The Chartered Institute of Logistics and Transport Ireland

Submission to the Department of Transport for the Public Consultation on the Ten-year Strategy for the Haulage Sector

28 June 2021

The Chartered Institute of Logistics and Transport (CILT) Ireland welcomes the Department of Transport commissioning of public consultation of the **Ten-year Strategy for the Haulage Sector**. We complement the Department of Transport on their achievements to date and support the department with their continued good work and initiatives in modernising and promoting a low-carbon transition in the Irish haulage sector.

The Department of Transport sought views on the development of a strategy for the haulage sector and implement a 10-year strategy for the sector to improve efficiencies, standards, and helping the sector move to a low-carbon future. A total of 26 questions in 8 key areas have been raised in the *Ten-year Strategy for the Haulage Sector First Consultation Document*[1].

In the following sections, we would like to put forward some key points to address the issues related to Environmental and Decarbonisation, Labour Market and Skills, Intermodal Transport, Road Safety, and COVID-19.

[1] The full document is available at https://www.gov.ie/en/consultation/0dfc7-public-consultation-on-ten-year-strategy-for-the-haulage-sector/

1. Environmental/Decarbonisation

The Department of Transport is seeking views on how to decarbonise the haulage sector, with questions being raised regarding the uptake of alternatively-fuelled HGVs, urban consolidation centres, and collaborations within the sector. We address the questions in the following sections.

1.1 What is needed to incentivise the take-up and usage of a greater number of less polluting HGVs? What is needed to incentivise less polluting Light Commercial Vehicles?

The road haulage sector, including both light and heavy goods vehicles, accounts for over 27% of total transport emissions in Ireland. According to SEAI[2], among all road freight activities, delivery of goods to wholesalers and retail outlets was the largest source of freight energy demand in Ireland, followed by import and export of goods, as measured by tonne-kilometres.

The Department of Transport indicated in the strategy document that the '*carbon emissions from heavy goods vehicles need to be reduced by 15% by 2025, and 30% by 2030 relative to average emissions over the period from July 2019 to June 2020*'.

To decarbonise road freight transport, researchers have been working on decoupling the link of economic growth to logistics emissions through operational efficiency and technology. **However, much of the logistics clean vehicle technology is still in its infancy** such as electric vehicles for long-haul freight transport, bio-methane gas-run vehicles, and hydrogen.

A recent study in the US[3] compares the potential cost saving of electric trucks with diesel trucks; the finding suggests that an electric truck with a 375-mile range can offer about 13% lower total cost of ownership per mile than a diesel truck, about 3-year payback, and net present savings of about US$200,000 over a 15-year lifetime.

[2] https://www.seai.ie/data-and-insights/seai-statistics/key-statistics/transport/s

[3] https://eta-publications.lbl.gov/publications/why-regional-and-long-haul-trucks-are

Again, almost any of these clean technologies will require significant upfront investment costs for both vehicles and infrastructure for charging or fuelling. Otherwise, the scalability won't be achieved to harness the true potential of carbon-friendly vehicles.

CILT welcomes and complements the Department's policy support towards decarbonising the Irish road haulage sector in the past two years. Following the *Low Emissions Vehicle Toll Incentive Scheme*, the government has recently announced the *Alternatively-Fuelled Heavy Duty Vehicle Purchase Grant Scheme* for road freight operators. Considering Ireland's almost 40,000 heavy goods vehicles are diesel-fuelled and 45% of which are over ten years old, this has the potential to stimulate uptake of cleaner vehicles.

There are a few key actions and discussion points required for the haulage sector in Ireland, with the following measures generated from CILT's recent policy study[4]:

- **Clean vehicle technologies** such as battery-electric vehicles, bio-gas, or hydrogen-fuelled vehicles demonstrate promising projections to mitigate carbon emissions. Yet these technologies for long-haul freight transport still need further maturing and scalability to offer at a commercially viable price for road freight operators.
- **Sustainable urban freight measures** such as 'cargo bikes' have been considered with a great positive impact on the last-mile delivery. However, a proper bikeway network design is needed in urban areas to ensure road safety for pedestrians and cyclists in our cities.
- **Reviving rail freight** in Ireland could potentially shift some of the road freight volumes to the more environmental-friendly rail mode. Paradoxically, rail freight in Ireland is facing great challenges to grow and has dropped to one of the lowest levels in terms of modal share among other EU states. The cost-efficiency and viability of the modal shift in the Irish context are still debatable.

