

The FTA Skills Summit 2016 Report

Thursday 17 March – Ricoh Arena, Coventry



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DELIVERING SAFE, EFFICIENT, SUSTAINABLE LOGISTICS

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Overview of the Skills Summit



David Wells
Chief Executive
FTA
www.fta.co.uk

The logistics industry may be in the grip of a skills shortage, but I am delighted to report that there was no shortage of ideas on how to tackle it at the FTA Skills Summit on 17 March. Held in Coventry's Ricoh Arena, hundreds of delegates from across the UK logistics industry registered to attend our one-day summit, sponsored by DAF Trucks and supported by Goodyear, Microlise and Road Transport Media. All shared one concern: the continuing shortage of experienced drivers, technicians and engineers. It is clearly one of the big issues facing our industry.

I opened the summit by updating delegates on where we are on the driver shortage a year on. In 2015, the industry had approximately 60,000 live vacancies for drivers, we were recruiting around 20,000 drivers a year; only half of all HGV driving tests were being passed and the age profile of the workforce was worsening the problem.

A year on we think the figure is around 45,000 vacancies – a figure that has been derived from two sources. So the problem has eased a little, but we still have a long way to go.

A demographic squeeze

Where are we on unemployed drivers? At its peak in 2009 there were 15,000 unemployed HGV drivers, a number which dropped to 270 at the end of last year. So there is no help for us there. What is happening to the age of our drivers? The average age of an HGV driver has increased from 45.3 in 2001 to 48 in 2016, so it is on an upward trajectory. We have a heavily skewed demographic towards people over 45 – in fact it is 64 per cent. And only one per cent of HGV drivers are under 25 compared to 10 per cent in the general working population. This is a problem that is not going to go away, it is only going to intensify as many existing drivers head towards retirement age.

How are we doing on apprenticeships? There has

been an increase of 23 per cent in people starting apprenticeship programmes learning to drive goods vehicles, from 4,000 in 2014/15 compared to 4,930 in 2013/14, but that is when there was more funding available. So again while there has been some improvement, there is still a way to go.

What is happening on initial Driver Qualification Cards (DQCs)? Otherwise known as Driver Certificates of Professional Competence, drivers receive their DQC once they have completed 35 hours of periodic training. From April 2012 to March 2013, 16,500 were issued – last year it was around 36,000. So there has been a big increase in DQCs and that seems to support the statistics that the number of vacancies has decreased from 60,000 to 45,000.

Testing times

What about driving tests? In the data up to September 2015, it had risen 19 per cent but what is disappointing was that the pass rate was still only 55 per cent. This pass rate indicates that 45 per cent of candidates were not ready for their test. Therefore money was wasted. We need to get that pass rate up to a much higher figure – it is possible to get it up to 75 to 80 per cent.

FTA undertakes a survey of its members every quarter, asking them if they are experiencing problems recruiting drivers. Back in 2009, only 25 per cent reported problems. It shot up to 80 per cent at its peak, but has now dropped back a little bit to around 75 per cent, which suggests that the problem has temporarily eased.

What has FTA done? In short, a huge amount. We have had confirmation from two ministers in the Department for Transport that they will work with us in the coming months to develop an appropriate learning scheme, so drivers can train on a loan scheme (much like the student loan) and then pay that back over a period of time. This could be a real step forward.

Promising developments

The Welsh Assembly authorised £500,000 to support licence acquisition and that programme is ongoing, which is excellent news. The Driver and Vehicle Licensing Agency (DVLA) is working to speed up driver medicals. I would say there is still a huge amount of work to do there, but it is making progress.

Meanwhile, the Driver and Vehicle Standards Agency (DVSA) is reducing waiting times on driving tests. It has recruited some examiners, however it is still struggling and I would say progress is patchy. In some areas times have definitely reduced, in other areas it is still as high as it was 12 months ago, so work to do there.

