Isle of Wight, meanwhile, is rural, poorly served by

public transport, and has limited street lighting – conditions that make e-scooters a useful option for some journeys but much less safe for the riders. The vehicle, the rider, and the environment each carry different risks. Legislation written with one context in mind will struggle to serve the other.

"If you start off in the right place, you're setting yourself up to see the best results," Ian says. "If you start with a free for all, it's difficult to rein it back in. And it feels like a free for all at the moment."

The safety conversation

The commercial case for micromobility leans on positive data. Injury rates for e-scooters are now, according to operators, broadly comparable to those for bicycles, but Ian says this shouldn't be the benchmark. "Even if injury rates are comparable to bikes, that's way too high. Cycle deaths are among the highest of any road user group," he says. "Saying you've matched that rate is not the reassurance people think it is."

The deeper issue, in his view, is the absence of formal road safety training for e-scooter and e-bike riders. With many micromobility users never having driven a car or had significant experience navigating road traffic, Ian says there is a lack of safety preparation, and intuition. He recalls the period following the 2012 Olympics cycling promotion, when a surge in new riders in London corresponded with a sharp rise in fatalities, including six deaths in a single four-week period.

"You promote cycling, which is the right thing to do," says Ian. "But you also have to invest in the safety infrastructure and awareness that goes with it." Expanding access to a service like micromobility without addressing the knowledge and safety awareness gap is a risk, which contributes to the legislative limbo.

Setting the right standards

Shared mobility operators have made much of their real-time data-sharing with local authorities as evidence of

responsible practice. While accepting the benefits of this, Ian questions why it stops at the operator level. "If the data is good enough to hold operators to account, it could also be used to keep individual riders to account, and intervene if people weren't using micromobility safely."

The enforcement gap – between what operators say riders must do and what riders actually do – is where the current system has issues. Ian also points to the food and grocery delivery app riders who race around on motorised e-bikes dropping online orders off, and says that social factors at play – low wages and high pressures to complete deliveries – mean that road safety isn't always prioritised.

"I'm not necessarily blaming delivery app riders for their behaviours, because their wages are so low, they're basically incentivised to do each delivery as quickly as possible," Ian says. "When delivery riders weave through traffic and cut corners using the footpath, it can suggest to less experienced riders that this behaviour is okay, but it risks causing further accidents when people try to imitate, and has an impact on public perception of micromobility safety."

What happens after the trial?

A cross-party group of MPs and peers, The APPG for Micromobility is calling for parliamentary time to bring forward regulation before the 2028 trial deadline. What remains less clear is whether the government has the appetite to act.

Ian's view is that good legislation is worth the effort, but the extended trial period has to count for something. "Riders, operators, and councils all need to see this time used to actually bring forward workable legislation," he says. "Extending the trials again would be impossible to justify. The evidence is there."

"Until proper legislation is developed, there will be uncertainty for operators, confusion for users, a proliferation of illegally used private vehicles, and an enforcement problem for police."



Rethinking transport modelling



Authors: **CHARMAINE GRANT, ABDUL NOOR & IAN COLEMAN**
West Midlands Combined Authority, Arup.



Urban expansion and increasingly diverse travel behaviours are revealing just how much we still don't know about the way people get around. *Focus* finds out more.

Transport planners have relied on the same toolkit. Traffic counts, roadside surveys, travel diaries; methods that have served the industry well but carry limitations that are hard to ignore. As cities grow more complex and travel patterns more varied, the gaps in our understanding of how people move are widening. We require better evidence to bridge this gap.

Identifying the gaps

Traditional four stage transport models depend heavily on surveys conducted during the morning and afternoon peaks, broadly capturing the 9 to 5 weekday commuter. This bias is structural. The surveys typically exclude evening and weekend travel, meaning the night-time economy, leisure trips, shopping journeys and non-standard working patterns are either underrepresented or missed entirely. Some model builds would also include the use of household surveys however these were expensive to procure.

Self-reported surveys such as the National Travel Survey (NTS) are valuable, however they capture only a small sample of residential trips. Mixed-mode journeys can create additional problems. A passenger who walks to a bus stop, takes a bus to a rail station and then boards a train represents three separate data events but the reality is this detail is not often reflected in survey data.

The result is a model that reflects only a partial picture of who is travelling, where and why. When that model is then used to prioritise infrastructure or assess the impact of a new scheme, the insight it provides has incomplete foundations.

Addressing the gaps

Transport Appraisal Guidance (TAG) has recommended the use of emerging data sources such as anonymised mobile phone records,

GPS data and smartcard data. Uptake, however, has been slow. The West Midlands Combined Authority Swift ticketing system makes a compelling case for why that needs to change.

Swift is an integrated smart card ticketing system used in the West Midlands metropolitan region, providing a convenient way for passengers to pay for and access various modes of public transportation, including buses, trams, and trains. This unified, contactless payment solution simplifies travel, allowing passengers to seamlessly transfer between different modes of transportation with a single card. Swift data captures 'tap on' boarding points, however, deriving trip patterns from Swift data is difficult without 'tap-off' alighting points. This complicates the identification of passengers' destinations and transfer points.

To address these limitations advanced inference techniques can be applied, enabling the transformation of Swift records into complete journey profiles. Providing insights into interchanging, final destinations, travel purpose and multi-stage trips. The result is a rich Origin-Destination trip flow dataset. Suddenly, true passenger behaviour comes into focus – every transfer, every trip to work, school, leisure, and late night destination. This insight brings transport authorities closer to a genuine picture of how their networks are used, grounded in lived movement rather than modelled assumptions.

Constructing the journey

The approach that was taken, draws on a technique known as trip-chaining. WMCA adapted from the Urban Transport Group's (UTG) reverse journey matching method. The logic is straightforward; a passenger's subsequent boarding location indicates where they alighted from the previous service.

This was combined with the mobile network data logic that the length of dwell time between travel (also known as inter-transaction times) indicates trip purpose, be that travelling to or from work, home, transport interchange or leisure.

The team translated this logic into a model capable of processing a full year of Swift transactions. These records were organised by individual identifiers, sorted chronologically and then aligned to a public transport operational day running from 04:00 to 03:59 the following morning. The model then reconstructed each passenger's sequence of trips, inferred alighting points, classified interchanges and assigned a likely journey purpose based on ticket type used and dwell time.

Building the case

The value of this dataset quickly became apparent – the need to understand where commuters were reliant on bus. Isolating bus trips from home to work and work to home and mapping these locations enabled WMCA to do exactly that.

This insight informed a future research project to understand the economic value that the bus network offered through combining employer and employee insight in the region with economic and logic modelling. WMCA were able to target our respondent quota to those industries of health, business administration and professional services which were particularly reliant on the bus network.

Sharing the developing dataset with Arup and Coventry City Council supported all parties. The outputs outlined above provided the foundation for developing bus demands for the Coventry Strategic Modelling Tool. The travel patterns observed through the dataset were logical and offered a strong basis for validating the public transport model. Confidence in the dataset



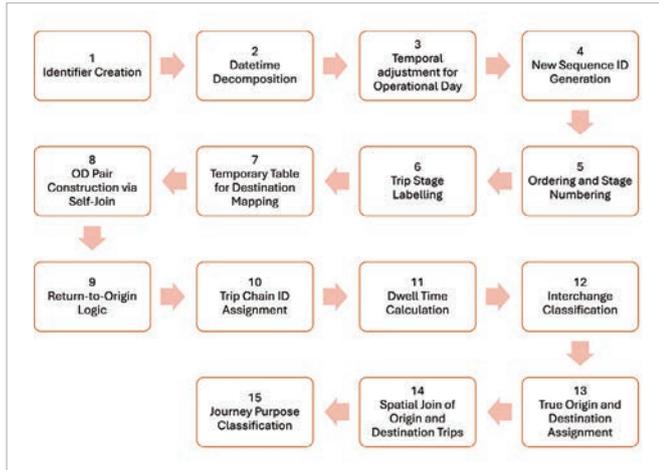


Figure 1: Swift Trip Chain Process Flow

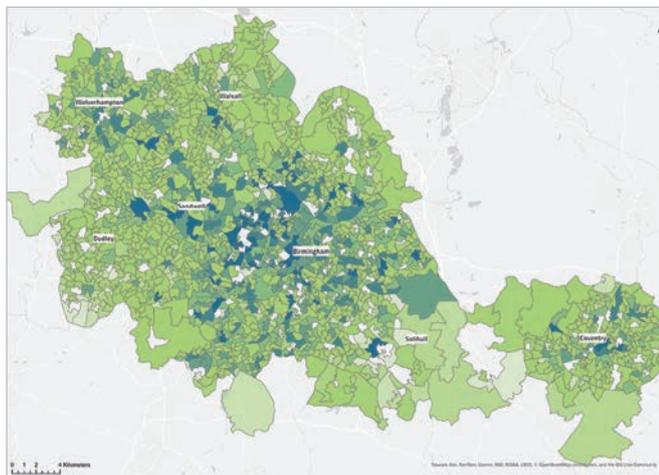


Figure 2: Swift Bus Customer Home Locations with Work Trip Counts for 2022 visualised by Quantiles (Equal Counts). Source: ESRI, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap. Office for National Statistics licensed under the Open Government Licence v.3.0. Contains OS data © Crown copyright and database right 2024.