[4] Transport Policy Review, CILT Ireland, 2021. Available at - https://www.cilt.ie/Portals/0/adam/FAQ%20with%20Categories/xmCCiwUjd0-4WcgbVei9cQ/DocumentLink/CILT-Ireland-Policy-Research-Report-ONLINE.pdf

Factors such as infrastructure investment, freight quantity, density, and distance travelled need to be considered. (see also in **section 3.2**).

- **Soft policy measures** towards green technology adoption and sustainability education should include wider audiences, thus encouraging positive behavioural change and foster collaboration among actors along the supply chain.

1.2 Would more consolidation/distribution centres assist in better management and distribution of goods within Ireland?

Urban consolidation centres (UCCs) as a mainstream concept has been prominently advocated and debated. UCCs usually locate in the sub-urban areas or the outskirts of the city centre, in order to reduce HGVs trip to/from the city centre (see also in **section 3.1** urban logistics)

By definition, UCCs can fulfil many functions including warehousing, transshipment and consolidation of loads. At the terminal, shipments destined for delivery are sorted into routes and dispatched with a single truck serving all premises along one route. The trucks also pick up outbound shipments and return them to the terminal where they are sorted for collection. Such centres are designed to meet the requirements of an urban freight transport system using advanced information systems.

As a concept, UCCs could solve several issues and result in environmental and social benefits from more efficient and less intrusive transport operations among other benefits for multiple players and actors along the supply chain.

However, the reality of UCC is more challenging due to high-set up costs, operational complexities from different storage and handling requirements among products and cargo owners, failure to attract a sufficient number of clients, among other challenges that are well documents in extant literature.

A review of UCC[5] shows that some are initiated by private entities such as owners or developers of shopping malls, or air cargo terminal operators and construction contractors. However, we also have UCCs that are designed to serve parts or the entirety of urban areas where there are narrow streets, historic layouts and where possibly there is a lack of loading and unloading bays in urban areas. Such UCCs are often initiated by local authorities and they may receive various forms of public support (e.g. financial, direct or indirect regulatory support).

The above research study also shows that UCCs can be initiated by private entities or local authorities. A key concern is how to make the centre economically self-sufficient after the necessary initial installment. A review of the successful cases of UCCs such as the case in city of Gothenburg in Sweden shows that any supporting policies for UCC should be considered together with other urban freight transport policies established by the local authority and that retailers should be included in the planning to express the requirements they need.

For the potential and feasibility of UCCs in Ireland, we are of the view that a **cross-sectional multi-stakeholder dialogue** needs to be carried out to understand the need and demand for such initiatives. Furthermore, experts and researchers in logistics and supply chain, and transport planning are required to explore the feasibility of establishing UCCs and propose business models under different scenarios.

1.3 How can we work to promote more efficiencies within the sector? Please refer to any best practice examples that you may have come across, whether in Ireland or abroad.

The implementation of various solutions such as the abovementioned UCCs, or solutions to encourage the uptake of cleaner vehicles will need the cooperation or collaboration of multiple stakeholders.

[5] See more in 'Supporting urban consolidation centres with urban freight transport policies: a comparative study of Scotland and Sweden', https://www.tandfonline.com/doi/full/10.1080/13675567.2019.1679743?needAccess=true

A research study[6] in Sweden has suggested a few options for stakeholder engagement and partnerships in the logistics industry:

- **Freight partnerships** is a long-term partnership between freight stakeholders, that on a formal or informal basis meet regularly to seek solutions to problems and discuss concerns. Most partnerships do not receive any funding, while in other cases some partnerships have received funding through a project.
- **Business-led stakeholder engagement**, also known as Business Improvement Districts (BID) type organisations. E.g. BIDs in Central London.
- The private sector '**Living lab' approach** refers to a local experimental project of a participatory nature in a real-life setting with multiple stakeholders involved. Usually for a small-scale project.