FTA has agreed to sponsor *Think Logistics* for three years. It is a programme that works with the charity Career Ready to promote logistics in schools, particularly among sixth formers and I really encourage companies to get behind it. FTA has put money into it for three years and it would be great to take up the opportunity to go into schools and promote our sector.

Creating opportunities

We are partnering with the Department for Work and Pensions (DWP) on jobseekers and the Government has agreed to extend the scope of Jobcentre Plus. There is certainly a level of commitment to extend it, make it better and to make it more available.

Plus, we are working with the Career Transition Partnership to promote logistics to those leaving the services.

And another big one for FTA – we have, in conjunction with City and Guilds (C&G), launched a new qualification. It is for Transport Manager CPC (TMCP), which is a level 3 qualification. We are working with C&G to develop a level 2 qualification

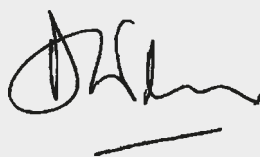
that will build up to a TM CPC, and then extend it to a level 4 or 5. The idea being to offer a career path for transport managers and operators. This is a way of professionalising the industry, and additionally is a transferable skill. By partnering with C&G it clearly has the educational credibility that it needs.

Celebrating success

We continue to support *everywoman*. I would like to encourage all companies in the industry to put forward nominations for next year's competition. It is a great organisation and as a male-dominated sector we need to be celebrating the success of ladies, as well as other minority groups.

Finally, we have initiated a review of drivers' facilities. Highways England, which runs the strategic road network, is reviewing drivers' facilities as are Transport Focus which holds Highways England to account.

There is much going on, we are working on a lot of initiatives and together, with support from the sector, we will make progress.



In summary, we are currently around 45,000 drivers short. There has been an improvement in driver employment and apprenticeships, half of all driving tests are still not passed and the age profile is a continuing cause for concern.



Keynote speech



John Parkinson
Director – Motoring,
Freight & London
Department for
Transport (DfT)
www.gov.uk/dft

It's an old adage that a company's, and for that matter an industry's, most important asset is its people. Nowhere is this truer than in the freight transport sector. Commercial driving is a skilled and safety critical job equivalent in status to other responsible professions. Unfortunately it isn't sufficiently widely recognised as such, despite the fact that the 300,000 professional drivers of HGVs play an indispensable role in the UK's economy. Day in day out they provide the link between importers and manufacturers, producers and retailers to keep British business moving.

I congratulate FTA on organising the Skills Summit. Forums for sharing advice and good practice are an excellent approach to collectively tackling the challenges that the industry is facing.

The role of Government

The current HGV driver shortage is a longstanding issue and is now thought to be around 45,000 drivers. And although the latest estimates from FTA suggest that there may have been a measure of improvement, there is clearly much more to do. The Department for Transport and its colleagues across Whitehall stand ready to work with you towards a solution. The Government has an important role to play in helping to make it as smooth as possible for new drivers to enter the industry. And let me be clear; this issue is one of our top priorities.

We've already taken a number of measures to align initiatives to increase employment opportunities with the needs of the road freight industry. But

before saying more about that I'd like to take a broader view of skills in the transport sector.

As you know, this Government sees transport as an engine for growth. It is already committed to investing £61 billion in transport infrastructure in this parliament. This is hugely ambitious and to succeed we need enough people with the right skills. But we have an ageing workforce, with 49 per cent over 45 and only 14 per cent under 30, a lack of diversity, for example only six per cent of engineers in the sector are female, skills shortages in new technology and low productivity. Sounds familiar, doesn't it?

Minding the skills gap

On current projections we forecast a shortage of 55,000 skilled transport infrastructure workers by 2020. So what is the Government doing to tackle this skills gap? In January the Secretary of State for Transport launched the transport infrastructure skills strategy. The strategy sets out what we're doing to make job opportunities in transport infrastructure highly desirable, so we can attract the nation's talent and equip them with the skills to deliver a world-class transport system.