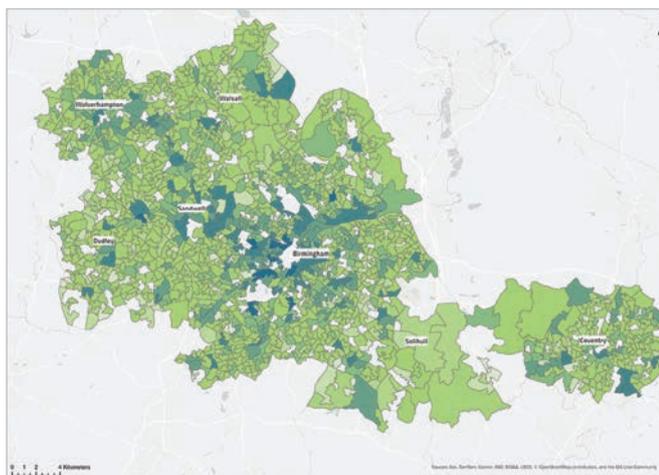


Figure 3: Swift Bus Customer Work Locations with Work Trip Counts for 2022 visualised by Quantiles (Equal Counts). Source: ESRI, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap. Office for National Statistics licensed under the Open Government Licence v.3.0. Contains OS data © Crown copyright and database right 2024.

outweighed that of several available data counts during model build, leading to greater reliance on these derived demands and reduced dependence on matrix estimation. Assigning these demands produced positive modelling results. The feedback gained through this exercise also enabled WMCA to identify further refinements and future use cases for the dataset.

It is also helping improve the quality of the West Midlands Regional Strategic Model. WMCA are working with the University of Leeds to explore how the dataset might support activity-based modelling, which requires precisely the kind of detailed, multi-leg travel data that traditional surveys often underrepresent.

And it doesn't stop there. A PhD collaboration with the University of Birmingham is using a geospatial-temporal model built from the dataset to examine how weather events affect travel demand.

Each application has required a different 'cut' of the data, prompting WMCA to develop a suite of data products which are tailored towards different analytical purposes.

Resetting the standard

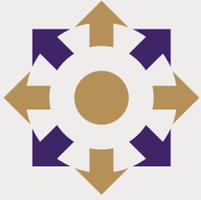
This work is a signal of what becomes possible when an organisation treats its operational data as an asset. This dataset does not look to replace other datasets, but to work alongside them, offering a comprehensive, year-round view of public transport travel that captures off-peak trips, multimodal journeys and demographic variation. Transport modelling guidance already recommends the use of smartcard data where available. The gap between that recommendation and common practice has long been a result of data accessibility, choice of methodology and confidence in outputs. Connecting these assets to data teams unlocks those barriers.

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The missing link



The UK's public transport network moves millions of people every day. For people to want to use public transport, it needs to be quick, reliable, and simple to navigate.



Smart cities promise more connected and efficient systems for modern urban life. But for all the investment in sensors, signals and systems, a hugely underrated component of public transport is accessible information for passengers. Making sure the right transport information is delivered on time to the right person will be a huge tool in encouraging public transport use across the UK and making it more convenient for people to do so.

For all the investment in sensors, signals and systems, a hugely underrated component of public transport is accessible information for passengers.

The current issue, according to Alex Froom, Chief Strategy Officer from transport messaging platform Journey Alerts, is partly because of access, and partly because of fragmentation.

"In the UK, dozens of operators run services across rail, bus, metro and ferry, each with its own digital tools, delay notification systems and customer communications," says Alex. "For a passenger making a straightforward journey by bus and train, navigating can mean downloading multiple apps, creating several accounts and tracking all these different interfaces just to get to a single destination."

Travelling through a fragmented network

Alex says that the digital experience for passengers mirrors the fragmentation of the network itself, when its job should be to simplify it. The transport industry's answer to this problem has largely been to build more apps, but evidence suggests passengers are not using them. Business of Apps says globally, more than 90% of app users abandon an app within 30 days of downloading it.



When bus operators each release their own apps, no one is gathering or sharing network-wide insights needed to optimise all services. Journey Alerts provides operators and local authorities with anonymous behavioural pattern analysis, with data drawn from passive demand, congestion hotspots and stop usage. This intelligence is particularly valuable for unlocking demand-responsive services. Existing data infrastructure, like the UK's Bus Open Data Service (BODS), can also be more effectively leveraged through platforms like Journey Alerts to give passengers confidence they are travelling on reliable, up-to-date information.

For local authorities, the current approach also represents a significant cost problem. Commissioning and maintaining proprietary digital

systems is expensive, and the reach is limited. "Some local authorities have spent millions on in-house journey planners that get shelved," says Alex. "Meanwhile, the tools to give every passenger real-time, personalised guidance already exist and cost a fraction of that."

Journey Alerts takes the functionality of journey planning tools and delivers simple, step-by-step instructions via messaging, usually on Messenger or WhatsApp. And because messaging is two-way, it can do things a static app can't. Most transport apps tell you where the bus is; Journey Alerts tells you what to do – including if you're at the wrong stop, if a short walk would give you a better option, or if roadworks mean you should reroute. It can also send reminders to get off at the right stop, and let loved ones automatically receive a dependent's

travel updates for peace of mind as part of its 'buddy' service.

Alex says removing any inconvenience or barrier – downloading, registering, access to a smartphone – to public transport was a key mission of building Journey Alerts. "For smart cities to function, they must serve all their residents," says Alex. "If you can only access transport information with an iPhone, or with high-speed data, it blocks access to information for a significant demographic."

Meeting people where they are – in and outside of cities

Sign-ups to Journey Alerts increase 400% during travel disruptions, something Alex attributes to people needing instant, personalised



While smart mobility is often referred to in the context of cities, Alex says it's important to remember that smaller towns and villages should also be considered when working on transport information access.

"The challenge isn't limited to big cities like London," Alex says. "In small towns and villages where there is often only one bus in and out per day, it can often be more difficult to figure out what your journey is. Information is often outdated and there are fewer back-up options. It's important that these places are also included when planning smarter cities."

Responding to all types of transport needs

Smart cities also need to make sure public transport is easy to use for people with differing needs. Research by Brunel University's Jisun Kim and Olinkha Gustafson-Pearce suggests that 67% of people experience some level of anxiety while using public transport.

"At the moment, public transport can be very overwhelming for people with anxiety because an unknown disruption or delay could turn a planned route on its head," Alex says. "Making transport information easy to access, personalised and able to update and reroute when disruptions inevitably occur is a huge part of improving smart city mobility."

Journey Alerts reports that 80% of its users say they feel less stressed when travelling, and 85% report better journeys overall. The service retains 98% of users, compared with 23% for conventional journey planning apps, and over 1.4 million people in the UK now use it. These figures point to something city infrastructure alone can't deliver: confidence. Smart cities need citizens who feel equipped to use the transport networks, and confident knowing they have the latest information and updates arriving to them whenever they need.



information about what they should do. According to Ofcom's 2025 Online Nation report, WhatsApp is used by 90% of UK online adults, with 74% opening it daily. Facebook and Messenger combined reach 93% of online adults, averaging 42 minutes of use per day. Alex also points out that channels like Telegram and Viber are widely used in other parts of Europe.

"You need to meet people where they are, which means providing information to them through platforms or systems they already use," Alex explains. "By driving people to create increasingly more apps and accounts for services they'll only use once, you inhibit real-time access to information, and make it less appealing for people to use public transport services."



Missing the bus

Tess Harwood spent years in central government working on transport data programmes. After seeing how fragmented and manual the public service systems were, she built a data-driven platform around the needs of local authorities – and the children who depend on them.



When Tess Harwood began her career working on large-scale transport and open data programmes, first as a consultant and later as a civil servant, she observed a system under strain.

"Public transport relied on very fragmented and often quite manual processes," she recalls. "Eligibility, routing, contract management and finance often sit in different systems or spreadsheets that don't speak to each other. That makes it incredibly hard to understand the network as a whole."

Fragmentation around school transport systems stood out. Unlike many public services, these systems have to work every day, for every child, without exception. "It's not like A&E, where you wait as long as it takes," Tess says. "School transport has to work every day for every child to have equal opportunity and access to education. It's a core public service, and it's disproportionately used by people with accessibility needs."

Systems built on spreadsheets

The different areas of school transport often sat with different departments, and Tess said demand shifted constantly. "Families move house, children change schools, circumstances change overnight," Tess says. "Combining that complexity with spreadsheet management – I could see there was a real difference to be made."

Through her earlier work in the open data sector, Tess crossed paths with Kodergarten Ltd, a Welsh software company with a strong development team. She joined the company to develop MoveSmarter, a flagship transport management platform, built in close collaboration with Powys County Council. The platform replaces disconnected spreadsheets with a single operational system. Applications come in from parents, eligibility is checked automatically, existing routes

are surfaced, and where a new route is needed, the costs are immediately visible. When circumstances change – a family moves house, a child's needs are updated – the parent or guardian updates the information directly, and the system adjusts in real time.