Action points in setting up a freight partnership

1. Set initial objectives that are specific, measurable, achievable, realistic and timed.
2. Identify and recruit partners that help achieve your objectives.
3. Establish the partnership's management structure.
4. Decide when, where and how often you should meet.
5. Identify funding sources and seek the necessary endorsement.
6. Try to pre-empt potential problems.

Action points in developing a freight partnership plan

1. Identify problems and collect relevant information to clarify their precise nature.
2. Assess the various solutions and reach consensus on what should be done.
3. Draw up a timed action plan for delivering the solutions, identifying who is responsible for each task by when.

Action points for maintaining momentum in a freight partnership

1. Consider how you can maintain interest and keep the momentum going.
2. Use publicity to promote the partnership and its activities.
3. Monitor progress of the process, outputs and outcomes.

Figure 1 *Steps to set up a freight partnership*

Source: Browne et al., 2019, p.261.

[6] See more in'Stakeholder Engagement and Partnerships for Improved Urban Logistics' by Browne, M., Bterrmo, A. and Linholm, M., 2019. In Urban logistics. Management, policy and innovation in a rapidly changing environment. Kogan Page Limited London.

1.4 Additional note - Decarbonisation Awareness in the Irish Transport Sector

Transport carbon emissions in Ireland have been steadily increasing over the past ten years, in contrast to other countries in Europe. There have been policy measures proposed by the Irish government to support the transport industry in reducing their carbon emissions, but these interventions have yet to have any significant effect on emissions.

Research on the decarbonisation measures has focused on analysing the potential impact and feasibility of policy implementation from the public stakeholders' perspective, but there has been little work exploring the Irish industry stakeholders' subjective experiences of the decarbonisation measures.

In 2021, at CILT we are conducting a research study entitled '*Towards a Decarbonisation Roadmap for Road Freight in Ireland: A Gap Analysis of Policy Agenda and Industry Perception'*. In this study, we aim to pinpoint and analyse the 'policy-implementation' gap between the government agenda and the industry's perception of freight transport decarbonisation.

To capture the transport industry's perception and awareness of low-carbon transport, an online questionnaire was conducted to canvass the attitude and concerns of road freight operators and logistics service providers in Ireland.

Currently, the primary data through survey has been collected and we are in the process to finalise the result in the coming weeks. We will share the study finding with the Department once we completed the study.

We hope the outcome of this study could help policymakers in the Irish transport sector to gain a fuller understanding of how logistics companies in Ireland perceive the current policy and the challenges facing the logistics industry to the low-carbon transition. Focusing on the industry's perspective can help policy research to develop robust policy interventions with effective measures to bridge the 'policy-implementation' gap, and potentially informing future policy objectives.

2. Labour Market/Skills

The shortage of manpower and aging labour force in the haulage sector, as well as challenges to attract and retain talent have been raised in the Department's strategy document.

We are of the view that a clear and promising career development path needs to be established and fostered through both academic and vocational training, in order to attract young talent and upskill the workforce in the logistics and haulage industry.

CILT is a professional body in Ireland for people in the logistics, transport and supply chain industry, the institute's key remit is to promote professionalism and enhance standards in the logistics, transport and supply chain sector through the provision of education and services.

In collaboration with Skillnet Ireland, *CILT Skillnet* is a learning network for enterprises of all sizes within the transport, logistics and supply chain management sectors. CILT Skillnet offers subsidised industry-led training courses to businesses in Ireland. We also endeavour to offer a quality non-physical presence engagement via digital platforms, especially during the COVID-19 period.

In this section, we address some of the key questions raised by the Department, and some additional notes also provided based on CILT's policy study.