Although the focus of the strategy is on transport infrastructure, we're keen to explore how the principles it sets out may be applied more widely across the sector. Two areas in particular are highly relevant to freight and logistics. Promoting the industry more effectively and encouraging greater diversity.

Attracting apprentices

The introduction of the Apprenticeship Levy will provide new impetus for apprenticeships in the sector. Ninety eight per cent of UK companies will not pay the levy but will be able to access funding. Delivering the Government's commitment of three million apprenticeships by 2020 will require all sectors of the economy to play their part. The target for the road and rail sector is 30,000, which

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is a proportionate and challenging ambition. The Government is looking to work with the freight sector to build further on this. The Department for Business, Innovation and Skills has approved the Road Haulage Trailblazer apprenticeship standard and that's expected to go live this summer.

Trailblazers are the Government's new apprenticeship programme. A key feature of them is employers working together to design the standards and assessment plans, leading to apprenticeships that are higher quality and more relevant to industry. The Government is looking at which elements of the acquisition of the HGV licence are covered by the Trailblazer's driver apprenticeship standard and are therefore eligible for funding. Whilst further analysis is needed, initial indications are that Trailblazers could significantly reduce the cost of licence-related training for those employers who choose to use the apprenticeship.

Under the Trailblazer programme, funding will be available for the training of apprentices of all ages with an additional incentive payment available for 16-18 year olds. If the industry is to build a workforce for the future and address the ageing driver population and shortfall, it will need to find and develop the next generation of logistics professionals. In the short term, Jobcentre Plus is delivering, in conjunction with the industry, 2,400 work placements in the freight sector for benefits claimants. This partnership can help to both improve employment prospects for jobseekers and at the same time present industry with a new pool of potential drivers.

Careers for claimants

In Greater Manchester, Jobcentre Plus has piloted a Driver Academy, which supports claimants to obtain an HGV driver's licence without loss of their benefits. One hundred and sixty one candidates have already started training through this route.

The initiatives through Jobcentre Plus have been successful with over 80 per cent of candidates passing the HGV driving test. And the Government is looking to build on this by developing with industry involvement, additional and larger-scale initiatives to help jobseekers.

The Government is also leveraging the Career Transition Partnership (CTP), which helps military leavers with resettlement support, career transition advice and training opportunities. The CTP has helped to promote the opportunities offered by the professional driving sector, working together with the army, trade associations and firms. The aim is to connect candidates that complete work placements to industry employers offering guaranteed job interviews.

Building the positives

We know that the demand for drivers is linked to the strength of the economy, and that the driver shortage has become more acute as the economy has picked up. There have been some positive signs in response. Recruitment is up and driving test passes for this year will be around 40,000 – that's 40 per cent up on two years ago. A consequence of this welcome increase in demand for tests, is that the Driver and Vehicle Standards Agency (DVSA) has needed to scale up its examining capacity. By the end of this financial year, DVSA will have recruited 195 new examiners. This will help deliver its target of halving the average waiting time for tests from six weeks to three weeks by July. While this is a big improvement, it knows that there is more to do and further measures are planned including resuming training of delegated examiners. The Driver and Vehicle Licensing Agency (DVLA) has also taken action, halving the processing time for new licence applications where there is no medical condition from 10 to five days. It is also making changes to the way it processes some of the medical issues to improve efficiency and reduce transaction times.

The skills shortage

Keynote speech

One of the key messages I would like to get across is that while the Government can and will help promote and facilitate the recruitment of new drivers, this must be industry led. Ministers do not consider that there is a fundamental market failure that could justify a taxpayer-funded subsidy for the training of new drivers for example. We will continue to help in exceptional local cases through Jobcentre Plus, but we are looking to industry to take the leading role in tackling the driver shortage. Only the industry can ensure that professional driving is a career that people are attracted to and crucially wish to remain in for the longer term.