The data quality this creates is unlike anything else available in the sector, Tess says. "Local authorities have a statutory obligation to provide school transport under certain criteria. We know specifically who the child is, where they live and which school they're going to. That makes for better networks, because routes built around where children actually live tend to serve the wider community too."

The SEND pressure point

According to the National Audit Office, over the past decade the number of children with an Education, Health and Care plan or statement of special educational needs has risen by 166%, from 240,000 in January 2015 to 639,000 in January 2025. Spending on SEND transport has increased from around £500 million to £1.5 billion over the same period.

Tess points to real-time bus tracking on a parent portal as an example of how better integrated transport data can help families with special education needs, and contribute to building accessible systems for families. For neurodivergent children in particular, uncertainty around arrival times can be a significant source of anxiety before the school day has even begun. "Knowing that the bus has three or five minutes still to run can change a child's cortisol, when they're going into school," Tess says.

The priorities in this department differ between local authorities. "Some authorities come to me saying they need to cut spend. Others need a strong business case for why their budget should increase," Tess explains. Her platform has already saved Powys County Council hundreds of thousands of pounds against an £8 million transport budget.

When it comes to improving city mobility, Tess says it often feels like the trade-off is between service improvement and cost efficiency, but she argues that prioritising one doesn't mean neglecting the other.

"We have to be responsible to the taxpayer, but we also have to be aware of changing dynamics, and we have to live in reality," Tess explains.

"If we can help save £500k or more per local authority using MoveSmarter, we can also have a sensible conversation about inclusivity."

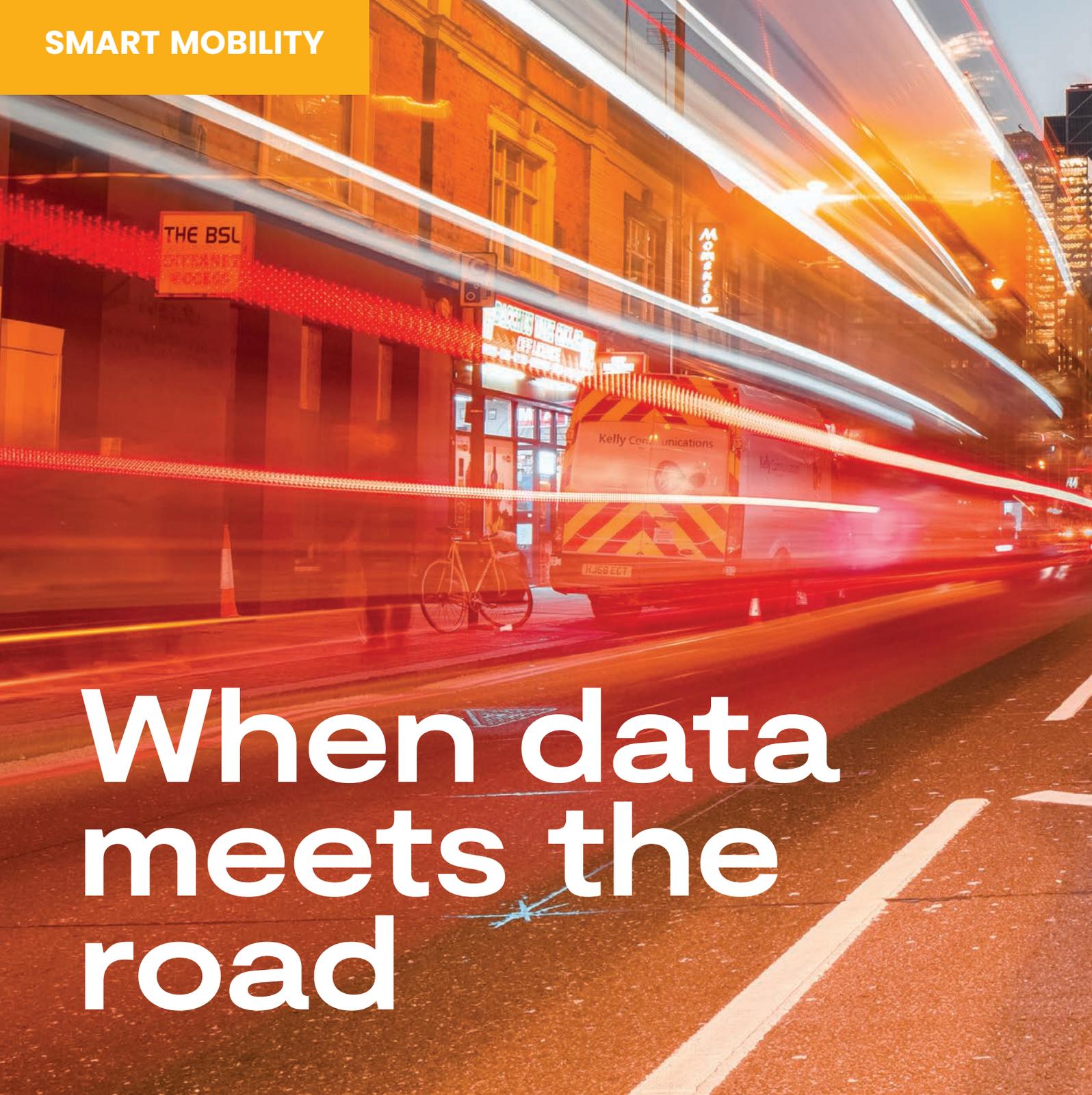
Integrating a sleeping giant

The longer-term vision extends well beyond individual councils. Tess wants to see school transport stop operating in isolation and become fully integrated with wider public transport networks – a shift she believes could reshape urban mobility for everyone.

"School transport moves millions of passengers every day," she says. "If we connect the data, planning and ticketing properly, it can play a much bigger role in reducing congestion, improving access to education and supporting more efficient local transport systems overall." She also points to decarbonisation initiatives, and says that smarter routing means fewer half-empty vehicles. That efficiency can be measured and reported – something Tess believes should be standard across the board.

MoveSmarter has been fully implemented at Powys County Council and is currently working towards implementation with two further authorities. The aim is to reach 100 local authorities within two years – a scale at which Tess estimates could deliver savings of between £200 and £300 million annually for the UK government.

"Saving money and growing the network aren't opposing ambitions," she says. "When you invest in integrated transport, you improve access to education, reduce congestion, and strengthen local economies. The conversations about efficiency and integrated transport systems are one and the same."



When data meets the road

A new Innovate UK-funded study has put fleet pressures – juggling delivery windows, city access rules, driver welfare – under the microscope. The results ask: what would happen if fleets and city authorities started sharing data with each other?

Project SLICED – Smarter Logistics through In-vehicle, City and Energy Data – was a feasibility study led by low-emission transport consultancy Cenex in partnership with Flexible Power Systems (FPS). The team engaged seven fleets, including logistics and emergency response operators collectively running more than 15,000 vehicles, alongside five regional and city authorities. The aim was to map the



challenges, opportunities, and barriers to smarter data use in urban environments, and to identify where real-world demonstration projects could add the most value.

The daily reality of urban fleet operations

Congestion topped the list of fleet inefficiencies, with one operator reporting that up to 30% of deliveries run late because of traffic delays.

Routing problems compounded the issue – fleets reported limited access to reliable live data on roadworks, flooding, bridge height restrictions, and temporary closures.

Steve Carroll, head of research and technical services at Cenex, says problems are often amplified for Heavy Goods Vehicles (HGV).

"With some HGV drivers, they're basically told not to follow diversions because you can't guarantee the

navigation isn't going to take them somewhere unsuitable. So, they need the office to re-plan the journey for them. The default systems in a lot of areas just aren't fit for purpose for fleets."

Time-based and noise-based access restrictions also created knock-on effects, compressing delivery windows into peak hours and increasing both congestion and the number of vehicles fleets need to operate. Urban design added to



the problem: narrow streets, pedestrianised zones, and height restrictions forced suboptimal routes and created additional risk during low-speed manoeuvring.

Electrification: new pressures on an already complex system

Fleet operators partway through their electric transition listed depot grid capacity as a significant concern, with many participants already needing power upgrades to support even small numbers of EVs. In situations where drivers would take vehicles home but lacked access to home charging, operators identified inefficiencies due to downtime lost to charging when drivers returned onsite. Public charging costs – potentially five to ten times higher than depot rates – added financial pressure for fleets dependent on it.

Operators also noted the absence of mature charge point booking and sharing systems. Arrangements to share charging infrastructure with partner organisations were happening, but on an informal, ad hoc basis without the software infrastructure to manage it properly. Emergency fleets faced the additional challenge of maintaining high battery readiness for unpredictable callouts.

Steve said opening access to private charging infrastructure owned by fleets or local bodies could remove a significant barrier to electrification.