2.1 How can more people be encouraged to take up work in the road haulage sector, e.g., as HGV drivers, Transport Managers, customs roles, etc.? Please provide concrete suggestions/best practice examples.

The haulage sector has long been perceived as a male-dominant industry, and the working conditions are also under scrutiny. A research done by Ji-Hyland and Allen

(2020)[7] at TU Dublin has identified several factors that contribute to the haulage driver shortage through surveying professional drivers in Ireland. Factors such as remuneration and salaries, driver wellbeing in terms of physical and mental health, little support provided for training and education are urgently need to be addressed.

For haulage operation, policy should be put forward by the government to optimise drivers working/driving hours. For example, potentially to reduce day time operation, and improve night-time operation, especially night operations at Ports to reduce congestion in motorway and urban areas during day time.

For training and education, we would like to propose conducting a gap analysis study to map out the current manpower demand (such as job, roles, and skill required) and education and training supply (higher education and vocational training) in the Irish logistics and road haulage sector, and thus to develop a systematic and forward-looking training framework based on international best practice to fulfil the training need in Ireland. Such top-down and bottom-up investigation would help the government to gain visibility of the current labour market in the wider logistics and freight transport sector.

2.2 How can the perception of roles in the haulage or logistics and supply chain sectors be enhanced?

The logistics and supply chain industry in Ireland did not receive much attention from the media until the disruption caused by Brexit, COVID-19 lockdown, and more recently Suez Canal blockage.

We simply cannot stress more the importance of our haulage industry, and other logistics professionals to keep our normal life running during such a difficult time.

- [7] Source: Ji-Hyland, C. and Allen, D., 2020. What do professional drivers think about their profession? An examination of factors contributing to the driver shortage. International Journal of Logistics Research and Applications, pp.1-16. https://doi.org/10.1080/13675567.2020.1821623

Whereas our logistics industry in Ireland has a long-overdue need to re-skilling our aging workforce in some areas and bring up a modern image to attract more talent. Policy support is greatly needed to re-skill and up-skill our transport and logistics community.

We are of the view that improving communications between the logistics industry and the general public is critical to modernise the image of the industry. Professional bodies (such as CILT) and industry associations (such as FTAI, IRHA) should generate social and communication content and disseminate it through online media (e.g. quarterly bulletins, monthly webinars) and networking events (e.g. bi-annual workshops).

2.3 How can the ability of the sector to attract and retain talent be strengthened to service the demand for skills over the coming years?

In order to re-skill and up-skill our transport and logistics community, we propose some measures and suggestions as follows:

A clear career development path for logistics & supply chain professionals needs to be developed and fostered through academic and vocational training, to attract young talent and upskill the workforce in the logistics and haulage industry. Training should be provided at all stages to improve the workforce's employability, such as traineeships and apprenticeships, degree level, graduate level, as well as continuous and refresher training for the experienced workforce.

A sustainability training module specifically for the logistics and supply chain should be developed in line with the industry, national, and EU requirements, and incorporate into the current training modules at different levels. Such training courses could improve the transport industry's awareness and foster a long-term sustainability vision to align with the Irish transport sector's decarbonisation agenda. The training could also foster sustainability professionals for the transport sector in Ireland.

A training 'umbrella' body could be established for the logistics and supply chain industry in Ireland (such as National Institute for Transport & Logistics,

http://www.nitl.ie/) to co-coordinates and oversees the provision by, or on behalf of, the Institute of educational programmes leading to professional qualifications.

Last but not least, a gap analysis should be conducted to map out the current manpower demand (such as job, roles and skill required) and education and training supply (higher education and vocational training) in the Irish logistics and road haulage sector, thus helping to develop a systematic and forward-looking training framework based on international best practice to fulfil the training need in Ireland.

2.4 Additional Note - Training needed for Freight Transport Professionals

In January 2021, we surveyed our CILT members and asked what education programmes and training courses are required by members, some feedback is listed as follows:

- ADR (Driver training);
- Transport of Dangerous Goods;
- Transport management & compliance;
- Port - Terminal Operations Management, Warehouse Management;
- Health and Safety;
- Train the trainers (e.g. Training for supply chain manager, Supervisor management);
- Procurement Education at different levels, how to win new business when dealing with e-tenders government public sector commercial opportunities;
- Communication skills particularly in the area of digital communications.