Image conscious

The popular image of commercial driving is one of long and unsociable hours with drivers sleeping in their cab at night in a lay-by. That may not be far from the truth in some cases, but it's certainly not the whole truth. The average length of an HGV journey is under 57 miles. Promoting the sector to drivers to whom long haul isn't an option will go a long way to improve potential entrants' image of the industry. Pay and conditions are the issues raised most often in industry surveys as the major barriers to entering the sector; but facilities are also important.

Both gender and ethnic diversity remain an issue and perception is a barrier. More can be done to position road freight as a modern, inclusive business to work in, tapping into a whole new population of potential recruits. For example, women make up 51 per cent of the population and 47 per cent of the national workforce. Yet the latest figures show that only one per cent of HGV drivers are women. There's actually no good reason for such a discrepancy and experience in other sectors

demonstrates this. The bus industry, for example, has a significantly higher proportion of women drivers, around 10 times higher than the road freight industry. What lessons can we learn from other sectors? Is there any reason why road haulage shouldn't be able to match that figure and indeed exceed it? On the one hand we're worrying about a driver shortage, but on the other we're missing out on 50 per cent of the available talent.

Changing the image of the road haulage sector can help. After all, logistics is about more than trucks, warehouses and shipping containers, it's about people. So we need to explain the social value of logistics, how logistics improves the lives of millions, and how the people who work in logistics, with HGV drivers in the front line, are the people we rely on to bring us everything we eat, wear and buy. If we talk about logistics in this way we will change the public perception of the industry for the better. And how can we innovate, challenging accepted working practices to make commercial driving more attractive to women? What scope, for example, is there for more flexible working?

Raising the standard

The Government is taking this issue very seriously. I've highlighted just a few examples of where Government policy is being used to help. In March ministers Andrew Jones and Lord Ahmad jointly held a round table with key industry executives. They discussed the transport infrastructure skills strategy, its relevance to the logistics sector and the scope to draw on it in addressing the HGV driver shortage. The ministers were struck by the vast amount of good practice already in the industry, not just in getting new drivers qualified and out on the road but also in valuing them, retaining them and developing them into highly skilled logistics professionals. The challenge is to engage with the logistics industry to bring that good practice together, learn from it and ensure that it becomes the industry standard.

We need to explain the social value of logistics, how logistics improves the lives of millions, and how the people who work in logistics, with HGV drivers in the front line, are the people we rely on to bring us everything we eat, wear and buy.



Headline sponsor's address



Transport is a people business



Ray Ashworth
Managing Director
DAF Trucks
www.daf.co.uk

Ray Ashworth delivered the headline sponsor's address, taking the opportunity to talk about drivers, driver shortages, engineers and transport managers and the perception of our industry.

An industry with a career

Asking, "Is the industry on the shopping list of everybody? That's the big question", he urged those already in the industry to spread the message about what a great place it was to work.

After revealing a photograph of himself receiving his apprentice award many decades previously, Ray said, "I started my life off as a student apprentice with Leyland, so I am living proof that there is a career in this industry. And that's something we should be very vocal about when we go out and promote this industry."

1,500 apprentices

Describing logistics as a people business, Ray stressed that the industry needed people who wanted to excel and develop their career. He said, "My team at DAF is very proud to have been involved with promoting apprentices in the business. We've been doing it now for over 20 years. We've had over 1,500 apprentices through our dealerships trained over those 20 years." Typically DAF Trucks takes between 70 and 80 apprentices every year, many of who stay and develop within the business and make successful careers.

Ray described the apprenticeship event DAF holds every year in its college at Bristol, which helps celebrate individual success within the industry. He

said, "The net result is high achievers with a high retention that progress within the industry."

400,000 trucks and counting

As a volume manufacturer that builds trucks in the UK, DAF employs many of its apprentices at its factory in Leyland, Lancashire. Ray shared a picture of a celebration of the 400,000th truck produced in the factory since it was opened. He said, "But, of course,



I am living proof that there is a career in this industry. And that's something we should be very vocal about when we go out and promote this industry.

about 100,000 of those we export to all around the world, so it's not just about an industry in the UK."