"If a fleet or a local authority can open access to their private charging infrastructure, that reduces costs for the operator who needs it – and it helps the infrastructure owner generate a return on what they've already built. We're already seeing it happen informally in emergency services and local authorities, but nobody has really got the mechanics working properly yet in terms of billing and booking systems."

Data: plenty of it, but not where it's needed

Most fleets were already using routing and scheduling tools, telematics, and driver behaviour monitoring. Compliance metrics like harsh braking, idle time, and route adherence, were routinely tracked.



External camera systems were common, and interest in AI-enabled in-cab monitoring was growing, though privacy concerns and union negotiations had slowed uptake in many cases.

The issue was in how data was used and communicated. Dynamic city data – real-time traffic conditions, roadworks, infrastructure changes – was rarely fed into operational decision-making. Answers from fleets indicated they had enough raw data, but they needed consolidated systems which deliver clear directions.

City and fleet collaboration

On the city side, event planning, congestion monitoring, and road condition surveys are all becoming more data-driven, with several authorities moving towards continuous monitoring rather than the traditional twice-yearly specialist assessment.

The study found authorities expressed strong interest in receiving analysed, decision-ready information from fleets – not raw data streams – to support network management and planning. Steve says authorities and operators were "pushing on an open door".

"Both fleets and cities were willing to engage, they just hadn't had the avenue to do it. There's a real appetite

from fleet operators to be able to feed information back into cities. Even simple things, like flagging a traffic light where the timing seems wrong."

He said while there were often proactive efforts from cities to manage public transport, those conversations didn't often extend to fleet operators – even though there was plenty of overlap in terms of content.

Finding common ground

Despite different day-to-day priorities, the study identified clear shared ground between fleets and city authorities around safety and network efficiency. High-potential areas for collaboration included real-time data sharing on congestion and road disruptions, intelligent traffic light management for logistics and emergency vehicles, kerbside booking integrated with fleet scheduling and coordinated energy asset optimisation.

The study concluded that technical capability is not the primary barrier. Instead, fleets are struggling with integration, governance, and trust. Both fleets and city authorities need systems that provide meaningful insight without increasing administrative burden – and both need proof that the investment is worth making.

A second SLICED study is currently underway, with Cenex fitting vehicles with technology to collect real-time data on driving behaviour and road conditions, and working with local authorities to understand how that information can inform city design and network improvements.

If you're a city or fleet interested in taking part, please email: info@cenex.co.uk





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All aboard the driverless buses

Residents of Mildenhall, Suffolk were recently invited to jump on board a self-driving shuttle bus, as part of a trial looking at how the technology could improve local travel between villages.

Rural transport deserves more space in the smart city mobility conversation. The technology showcased at international conferences tends to assume density: dense populations, dense infrastructure, dense networks of existing routes. For the counties and communities that sit outside that frame, the picture looks very different – with fewer services and backup options if one service is cancelled, and more limited options for residents who need to get around.

A recent trial, led by Suffolk County Council, saw residents get to try out an automated shuttle bus – which one day not far from now, might be part of a long-term solution to link people between their homes, and larger mobility hubs.

Graeme Mateer, Head of Transport Strategy at Suffolk County Council, says integration will involve rethinking not just the vehicles on the road, but the logic of the network itself.

"We're not looking to replace buses everywhere," he says. "It's about filling

in the gaps where it's not viable to run a normal bus service, and building other systems that connect people with the places they want to go."

Project Adastra

Suffolk's transport challenge is one shared by many English counties: a large landmass, dispersed settlements, and a bus network that tries to serve everyone by passing through village after village – resulting in journeys that take far longer than they should. Graeme's team has been working to shift that model, developing a network of high-frequency corridors and investing in the infrastructure that connects people to them.

That's where Project Adastra arrived. Working with Smart City Consultants, the council applied for funding through the Centre for Connected and Autonomous Vehicles' Connected Automated Mobility stream. The result was a £325,000 feasibility study, delivered in partnership with Ohmio UK, exploring how autonomous shuttle buses could serve as the connective tissue

between communities and the county's wider transport network.

The vehicle at the centre of the trial is the Adastra prototype, built in New Zealand and designed from the ground up as a fully autonomous shuttle with no steering wheel, no driver's seat. It can carry up to 14 passengers at speeds of up to 40mph, though during the feasibility phase it has been operating with a safety operator on board and capped at 15mph. Two public demonstration events in Mildenhall and Lowestoft gave residents the chance to ride the shuttle and share their reactions.

Encouraging people to get on board

The council wasn't sure what people's reactions would be. Autonomous vehicles tend to attract strong opinions, and Graeme's team was aware that there might be hesitation. However, public reception was "overwhelmingly positive".

"Around 90% of people who've experienced it say they'd use it," says Graeme. "People can really see the



benefit – if you're getting around a small town, taxis aren't always available and it can be too far to walk. They understand the case for it."

Questions around personal safety remained, considering there would be no driver or safety operator on board. Graeme said they were working to address concerns around safety protocols with boarding vehicles late at night.

"We started asking: how do you feel about getting on as a single person, when there might not be anyone else on board at the time? And then someone else gets on later?" Graeme explains. "How do you reinforce the perception of safety? That's been really useful to understand, because it shapes what measures need to be in place for this to work in practice."

Building a mobility hub

The Adastra trial is part of a broader vision for Suffolk that includes a planned network of mobility hubs: multi-modal interchange points designed to bring together bus services, e-scooters, cycle storage,

EV charging and, potentially, autonomous shuttles.

One of the first of these hubs is planned at Adastra Park itself, as part of a major road improvement scheme between Seven Hills Junction on the A14 and Woodbridge. The site – which serves around 3,000 workers at the business and research park, a retail park, and a new 2,000-home development – is exactly the kind of location where a mobility hub is best suited. Graeme's team are working to bring multiple modes together, and make the choice to travel sustainably convenient.

"It's not just a theoretical exercise – what does an autonomous bus look like?" he says. "It's about how it actually works in practice. What infrastructure does it need around it to function? We're trying to solve a transport problem, not just an operational one."

Smart cities for all communities

This technology being tested quietly in Suffolk indicates the tools being

built to make urban transport smarter may prove just as valuable for communities well beyond city centres.

The feasibility study concludes at the end of March, and the council has submitted a bid for further funding to move from trial to delivery. Whether that bid is successful remains to be seen. But the work done so far has given Suffolk a solid foundation – on public attitudes, operational requirements, and the shape of the use cases most likely to succeed.

Currently, autonomous vehicles operating on public roads in the UK must carry a safety operator. That requirement is expected to change later this year, as the UK prepares for planned autonomous vehicle launches in London from American company Waymo and British startup Wayve.

"Assuming the legislation changes as planned, we'd look to develop this automated bus into a full service," Graeme says. "Going through the testing, proving it works, and then actually having it operating without anyone on board."



Building resilient operational HR functions with Tom Baker at MVP

The logistics sector is one of the UK's most fast-paced and operationally demanding environments. From warehousing and transport to supply chain management and distribution, success depends on a well-managed, compliant, and engaged workforce. As businesses continue to scale and adapt, the role of HR has become increasingly central to maintaining operational efficiency and supporting long-term growth.

"I've always been drawn to logistics," says Tom Baker, HR Recruiter at MVP, part of The Logistics Partnership. "It's a brilliant industry, but it comes with real pressure. Things move quickly, and when HR isn't right, you feel it straight away."

At MVP, we partner with logistics organisations to build strong, future-ready HR functions that can operate effectively in these environments. This includes supporting workforce planning, employee engagement, compliance, and long-term organisational design.

Tom specialises in placing HR professionals within the logistics sector, working closely with businesses across the UK to identify individuals who can make an immediate impact and grow with the organisation.

"I'm not just looking at whether someone can do the job," Tom explains. "It's about whether they'll actually work in that environment, with that leadership team, and with those challenges day to day."

MVP supports hiring across the full HR spectrum, from HR Administrators and Advisors through to HR Business Partners, Talent Acquisition specialists, Learning & Development professionals, and senior HR leadership, including C-suite appointments. Whether organisations require interim support,



project-based expertise, or permanent strategic hires, the approach is tailored to each business.

Logistics organisations often face complex HR pressures, including high-volume recruitment, TUPE transfers, retention challenges, union engagement, and managing large, shift-based teams.

"In my experience, those challenges are where the right HR hire makes the biggest difference," Tom says. "You need people who understand the pace and can handle those situations with confidence."

At MVP, the approach is consultative. Time is taken to understand each organisation's structure, culture, and growth plans, enabling the identification of HR professionals who not only meet technical requirements but also add long-term strategic value.

Successful recruitment goes beyond matching CVs to job descriptions. It requires insight, emotional intelligence, and a strong network. Over time, Tom has built relationships with high-calibre HR professionals who specialise in logistics, enabling MVP to deliver consistently strong shortlists.

"I spend a lot of time speaking to people in the market," he says. "Understanding what they're looking for, what motivates them, and where they'll thrive. That's what helps reduce risk for clients and improves retention."

Every candidate is carefully vetted for capability, cultural alignment, and long-term potential. Alongside this, MVP offers psychometric testing to provide deeper insight into hiring decisions, supporting stronger team fit and performance.