Apart from training requests directly related to HGV operations (such as Driver CPC, ADR training), we also observed demand for training related to supply chain management, such as transport management & compliance, warehouse management, procurement, as well as training for supply chain managers.

Training for soft skills such as communication, e-tendering via digital platforms is also critical to logistics professionals, especially during the challenging COVID-19 lockdown.

3. Intermodal Freight Transport

For intermodal transport, the Department has raised questions concerning key topics such as urban logistics and rail freight. We will address some of the questions in this section.

3.1 Urban Logistics

Is freight transport being taken into account sufficiently within Ireland's integrated transport planning system, particularly the various transport strategies for urban areas?

Current urban logistics practices in Ireland[8]

Road transport is the dominant mode of moving freight in Ireland. Increasing urban freight distribution and road-intensive logistics activities in the city have led to a series of environmental and social issues in urban areas, such as increasing greenhouse gas emissions, noise, air pollution, traffic congestion, infrastructure deterioration, historical urban area preservation, the quality and safety of residents in urban areas. Sustainable freight transport in the urban areas will make a positive impact on the environmental, social, and economic sustainability of the communities they serve.

We acknowledge that innovative urban freight trials and initiatives have been carried out by local authorities (such as the Dublin City Council through the Smart Dublin project) and courier companies (such as An Post, DPD, UPS). The measures such as eco-hubs, cargo bikes could potentially reduce delivery vehicles in the city centre.

We can summarise a few key observations of the existing urban logistics measures in Ireland as follows:

- Most of the current initiatives focus on retail logistics activities, such as mail and parcel deliveries. Other urban logistics activities such as construction logistics, reverse logistics, and other service-related freight transport in the urban areas also need to be considered and tackled.

[8]Some of the findings in this section are also presented on the Haulage Strategy Webinar hosted by the Department of Transport on 16 Jun 2021. Presentation is available at - https://www.gov.ie/ga/foilsiuchan/3d568-ten-year-strategy-for-the-haulage-sector/

- Most of the initiatives focus on last-mile deliveries by light good vehicles or cargo bikes in the city and are of small-scale implementation, possibly with the exception of national courier and international courier companies.
- Most of the on-going initiatives are industry-led initiatives of a single company with limited or mediated collaboration. Little collaboration has been found among companies or public and private stakeholders.

Based on these observations, we identify some gaps in the current practice as well as some opportunities that lies ahead:

- Logistics operations, especially HGV operations in urban areas, are facing significant challenges from the city, such as limited parking bays, tight loading/unloading times, and expensive operating costs.
- There is a need to reduce trips of HGVs to/from the city as the current initiatives mostly focus on last-mile deliveries and LGVs.
- An opportunity to achieve a reduction of HGVs in urban areas is to consider solutions for the last 50 miles instead of the last mile only. As such, thinking of urban logistics as a system of actors and facilities that goes beyond the last mile.
- To reduce HGVs trip to/from the city centre, a potential solution would be an urban consolidation centre (UCC) in the outskirts of the city. As a concept, UCCs could solve several issues and result in environmental and social benefits from more efficient and less intrusive transport operations among other benefits for multiple players and actors along the supply chain. However, the reality of UCC is more challenging due to high-set up costs, operational complexities from different storage and handling requirements among products and cargo owners, failure to attract a sufficient number of clients, among other challenges that are well documents in extant literature.
- There is an opportunity to learn from the change management process for the replacement of diesel trucks by alternatively-fuelled vehicles from large organisations to guide initiatives and plans of smaller players.

- Lastly, we should also engage consumers, by increasing awareness of such initiative so that the consumers will become mindful of their purchasing behaviour including the shipping service that they choose[9].

Based the abovementioned urban logistics practices and challenges in urban freight operations, we are of the view that freight transport needs to be taken into account in transport and urban planning.