An industry to be proud of

A priority for Ray is how people perceive the industry and what people think about working in a dealership. He said, "The reality is the truck industry is just as clean and high tech as the car industry is and certainly if you're into computers, if you're into

any opportunities to develop into management, this is the industry we want to get people involved in."

Emphasising the importance of getting out there to spread the message about the benefits of working in logistics, Ray said, "We need to tell everyone else that this is a great industry to be in and that it's an industry that we're proud of. For me, it's time for a perception change."

***Celebrating the
400,000th truck to be
made at DAF's Leyland
factory***





Pressure points and priorities



Ian Stansfield
Managing Director
Summit Logistics
Consulting

Ian Stansfield, Managing Director, Summit Logistics Consulting and former VP Asda Logistics Services and Supply Chain, tackled the issue from the perspective of the retail sector. He said, "I'm going to draw upon the last 12 months of experience within the retail and e-commerce sector and give a particularly focused view on that part of the industry."

Ian focused on three main areas.

- HGV drivers
- Van drivers
- Engineers and technicians

HGV drivers

Ian reported that HGV driver turnover within the retail sector remained low. However, 85 per cent of drivers in Asda are over 56. He said, "We have a continued challenge and we are starting to fill the pipeline underneath." He also reported that drivers are often wanting to work longer, but typically only on a part-time basis.

Describing the working environment within the retail logistics sector as "relatively pleasant compared to general haulage", Ian said drivers enjoyed good pay and depot facilities, predictable shift patterns and typically returned home every night. He also reported that driver availability has not been a problem in the past 12 months, but believed that the industry was only getting a temporary respite owing to a number of factors.

These included volumes for traditional retail logistics being "at best static" and for many in a slight decline

as consumers change their habits. Efficiency has continued to rise, Ian said, and will do for some time. He also believed that the fuel price reduction has helped logistics teams reinvest that saving back into training and bring on drivers of their own. He said, "That was very much the case when I was at Asda. We invested quite a bit of money over the course of the last 12 months in giving opportunities to the best of our warehouse colleagues who'd earned the right to get a life-changing career opportunity."

Conditions will change Ian warned. He said, "Growth will come back to the sector at some stage. The fuel price will not always remain in its current position, so the ability to invest in training and development will change over time. And efficiency can't just keep going up, it has to be optimised at some point in time."

Ian also observed that the retail logistics sector had often struggled to attract female drivers, which he attributed to the industry's image, shift patterns and the standard of drivers' facilities on the public highways.

While he reported little pain in recruiting HGV drivers in 2015, Ian admitted that this issue was only likely to be temporary. The age profile of HGV drivers will become a bigger issue from 2020 onwards, he predicted, as drivers retire and more needed to be done to attract women into roles and improve the image of the industry. Ian said, "I think that the industry internally does so much brilliant work in everything that it does, and yet we don't really shout too much about it and create the right perception for what is a fantastic industry."

Van drivers

It was a different story altogether with van drivers, who Ian described as a more transient workforce. He reported that 20 per cent of the UK public will buy groceries online at least once a month and that the online grocery and non-food markets were

The skills issue is here now and will continue to grow, and the pace of that growth will accelerate during the course of the next 10, 20 years.

growing at 15 per cent per annum. He said, "I think that we are nowhere near saturation point from an online perspective, nowhere near. So the view that we have is that 15 per cent will not slow down. It will accelerate."

Ian suggested that there will be a switch from large freight to small freight, as larger supermarkets were in decline from a sales perspective. He said, "That decline is bringing down the pressure on HGV drivers and putting up the pressure on the small van driver." Predicting that there will be significant growth to come, Ian said that over the next 10 to 20 years it will "definitely hurt", unless there is a renewed focus by the industry.

Online trading brings financial challenges for freight too. Ian said, "The costs associated with it make margins very tight, if not negative, until you reach a very high level of volume. The pressure on pay is very significant."