MVP also provides market insight to help clients stay competitive, including salary benchmarking, competitor analysis, and guidance on employer branding and talent attraction strategies.

Alongside his recruitment work, Tom runs HR networking events within the logistics sector, covering topics such as the impact of AI in HR and creating space for industry professionals to share insight and challenges.

"My goal is always to build long-term relationships," Tom adds. "If I understand a business properly, I can keep supporting it as it grows, not just fill one role and move on."

With nationwide coverage and a network that spans from the shop floor to the C-suite, MVP supports organisations across the UK, including in regions where attracting high-quality HR talent can be more challenging.

Whether scaling an HR team, restructuring a function, or seeking a recruitment partner that understands the realities of logistics, MVP combines sector expertise with a people-led approach.



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Shared micromobility

Shared micromobility has transformed from a curiosity into a cornerstone of urban transport – yet the policy frameworks needed to govern it have struggled to keep pace. With the English Devolution Bill on the horizon, that may finally be about to change.

Over the past decade, shared micromobility, short-term rental of lightweight vehicles (e.g. bikes, e-bikes and e-scooters), has moved quickly, from novelty to necessity in the UK's transport ecosystem.

However, national policy and legislation has since struggled to keep up with its rapid expansion. Eventually, it is anticipated that the emerging English Devolution Bill will allow strategic authorities¹ greater regulation and control over the design and operation of shared micromobility schemes.

A brief history

Through Santander Cycles (c. 2010), TfL laid the principle of shared micromobility in London with their docked cycle hire scheme. A few years down the line followed a couple of East Asian dockless bike operators, such as Ofo and Mobike (2017-2019), who despite being highly innovative and pioneering with their technology, failed to attain sustainable operations in partnership with local authorities, exiting the UK two years later.

The far more sustained and successful 'v2' electric assist dockless bikes, which we see now flourishing in urban areas, began operations in London with Jump (2019), followed by Lime (2019), Forest (2020), and a range of other UK operators more recently (e.g. Dott, Bolt, Voi).

Though this article will focus on shared e-bikes (in particular in London), it is worth noting that UK-wide e-scooter trials began in 2020 and have continued in phases whilst the DfT continues to gather

data on creating a new vehicle category for e-scooters (to legalise the vehicles).

Growth

Shared micromobility became an overnight hit in Covid-isolation world, where people sought travel outside of the 2-metre radius of their compatriots. Whilst in that period docked bike hire schemes also saw growth, perception grew that dockless e-bikes allowed an improved user experience, with e-assist decreasing exertion and free-floating schemes allowing for wider operational zones and flexible parking points not afforded by prior docked schemes.

As the world has 'reopened', shared micromobility has maintained its strong growth. Shared transport charity CoMoUK research shows that there are currently 2.6 million active users of shared bikes in the UK, with a combined fleet of 65k having doubled from 37k just two years ago². Shared e-bikes have continued to form a crucial component of the transport ecosystem, offering strong value connections in transport blackspots, last-mile trips, whilst also often being quicker than other 'traditional' fixed-route transport options in urban areas.

Regulation and policy

The governance of shared micromobility has lagged behind its take-up and unanticipated growth. In England, shared e-bikes schemes operate in a grey area of permissions, memorandums and local authority contracts. Local transport authorities have had limited regulatory powers





to shape how services operate on their streets, particularly in relation to fleet size, parking controls, data sharing and enforcement. Specific legislation does not yet exist to regulate the services on street effectively.

Upcoming devolution

The new and emerging English Devolution and Community Empowerment Bill is designed in-part to allow greater control and leverage on shared micromobility schemes for the strategic authority.

This offers a long-overdue opportunity for regulation to catch up, bring consistency and local power to a fast-moving market. Devolution should enable places nationally to manage shared e-bike schemes properly, in line with local networks, priorities and constraints. Where issues have arisen with bad parking or poor behaviour, it is hoped that Devolution will bring more power to the strategic authority to regulate operator behaviour with legislative levers.

Some London boroughs and operators have struggled with the patchwork approach across the capital, and therefore hope that Devolution will allow TfL to engage in a pan-London approach, establishing consistent rules, zoning, operations

and data across its 32 boroughs (plus the City of London).

Importantly, stronger local governance does not mean restraining innovation. On the contrary, clear and consistent rules can create a more stable environment for operators to invest, improve service quality and innovate responsibly. The lesson from cities across Europe (like Brussels) is that well-regulated micromobility markets are more sustainable, more equitable and better accepted by the public than laissez-faire approaches.

However, our understanding of the bill is that the Parliamentary procedures and consultations mean that it is unlikely to come into effect for at least another couple of years. This means that new 'interim' policy is still being created. We suggest that interim policy and agreements should acknowledge expected upcoming changes through the Devolution Bill.

Essential today, policy tomorrow

Shared micromobility in the UK is no longer an experiment. A cycle ride across central London will evidence that, with Lime, Forest, Voi and Bolt e-bikes ubiquitous on the city's cycle lanes, being used by a wide demographic profile.

The question is no longer whether these services have a role, but how they are governed.

Devolution provides the mechanism to corral rapid growth into something durable, balancing flexibility with accountability, and innovation with public interest. It will finally bring legislation up to speed with innovation and the popularity of shared e-bike schemes.

Steer advises both public and private sector clients across shared micromobility. Reach out to Tom at tom.gardner@steergroup.com to discuss their work further.

REFERENCES

1. Gov.uk Guidance on Strategic Authorities: A Strategic Authority is a legal body established through national legislation, notably the English Devolution and Community Empowerment Bill, that brings together two or more local councils to collaborate on, take collective decisions, and manage devolved powers across a regional geography. Existing combined authorities or combined county authorities will also become strategic authorities.
2. CoMoUK Shared Bikes Guidance Data from September 2025 (<https://www.como.org.uk/shared-bikes/overview-and-benefits>)



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Having completed a CILT(UK) qualification, how has this helped your Learners to further their career in Logistics and Transport?

The Transport Manager Certificate of Professional Competence (TMCP) is an essential qualification for anyone aspiring to become a Transport Manager. We have a proven track record of learners using this certification to enhance their careers with their existing employers or to secure new roles and opportunities within the logistics and transport sector. This qualification not only meets a legal requirement for transport management but also significantly boosts professional credibility and opens doors to senior positions.

What future developments are planned within your organisation in relation to Logistics and Transport qualifications?

We will remain focused on our core product set while exploring different delivery methods to provide greater flexibility for learners. This includes plans to introduce in-person learning options and offer support to help learners find a job once completing their professional licence training with us – also including the development of eLearning platform and Transport Manager app in 2026. As a flexible and dynamic organisation, we are also committed to adapting our approach to meet evolving business requirements and industry needs.

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Our organisation offers the Transport Manager Certificate of Professional Competence (TMCP) qualification. This is a nationally recognised and essential certification for anyone looking to become a Transport Manager HGV and PCV in the UK. The TMCP equips learners with the knowledge and skills required to manage transport operations effectively and in compliance with industry regulations. It is a cornerstone qualification for career progression within logistics and transport, opening doors to senior roles and enhancing professional credibility.

What method of study do you provide?

We currently deliver our courses through online tutor-led sessions, providing learners with interactive, structured guidance from experienced trainers. This approach offers flexibility while maintaining a high level of engagement and support. Looking ahead, we are planning to introduce in-person and self-study learning options in 2026, giving learners the choice between self-managed, online and classroom-based study to suit their preferences and learning styles.

What method of assessment is offered?

Learners are required to complete the online exam, however we will be looking to add a paper based option in 2026 for delegates to attend an in-person CILT(UK) examination. This ensures that the assessment process meets the rigorous standards set by CILT(UK) and provides learners

with a formal, accredited evaluation of their knowledge and competence.

What additional learning support are you able to provide for Learners?

We can offer revision sessions to help learners consolidate their understanding and prepare effectively for assessments – with both home-study options as well as in-person options available. In addition, we provide access to standard CILT learning resources, WhatsApp group with their trainer for out of hours support and group discussions ensuring learners have the essential materials and guidance needed to succeed in their qualification.

What resources do you have available for Learners studying with you?

Learners studying with us have access to official CILT approved study packs, which provide comprehensive coverage of the syllabus and support effective preparation for the Transport Manager CPC qualification. These resources are designed to ensure learners have the essential information and guidance needed to succeed. In 2026 we will be adding an eLearning platform and Transport Manager app to support learners during their studies and once they have passed their exams.

In addition to the CILT(UK) AO qualifications you offer, what other qualifications are offered by your organisation that may help people to further their career in Logistics and Transport?

We provide a wide range of courses designed to support the logistics industry and help individuals progress

The coach that connects

Smart cities thrive when people can reach them. FlixBus Senior Managing Director Andreas Schorling explains how affordable, tech-powered coach travel is quietly becoming one of the most effective tools for connecting communities to urban centres.



i Author: **MIKE TAYLOR CMILT**

FlixBus, founded in Munich in 2011 by university colleagues Daniel Krauss, Jochen Engert and André Schwämmlein as a long-distance express coach booking platform using third party coaches in FlixBus branded livery. The trigger was the deregulation of the German coach market in 2013; the concept quickly spread across mainland Europe. By 2016, FlixBus had connected Britain to its express coach network with direct services from London to Paris, Amsterdam etc.