- **Land-use and transport planning** are critical to achieving the key priorities for transport investment in Ireland as mentioned in the Department's document, namely decarbonisation, urban mobility of people and goods, as well as rural and regional connectivity. Specifically, freight transport in urban areas needs to be taken into consideration in land-use and transport planning.

- **Traffic demand management** is also a key area and there are insufficient skill levels and investments in Ireland.

- **The use of cargo bikes/ tricycles/ e-bikes** requires a proper bicycle network design in urban areas to ensure road safety in the city. Also, clear safety regulations for electric scooters and e-bikes are needed, such as minimum age, training, and insurance. In February 2021, the Government approves the next steps for e-scooter and e-bike legislation in the forthcoming Road Traffic (Miscellaneous Provisions) Bill. This decision will allow for the introduction of appropriate regulations for these types of vehicles.

[9]Read more - 'What's the size of your next-day delivery's carbon footprint?' https://www.rte.ie/brainstorm/2021/0323/1205657-next-day-delivery-online-shopping-carbon-footprint-climate-change-logistics/

3.2 Rail Freight

- *Where do you think an increase in rail freight infrastructure or capacity could best benefit the road freight sector?*
- *What are the barriers which prevent movement of freight by rail?*

CILT agrees with the Department that currently rail freight is a minor player in the overall current freight market in Ireland; however, it is in a good position to compete with the large volume and the bulk movement of goods and a growing market where companies are seeking more environmentally efficient ways of managing their supply chain.

Rail freight in Ireland is facing great challenges to grow and has dropped to one of the lowest levels in terms of modal share among other EU states. Existing rail freight operations include:

- Container traffic from Ballina to Dublin Port;
- Pulpwood from Ballina and Westport to Waterford Port;
- Zinc ore from Tara Mines in Navan to Dublin Port;
- Ballina and Waterford by XPO (a new twice-weekly rail freight service starts in June 2021)

Rail freight has been widely used as an intermodal mode of transport to improve the connectivity between ports and the city. Reviving rail freight in Ireland could potentially shift some of the road freight volumes to the more environmental-friendly rail mode.

However, the cost-efficiency and viability of the modal shift in the Irish context is still debatable. Factors such as infrastructure investment, freight quantity, density, and distance travelled need to be considered. The distance of **300km** is considered as the threshold of using intermodal transport, this is primarily based on rate difference (longer distance = lower cost per km). However, intermodal is very competitive for high volumes at a short distance, not competitive for low volumes to reach faraway locations.

We would welcome the greater integration of intermodal transport at Ports along the East Coast through the introduction of more rail freight services. We are of the view

that feasibility studies for rail freight should be undertaken to investigate the cost-efficiency and potential environmental impact.

3.3 Additional Note - Port City and Freight Transport

We are of the view that it is high time to re-evaluate and plan for freight transport at Dublin port and surrounded urban areas to reduce the congestion and enhance the efficiency of HGV operations.

Cargo flows and economic performance indicators are very different in the post-Brexit era. The growth in cargo volumes has caused port congestion, particularly at Dublin Port and Rosslare Europort. Improvement in terminal technology and port infrastructure should be made to facilitate the freight transport flow, enhance productivity, and safety improvements for the haulage sector.

Therefore, we would recommend a dedicated study on freight operation in port areas to investigate the port logistics demand and capacity.

The findings from such a study could potentially optimise the current road haulage flow and create opportunities for the haulage sector, such as reduce haulage costs and reduce carbon emissions from the haulage operations.

4. Road Safety

- *What are the road safety priorities in road haulage for the next 10 years? How are these priorities best addressed?*

For HGV road safety, we put forward a few points as below that should be considered in the ten-year strategy:

- **Enhance HGV safety standards in urban areas**. For HGV regulation in urban areas, a good example is London. London has safety standards that targeted the logistics and construction sectors through the HGV Safety Standard Permit Scheme. From 2020, a safety permit to enter or operate in the city is mandatory for heavy goods vehicles of more than 12 tonnes. The permit classifies the safety of an HGV based on how much the driver can see through their windows. Additional vehicle safety technologies will be required from 2024.