Describing van drivers as more 'promiscuous' than HGV drivers, as they tend to move from job to job, Ian said, "It's a less qualified and a less professional environment than an HGV environment and we need to do more to improve that."

Ian identified some opportunities to do so by creating a link from a small van to a big truck within an organisation. He said, "We can provide a game-changing opportunity by linking the development [of van drivers] with what we need to do to feed the HGV pipeline." This would give van drivers a stepping stone through to a much bigger salary as an HGV driver, helping to provide 'stickiness' to an often transient workforce.

Engineers and technicians

As the small van market increases, Ian reported seeing similar pressures on fleet technicians and fleet engineers. He said, "The pressure on servicing and maintenance capacity increases and the skills

to work in those environments becomes a bigger challenge."

Ian had also received reports of providers bringing in skills from Europe to supplement the UK workforce. Predicting that this demand for technical skills would mirror the growth in online trading, he urged the industry to take immediate action. "That skills issue is here now and will continue to grow, and the pace of that growth will accelerate during the course of the next 10, 20 years. It is something we need to act upon swiftly and look at for the long term."

Summary

While assessing HGV driver availability in the retail and e-commerce sector as 'OK', Ian warned delegates, "that is a temporary respite, it will come back." He conceded that the issue of van drivers is one the industry "haven't yet solved." Similarly, on meeting the growing need for fleet engineers, he described it as a "great opportunity to develop the young talent today for future industry growth tomorrow."



Pressure points and priorities



Sarah Muirhead
Senior HR Business
Partner
Wincanton
www.wincanton.co.uk

Sarah Muirhead shared the experiences of Wincanton, a national logistics and supply chain provider, and its journey in resourcing and retention in 2015.

Resourcing – what happened in 2015?

As a quarter of Wincanton's employees are HGV drivers, transport is critical to its business. In common with many other organisations in 2014, it experienced difficulty in attracting and retaining drivers, and was heading for a shortfall of 400 HGV drivers. Sarah said, "Wincanton took a strategic response and set up a cross-functional project team as the issue impacts all areas of our organisation. The issue critically also became a board agenda item."

What challenges did it face?

- No prioritisation or ownership of recruitment
- No central overview of recruitment
- Nobody really knew how many vacancies it had as an organisation
- It was slow to realise that there was an issue
- It was also slow to realise that there was a national driver crisis

Sarah said, "One of the things we discovered was when a colleague handed in their notice in a busy transport department, replacing the driver was quite low down the priority list. That is until they didn't have anybody in the actual seat. Everybody had an opinion as to why recruiting drivers was tough, although there weren't many solutions coming up at the time."

Recruitment advertising at the company was also

inconsistent, with others advertising on their behalf. Plus the recruitment process was too protracted. Sarah said, "We were taking far too long from application to interview to confirming the hire with the prospective driver. It just wasn't one of our priorities." Often in that time the prospective employee would go and work elsewhere.

Part of the problem lay in hiring managers being reluctant to train people, choosing to wait until they got someone who "ticked every single box". Plus there was the leaky bucket issue. Sarah explains, "As fast as we could recruit people we were losing HGV drivers from elsewhere within the business."

What did Wincanton do?

It took control of its advertising and tried some new things. It had never had a presence within the recruitment market for HGV drivers; it discovered that drivers did not want to send in CVs or complete an application form. "So we gave them easier ways to contact us", Sarah said. "We set up telephone channels, text messaging, emails and a website. Whilst not perfect in themselves they actually increased our pipeline and it was measurable."

It also slashed the age of HGV drivers from 25 to 21 and removed the need for any experience. "After all," Sarah reasoned, "we'd got robust training and development plans and trainers in place already, so why didn't we utilise those?" Wincanton further promoted the benefits of working for the company and revised the recruitment process, reducing the number of steps in order to speed up the interview and offer process.

What did Wincanton learn from this?