A strategic change for FlixBus was the acquisition in 2019 of the domestic Turkish express coach operator Kamil Koç, which came with a fleet of over a 1,000 coaches, the Kamil Koç brand name was retained. In 2021 FlixBus purchased US Greyhound Bus Lines from First Bus, with its fleet of nearly 2,000 buses, FlixBus again deciding to retaining the iconic brand of Greyhound. However, FlixBus took its platform model to Brazil (2021); Canada (2022), Chile (2023); India (2024); Mexico (2025) and Australia (2025).

FlixBus UK domestic long distance express coach services were launched in April 2021, it began with a twice daily express coach service connecting Cardiff, Swansea, Bristol and London before adding 30 more destinations by July of the same year. Since 2021 FlixBus UK has grown to its present-day size of 200+ vehicles, 80+ domestic destinations, served by 20+ partner coach operators, requiring a PVR 152.

FlixBus's business model bring together buyers and sellers with its tech platforms. Like the hotel booking platform 'Booking.com', FlixBus is an asset light business, its assets centred around its intellect of its staff, software and brand. It's not a coach operator and therefore does not hold a Public Service Vehicle (PSV) operator's licence, its partner owns the coaches and therefore responsible for compliance issues.

On a sunny autumn morning I made my way up from Eastbourne to London to meet the Senior Managing Director Andreas Schorling of FlixBus UK at their office in London. In a light airy interview room, we sat down to cheque out the progress of FlixBus since it commenced operation United

Kingdom domestic long distance express coach services.

Born in Sweden Andreas' family moved to Italy where he grew up, his childhood was relatively normal. A mixture of completing a master's degree in engineering and aeronautics, a gap travel year, followed by a master's degree in business management. Employment opportunities brought him to the United Kingdom and to FlixBus, the attraction of building a new brand as an effective 'start up' and FlixBus' focus on sustainability. Launching a transport business at the tail end of the Covid-19 lock down was not ideal, producing challenges on online meetings new coaches partners, operational capacity governed at a maximum 50% coach capacity.

FlixBus defines its business is through the lens of the demand side customers viewpoint rather than the supply side of the coach operator. Therefore, its sees itself assisting travellers to move from one destination to another, affordably, sustainably and reliably. Operationally this means FlixBus is not constrained by specific coach routes, but more by the journeys customers undertake.

In a well-established market like British long distance express coach, with an established market leader, Andreas is proud that in recent market research FlixBus brand awareness was significantly higher than the previous year. The essence of FlixBus's differentiator, which is about making from the point of booking a ticket to arrival at the destination a simple and quality experience. Underpinning that is the FlixBus team and its partner coach operators, and coach network they have established. With its massive customer database, I raised the question of a FlixBus loyalty scene, but that would come with an

Andreas Schorling,
Senior Managing
Director, FlixBus



administrative cost and direct loss of seat revenue. It's not out of the question, says Andreas, but the focus is more on timetables, frequencies and travel times, attractive prices and service and increasing ridership.

During the first few years of operation in the United Kingdom there were initial challenges. Andreas puts this down to the lack of face-to-face contact with coach partners due to Covid-19. Now he considers that FlixBus has a good balance between corporate transport brands like First and Go Ahead, with scale and structure, and SME family businesses which have speed and agility. With FlixBus USA subsidiary closing many of its 'bus terminals' my next question was whether FlixBus UK had any intention of operating its own coach stations with the aim of enhancing the passenger customers journey experience. A little hesitancy from Mr Schorling, but response was negative for the foreseeable future. The capital cost but more importantly operating costs are the major barriers, coach stations need to be customer safe places, clean, well-managed to really work for FlixBus.

Asked about Government assist for the long-distance express coach sector, which was sadly lacking during Covid-19, Andreas identified reduction on fuel tax; free travel for 18-21 year olds which has had a very position effect on coach passenger numbers in Scotland, and finally dedicated coach only lanes on motorways and dual carriageways into large urban area which should make coach a more attractive option to private car owners.

On a more light hearted note our meeting finished with BBC Radio Four 'Desert Island Discs' – identifying a record, book and luxury you would take to your desert island. Andras pondered a little

Record – Oasis 'Wonderwall'

Book – 'Crime and Punishment' by Fyodor Dostoevsky

Luxury – reading chair for the beautiful tropical beach

Since my interview, Andreas has been promoted to Vice President of West Europe at FlixBus – covering the UK, France, Belgium, the Netherlands and Luxembourg.

COMMUNITIES

Regions, Nations, & Groups

01536 740116

regions@ciltuk.org.uk

www.ciltuk.org.uk/regions

Forums

01536 740140

forums@ciltuk.org.uk

www.ciltuk.org.uk/forums

SCOTTISH REGION

Visit to Scottish Gas Murrayfield

Brought into use 101 years ago in March 1925, Murrayfield is Scotland's largest stadium and the fifth-largest in the UK. Rebuilt in 1994, it seats 67,130 fans – and when the pitch is set out for concerts that number expands to over 72,000. David Bowie was the first artist to play Murrayfield, back in 1983. The location is highly accessible with its own tramstop, Haymarket Station a comfortable walk away and the A8 nearby for frequent buses including the Airlink service to Edinburgh Airport. Other sports can be found nearby including ice-skating, curling and cricket.

The rugby season comprises the autumn tests and the Six Nations. When the season is over, the pitch is killed and boards put down for any summer events including this year concerts by Zach Bryan, Luke Combs and Bon Jovi.

Unlike in England, everything related to national rugby north of the border belongs to the Murrayfield-based Scottish Rugby Union, including the professional teams Edinburgh Rugby and Glasgow Wanderers. Founded in 1993, the national women's team plays at Hive Stadium on Murrayfield's back pitches because its capacity is more in keeping with the typical turnout.

Rugby may be an old game, traditionally strong among families notably of farming stock, but Scottish Rugby staff are predominantly young, with more women than men. The commercial department is the biggest earner, from supporters such as Arnold Clark, Vodafone, Macron and stadium sponsor Scottish Gas, for Scottish

Rugby is not-for-profit and any takings go back into the game

The Calcutta Cup dating from 1879 is proudly on show, having been won by Scotland in this year's annual contest with England, and other displays include a celebration of Doddie Weir in whose name a trust My Name's Doddie (recalling the no 5 position in which he played) raises funds for research into Motor Neurone Disease. The press

gallery and a bust commemorate Bill McLaren, the 'voice of rugby' from 1953 to 2002. In the changing room the seat belongs to the position. No-one is bigger than the team, and the matchday rituals encourage the team spirit. Nearby rolls of honour list the men and women who have so far played for Scotland. An icebath cools muscles after the game.

One hundred volunteers comprising the 'blue crew' help look after spectators on match days.

Preparations for the autumn tests and for the Six Nations start six months in advance, so that even while the national team is playing abroad over the summer the office is busy selling tickets.

John Yellowlees FCILT



Professor Alan McKinnon on carbon dioxide removal

Since the 1970s the presence of carbon dioxide in our atmosphere has risen from 1.5 to 3.5 parts per million, resulting in an inexorable global temperature rise. The UN Conference of the Parties has met thirty times, but the world has already overshot the target set at Paris in 2015 and now has to contend with a climate-denying regime in Washington, where Trump's Environmental Protection Agency head Lee Zeldin has declared that he is 'driving a dagger straight into the heart of the climate-change religion'.

The goal of Net Zero seeks to balance mitigation with carbon sequestration. It is important to distinguish the capture of CO₂ before release, with scrubbing devices on chimneys, from its removal thereafter. Bio-energy carbon capture and storage (BECCS) includes nature-based methods such as afforestation and ocean fertilisation (to supercharge carbon-munching plankton), while mechanical-geochemical methods include enhanced rock weathering (involving the spreading of mainly silica rocks on cropland) and ocean alkalinity enhancement. Scattering of biochar (a charcoal-like substance produced by the pyrolysis of biomass) combines the nature-based and mechanical-geochemical approaches. Direct Air Carbon Capture and Storage (DACCS) which filters the atmosphere is one of many methods of carbon sequestration after release, but is a 'thermodynamic slog' since filtration of 1600 tonnes of air may capture only 1 tonne of carbon dioxide.

The Intergovernmental Panel on Climate Change in 2022 saw a need for BECCS and DACCS to remove 360 bn tonnes from the atmosphere by 2100. Iceland has the world's largest CDR plant (see photo below), but even it removes only a tiny fraction of its target capacity of 36,000 tonnes per annum. Metallic Organic Frameworks are now being hailed for their ability to mop up pollutants including CO₂, turn toxic substances benign and make water from desert air.