  London also adopted the Fleet Operator Recognition Scheme (FORS) accreditation for all heavy vehicles contracted in public procurements. FORS is a voluntary accreditation scheme that promotes best practices for commercial vehicles. By 2024, all operators must be certified by the higher FORS accreditation, which includes vehicle safety equipment. (Source: OECD/ITF, 2020, https://www.itf-oecd.org/sites/default/files/docs/best-practice-urban-road-safety.pdf).

- **Enhance the safety education and training of drivers, transport managers** through CPC, CPD, ADR trainings.

- **Continue with public awareness and communication campaigns**, including those focused on specific segments for the transport industry and public regarding road safety.

5. COVID-19

5.1 What lessons can be learnt from the COVID-19 pandemic, in terms of Ireland being better prepared for any future pandemic and to help the resilience of Ireland's supply chains?

COVID-19 causes supply chain shocks at a company level, a national level, and a global level. During the pandemic, we realise our normal life and business will grind to a halt without an efficient logistics workforce, whereas our logistics industry in Ireland has a long-overdue need to re-skilling our workforce and bring up a modern image. Policy support is greatly needed to re-skill and up-skill our transport and logistics community.

We realised that the lockdown results in spare capacity in parts of our industry (such as school and tourist bus drivers, transport and inventory managers), whilst others (such as lorry/van drivers, transport and inventory managers for essential goods such as PPE) there is a need for re-allocating the logistics workforce capacity to keep the supply lines flow smoothly. The lockdown also disrupted the working hours and conditions for logistics and transport professionals.

5.2 Are there any suggestions for policy support to address the challenges that have been experienced as a result of the COVID-19 pandemic?

During the pandemic, CILT (Ireland) formed an online 'National Logistics Forum Resources Database' (https://www.cilt.ie/lrd-page) targeting essential logistics and transport workforce (drivers, warehousing, customs and supply chain professionals, SMEs) in Ireland to advertise and share their spare capacity and expertise wherever available. This online forum is open to the public and it is coordinated by the CILT management team.

This forum created a transparent platform to inform and balance the workforce, and it could further enable knowledge transfer by sharing best practices and intangible skillsets to better cope with the supply chain disruptions and improve the resilience of our logistics and transport workforce communities.

The pandemic has tested the logistics industry and we have shown our resilience and strength to support our community in a collaborative approach. The best practice and

solutions we learned from the industry practitioners and our community need to be shared and documented to improve our preparedness for future supply chain shocks, particularly in light of the post-Brexit impact and uncertainties on our supply chains.

6. Conclusion

The CILT welcomes the Department of Transport to conduct this public consultation on the 10-year strategy for the road haulage sector.

By making this submission, we are interested in engaging further with the Department in relation to the future development of the haulage strategy, thus helping the Irish transport operators and logistics professionals to tap the opportunity and growth within and beyond the sector.

Submitted on behalf of the Chartered Institute of Logistics and Transport in Ireland by,

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Tim Hayes, Education and Training Committee Chair

Tim is a member of the Institute's Council, Policy Committee, and is Chair of its Education and Training Committee. Former CEO of Bus Eireann and CILT in Ireland. Over forty-five years has held a range of senior management positions in transport and tourism and has lectured at third level. He holds BE, M.Eng.Sc. and MBA degrees and is a Fellow of the Institute.

John Henry, Membership Committee Chair

John is a Chartered Engineer, and Director and Chief Executive of the Dublin Transportation Office (which integrated into the establishment of the National Transport Authority in 2009). John has had a wide-ranging career in the area of transportation in both the public and private sectors in Ireland and abroad.

Mick Curran, CEO of CILT Ireland

Mick has for the last three years been the CEO of the Chartered Institute of Logistics and Transport (CILT). Additionally, prior to joining CILT, Mick spent 24 years as a member of the Defence Forces serving in a variety of roles both at home and overseas.