Clustering of Carbon Capture and Storage in coastal locations should reduce freight movements and share infrastructure, but to increase the geographical spread the UK is

promoting non-pipeline transport. Paying others to cut one's carbon emissions may become a major source of revenue for CDR operations but require detailed analysis of the logistics-related emissions across CDR supply-chains.

There are five reasons for investigating logistics of Carbon Dioxide Removal:

- Estimating the nature and amount of freight movement likely to be generated
- Assessing its logistical feasibility at the required scale to meet climate targets
- Measuring the logistics-related emissions from the end-to-end CDR supply chain
- Determining how supply chains can be optimised in terms of net removal, energy-use and cost
- Exploring the business opportunities for logistics service-providers.

John Yellowlees FCILT



CONSTRUCTION LOGISTICS FORUM

Smart cities smart construction

With an increasing population and associated demand for more and better infrastructure, we are faced with managing a multitude of challenges affecting daily life and our natural environment. As a result, we have some very challenging tasks ahead:

- Keeping our roads safer especially during increased demand
- Achieving net zero carbon and reducing construction associated air pollution
- Ensure our communities have access to the network and facilities during roadworks and development

Desmond Tutu quoted:

“Do your little bit of good where you are; it’s those little bits of good put together that overwhelm the world.”

Being ‘smart’ where we are, is what the Construction Advisory and Innovations Team at Transport for London’s (TfL’s) streets team have embraced and our statement ‘every journey matters’ is our focus! We scrutinise design and methodologies and support the industry through sharing lived experience and help deliver approaches that balances all needs.

Smart construction is about valuing those that negotiate the temporary space such as hoardings, gantries and traffic management. There are over 16.1 million disabled people in the UK and many invisible and visible communities are severely impacted by temporary design e.g. loss of dropped kerbs, restricted widths, adverse gradients, darkened areas, inaccessible crossings and diversion routes and overwhelming environments (noise, vibrant colours, complex patterns, and over complicated/confusing signage). We also highlight the concerns of fear of crime and the importance of designing-out opportunity crime.

We supply a variety of training packages and assessments for constructors and councils to help



raise awareness of how those that walk, wheel and cycle are impacted by construction and how to place community at the forefront of design. These involve classroom presentations, workshops and active experiences that helps embed the learnings we share.

Smart Logistics is about valuing the people on the frontline of construction – a driver and the traffic marshal focus. Consideration supplies efficiency resulting in safer, less congested roads and reductions of associated pollution.

Driver fatigue is a contributing factor of 20% of road collisions and a quarter of serious and fatal collisions. Sending drivers on holding loops, limited facilities to use for tachograph breaks and negotiating London’s congested roads can lead to stress and tiredness.

Holding areas are a great way to help regulate vehicles and give drivers a place to rest and re-energize. We help source such facilities which supply big benefits to projects. A holding area we supplied for the 40 Leadenhall development was utilised by over 26,000 vehicles during the project programme.

Early doors agreements are a method we also promote and set up. Arriving to site at 8.30am precisely is not an easy task with many drivers setting off earlier to avoid congested roads then waiting on nearby roads or looping until the site opens. Working with Planning Authorities there are often opportunities to allow vehicles on site earlier than set start times by using a strict park up, switch off and wait policy.

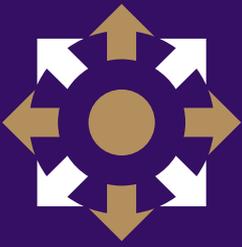
In addition, where practicable, we utilise signal timings, support river and canal use, arrange cargo bike deliveries amongst other innovative methods of delivery.

Elite Marshal training is about valuing frontline staff. We supply empowerment training that gives teams increased knowledge and awareness to recognise the challenges many communities experience at construction and how to communicate and assist considerably.

We then set up agreements with logistics teams on regimented methodologies which frontline staff have the opportunity to champion.

All the interventions arranged require signing of a Memorandum of Understanding (MoU) to confirm the collaborative work.





The Chartered
Institute of Logistics
and Transport

CILT(UK) Golf Forum

Driving connections on and off the course



Whether you are a seasoned Club golfer or looking for some relaxed competitive golf, the CILT(UK) Golf Forum offers an exclusive opportunity to connect with fellow professionals across the logistics and transport sector.

- ✓ Network and build meaningful professional relationships in a relaxed, social setting.
- ✓ Play at top-quality, traditional members' clubs — enjoy classic golf courses and great venues.
- ✓ Gain access to great value events organised with members (and their guests) in mind.
- ✓ Combine a love of the sport with career-building opportunities: the Forum's membership reads like a 'who's who' of the industry.

Thinking of joining?

Contact forums@ciltuk.org.uk to find out more. CILT(UK) Members welcome.

Join us and make the most of your membership.

FORTHCOMING COURSES

For queries and to stay up to date with online courses, contact the relevant department.

CILT Awarding Organisation:
01536 740170 or ao@ciltuk.org.uk

PTRC Courses:
020 7348 1970 or info@ptrc-training.co.uk

📞 01536 740166 📧 pd@ciltuk.org.uk 📧 info@ciltuk.org.uk

CILT ONLINE COURSES

FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2

SUPPLY CHAIN PRINCIPLES AND CONCEPTS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2.5

FUNDAMENTALS OF STAKEHOLDER MANAGEMENT



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 1.5

AWARDING ORGANISATION

AEO CERTIFIED PRACTITIONER

Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

ADVANCED CUSTOMS PRACTITIONER



Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

CERTIFICATE OF CUSTOMS COMPETENCY



Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 28

DIPLOMA IN PRACTICAL TRADE COMPLIANCE

Centre: Morley Consulting Training Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 12

LEARNING & DEVELOPMENT

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

30 March (Virtual day)
20-24 April (In-person training week at Corby)
Centre: CILT(UK) Learning Centre
Location: Corby
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS REFRESHER FOR PASSENGER TRANSPORT

13 & 16 April
Centre: CILT(UK) Learning Centre
Location: e-Learning & Online Classrooms
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 10

CILT(UK) LEVEL 3 PRACTITIONER CERTIFICATE IN LOGISTICS, SUPPLY CHAIN AND OPERATIONS MANAGEMENT

26 April
Centre: CILT(UK) Learning Centre
Location: e-Learning & Online Classrooms
Booking:
learningcentre@ciltuk.org.uk

CILT(UK) LEVEL 5 PROFESSIONAL CERTIFICATE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

26 April
Centre: CILT(UK) Learning Centre
Location: e-Learning & Online Classrooms
Booking:
learningcentre@ciltuk.org.uk

CILT(UK) LEVEL 6 ADVANCED PROFESSIONAL DIPLOMA IN SUPPLY CHAIN NETWORKS

26 May
Centre: CILT(UK) Learning Centre
Location: e-Learning & Online Classrooms
Booking:
learningcentre@ciltuk.org.uk

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

30 June (Virtual day)
20 July-24 July (In person training week at Corby)
Centre: CILT(UK) Learning Centre
Location: Corby
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

CPD E-LEARNING SHORT COURSES

Online - anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: Various

OLAT - ROAD HAULAGE E-LEARNING

Online - anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

TMCPC FOR PASSENGER TRANSPORT VIA SELF STUDY

Online - anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 40

TMCPC FOR ROAD HAULAGE VIA SELF STUDY

Online - anytime
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 40

WHAT'S ON

☑ Nations, Regions & Groups
01536 740116
regions@ciltuk.org.uk

☑ Forums
01536 740140
forums@ciltuk.org.uk

☑ Events
01536 740148
events@ciltuk.org.uk

CILT Corporate

CILT Forums

CILT National

CILT Regional

CILT Association

APRIL

13th

THE WAREHOUSE OF THE FUTURE: WHY LOGISTICS SHAPES MODERN LIFE

19:00 - 20:45

Location: Jubilee Building room 31, University of Sussex, Falmer, Brighton BN1 9RH + **Online**

Speaker: Clare Bottle FCILT, Chief Executive, UKWA

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 1.5

14th

CUCKMERE BUSES - 50 YEARS AND COUNTING

17:30 - 19:00

Online

Speaker: Philip Ayers, Managing Director; Wayne Evenden, Engineering Director

Cost: Members: Free
Non-members: £5 inc. VAT

15th

CONTEX PORTAL - LOGISTICS AND MANUFACTURING EVENT

09:30 - 12:00

Location: Fruehauf Grantham Houghton Road, Grantham, NG31 6JB

Speaker: Various

Cost: Members: £12 inc. VAT
Non-members: £12 inc. VAT

CPD hours: 1.5

ALTERNATIVE FUELS IN CONSTRUCTION SECTOR VEHICLES

09:30 - 10:30

Online

Speaker: Daniel Whaley, National Logistics Optimise & Development Manager (DW) - Tarmac; Dominic Scholfield, Mobility Team Leader, Cenex

Cost: Members: Free
Non-members: Free

CPD hours: 1

FULL STEAM AHEAD, A PRESENTATION 'MAKING STEAM ACROSS THE WORLD'

18:00 - 20:00

Location: Station Approach, City Centre, Reading RG1 1LZ + **Online**

Speaker: Brain Hains, Volunteer, Didcot Railway Centre

Cost: Members: Free
Non-members: £5 inc. VAT

16th

THE FUTURE IS AIRLANDER! A VISIT TO HYBRID AIR VEHICLES

13:00 - 15:30

Location: Hybrid Air Vehicles Ltd, Technology House, 239 Ampthill Road, Bedford, MK42 9QG

Cost: Members: Free
Non-members: £10 inc. VAT

CPD hours: 1.5

18th

SPRING IN YOUR STEP NETWORKING AT PITSFORD RESERVOIR

10:00 - 13:00

Location: Brixworth Country Park, Northampton Road, Brixworth NN6 9DG

Cost: Members: Free
Non-members: Free

20th

BORDERS RAILWAY EXTENSION

18:00 - 19:00

Online

Speaker: Peter Heubeck

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 0.5

21st

LOGISTICS: £5, PEOPLE & %AGES

13:00 - 14:00

Online

Speaker: Kirsten Tisdale FCILT, Director, Logistics Consulting, Aricia Ltd

Cost: Members: Free
Non-members: £5 inc. VAT

CPD hours: 0.5

23rd

FREIGHT MATTERS - TRIPLE ACCESS PLANNING FOR GOODS MOVEMENT

12:30 - 13:30

Online

Speaker: Daniela Paddeu, Associate Professor of Sustainable Freight Futures, University of West of England (UWE)

Cost: Members: Free
Non-members: Free

CPD hours: 1

Full listings of Associated events can be found online:
[ciltuk.org.uk/events](https://www.ciltuk.org.uk/events)

MEMBER ELECTIONS

The following members have been elected to **Institute Membership** and are now entitled to use the post-nominals **MILT**

Praveen Thamarai Kannan

Joe Mustapha Dominic

Daria Embrey, Supply Chain Manager, MOD

Christine Cole, Operations Manager, DE&S

Ciaran Urry-Tuttiatt, Transport Operations Manager, Treloar Trust

Dhamithri Rajapakshe, Logistic Assistant, Jainco UK Ltd

Milena Pencheva, Managing Director, ProLine Project

David Jenkins, Regional Manager for Supply Chain, Transport and Logistics, NHS Wales

Tony Robinson, Supervisor, Go Ahead

Ceri Ashford, Operations Manager, DE&S

Colin Thompson, Fleet Administrator, RAF

Ian Young, International Transport Manager, Sealane Freight Ltd

Helen Brown, Supply Chain Manager TS1, DE&S

Claire Evans, Operations Manager, Civil Service

Suranga De Silva, Manager Operations, SWL Constructions Limited

Christopher Blick, Network Performance Manager, Saint-Gobain

Phil Holmes, Operations Supervisor, Tetleys Motor Services Ltd

Leigh Stewart, Strategic Commissioning Officer, Angus Council

Thomas Platt, Logistics Compliance Manager, Holcim UK Ltd

Neil Kennedy, Transport Manager, JP Mini Coaches Ltd

Marc Okunnu, Warehouse Associate, Tesco Distribution

Scott Meredith, Branch Manager, Travis Perkins

Shuaib Shittu, Logistics Assistant Transport, Aldi UK

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

Graham Dike, Associate Director, WSP

Kevin McKeating, Senior Operations Manager, Civil Service

Kris Reid, Group Transport Operations Manager, Independent Builders Merchant Group

Nigel Crouche, Operations Manager, Quality Beverages Ltd

Zachary Leslie, Operations Director, Yahire Ltd

Michael Hendy

Glenn Wolstencroft, Senior Transport Contract Manager, Hertfordshire County Council

Gavin Handley, Movement Operations SNCO, Army

Catherine Donald, Senior Inventory Manager (Professional I), DE&S

Liam Duffett, Head of Transport, Beaver Bridges Ltd

George Cox, Royal Air Force Liaison Officer – Europe, RAF

Mengmei Tang, Associate Transport Modeller/Planner, WSP

Jack Wright, Operations Manager, Stagecoach East Midlands

Balazs Hruboczki, Senior Logistics Consultant, BH Distribution & Logistics Advisory Ltd

Peter Penman, Operations Director, Yorkshire Travel Group Ltd

David Rowland, Petroleum Operations Manager, Rix Petroleum Ltd

Matej Fuchs, Lecturer, Higher Colleges of Technology

Peter Wells, Supply Chain Manager, BAE Systems Arabian Industries

Lewis Bonthron, Regional Fleet and Transport Manager

Atiemoria Ebhodaghe

Sean Allan Dsouza, Head of Operations, STS Group

Charles Dodson-Wells, Head of HGV, DPD UK Ltd

Carl Basker, Regional Operational Excellence Lead (South), Muller UK

Adrian Smith, Operations Manager, DE&S

Cristina Sofronov, Operations Manager, DE&S

Venuha Kamalraj, Senior Engineer, AtkinsRealis

Kevin Coulson, Health Courier Service Area Manager, NHS Wales Shared Services Partnership, Health Courier Service

Huy Phan, Lecturer in Business and Management, University of Lancashire

Matthew Pithers, Head of QH3SE, GXO Logistics Ltd

Senthi Sivanathan, Principal Transport Planner, AECOM

Jacob Pratabaraj, Lecturer, Muscat University

Laura Lelliott, Principal Engineer, WSP

James Taylor, Logistics Support Officer, DE&S

Stephen Lewis, People Coach PII IM, Civil Service

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

Ryan Blackburn, Managing Director,
Cartonplast UK Ltd

Tony Clark, Senior Lecturer Leadership,
Management and Strategic Capability,
Cranfield University

Roger Kilshawe-Fall, Associate
Logistics Director, MACE Construction

John Andrew, Project Manager,
Fairhurst LLP

William Maloney, Principal Supply
Chain Manager, BAE Systems

Brian Kenny, Training Director, Road
Haulage Association

Sarah Gourlay, Senior Account
Manager, Midland Expressway Limited

Ian Frost-Marchant, Operations
Manager, Civil Service

Vanessa Sweeney, Director – Transport
Manager, Bicester Transport

Mike Watkins, Managing Director,
DigiHaul Ltd

Alan Gradwell, Business Development –
Sales Director, Maersk Logistics &
Services UK Ltd

Pairach Piboonrunroj, Assistant
to the President, Chiang Mai University

David Terry, Business Owner –
Consultant, Terry Associates
Consultants Ltd

Matt Veasey, Head of Operations,
Supply Chain & Transport, Ministry
of Justice

Teja Bharath Nelluri

Phil Mckennell, Sales Director, Sirma

Stephen Richards, Quartermaster,
Army



MEMBER RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in April. This list was compiled on 26th February 2026 and includes those members who qualify up to 30th April 2026.

5 years (2021)

Carl Power CMILT
Gareth Lea CMILT
Christopher Howard CMILT
William Theakston CMILT
Leann Bliszko CMILT
Daniel Milnes CMILT
Adam Goode CMILT
Richard Prag CMILT
Dean Shalloe CMILT
Ahmed El-Said CMILT
John Mclean CMILT
Claire Mann FCILT
Craig Childs FCILT
David Mather FCILT
Thomas Johnstone FCILT
Paul Grafton FCILT
Lee Clayton FCILT
Albert Samuel Baio MILT
Dan Cunliffe MILT
Neil Watkins MILT
Janette Bell
Vincent Lemonnier
Georgina Rogers
Tom Berry
James Gallagher

10 years (2016)

John Garvey CMILT
Neil Kerr CMILT
Neil Glaskin CMILT
Sam Hardwick CMILT
Paul Key CMILT
Timothy Wall CMILT
Pamela Gidney CMILT
James Finch CMILT
Dan Bassett CMILT
Darren Summerley CMILT
Alexandre Metreveli CMILT
Graham Sheridan CMILT
Neil Ethell FCILT
Alan Smith FCILT
Michael Pawelczuk FCILT
John McDaid FCILT
James Wright FCILT
Simon Gold MILT
Liam Doyle MILT
Gary Waller MILT

20 years (2006)

Paul Gibson FCILT
James Palmer FCILT
Jo Godsmark FCILT
Diane Southwick FCILT
Gavin Shannon FCILT
Stephen Ames MILT

30 years (1996)

Stefan Sanders CMILT
David Bryan CMILT
Andrew Skinner CMILT
Rodrigo Garcia-Bernal CMILT
Andras Mak CMILT
David Chambers CMILT
Lee Lewis FCILT
Jonathan Shipsmith FCILT
Lee Sargent

40 years (1986)

Bernard Robinson CMILT
Peter Tod FCILT
Neil Gould FCILT
Francis Hawes FCILT

**SIMON
GOLD**
MILT



“CILT membership provides a strong professional network and supports continued development, helping me stay connected with wider industry thinking and best practice.”

**MICHAEL
PAWELCZU**
FCILT



“Having been a member of CILT for the past 10 years, and now a Chartered Fellow, I value the Institute’s role in promoting professional excellence, continuous development, and collaboration across the logistics and transport sector. CILT provides a vital platform for sharing knowledge and shaping the future of our profession.”

**LEE
LEWIS**
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