While there was no shortage of opinions, it was not until Wincanton collated reliable information that it could analyse the issues. This presented a detailed picture on why drivers were leaving both Wincanton and the industry.

We're actively promoting driving careers within the business and we're backing efforts to attract new drivers into the industry.

Issues included:

- inflexible working patterns
- updating of rest areas
- access to sites with facilities whilst on the road
- poor communication – transport teams and managers with no awareness of national issues

The company's response was to pull together local action plans to help retain drivers and set up forums for transport managers to discuss what was and was not working for them. It also asked drivers to feed back the current issues, working with them to develop solutions. "After all," Sarah reasoned, "they're probably the best ones to know why they're leaving us."

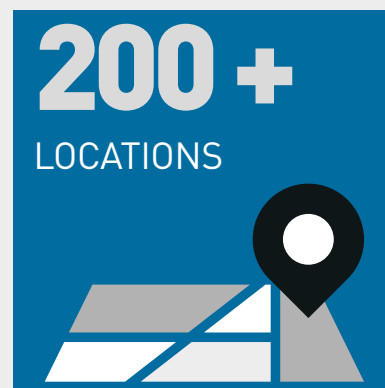
Adopting a cross-functional approach also paid dividends. Sarah explained, "It was a strategic, organisational issue, not just an operational or an HR issue, so it was really seen as an organisational project response team."

Training and development was also identified as a key plank of its long-term strategy. Sarah said, "We're actively promoting driving careers within the business and we're backing efforts to attract new drivers into the industry. We've been partners in developing drivers with external organisations and also working with universities and schools as well to attract more people into the logistics industry."

Executive management buy-in was identified as another key to Wincanton's recruitment success. Sarah said, "Investment was made into a dedicated resourcing team and progress was reported at board level on a weekly basis. We've also had a programme on improving working conditions where necessary, by investing in new equipment and improving facilities."

What did all this give Wincanton?

Sarah summarised the company's achievements to date.



The skills shortage

Pressure points and priorities

- It knows how many new drivers are required and can plan campaigns to deliver a pipeline
- Its attraction methods are working and are getting viable applicants into that pipeline
- It had a 75 per cent increase in the number of new starters in 2015, purely by focusing on the issues
- From a starting point of 400 vacancies in 2014, in January 2016 it had just 62 vacancies

What's next?

As with Ian Stansfield, Sarah assessed that while the company might have solved some of its vacancy issues, the respite was only temporary. She said, "We still have a leaky bucket, although we've started to slow down in some areas, we are seeing drivers leaving the industry, which again is a wider issue."

She identified Wincanton's transport teams as being key in supporting driver colleagues and was focused on bespoke training and development for them. Sarah said, "Our recruitment activity will continue and it sees us develop an online presence. Wincanton has never really gone into online recruitment before, but it's something that we're focused on for 2016."

The company was also developing a new licence acquisition programme and looking to improve its gender and age diversity. Sarah said, "We have an issue. Less than 10 per cent of our driver workforce is under the age of 25 and even less than that is female."

Drivers' wellbeing was identified as a "strategic focus", with the company developing a range of wellbeing activities for 2016.

Summary

Having successfully reduced the number of driver vacancies in the short term, driver resourcing and retention remained a strategic focus for Wincanton in 2016 and beyond. Sarah said, "Skilled professional drivers are vital to Wincanton and also vital to the logistics industry. So though we've got few vacancies at the moment it's only temporary, and it's a much bigger issue."



The FTA Skills Summit Interviews



Watch former Formula One driver
Mark Blundell



Watch **Theo Paphitis**,
Dragons' Den star and Patron
of the Skills Show







The FTA Public Perceptions



Ali Sims
Research Director
DJS Research
www.djsresearch.co.uk

In February, FTA commissioned market research agency DJS Research to review the public's perceptions of the logistics industry.

What was the remit?

FTA wanted the research to help it develop campaigns which helped to close the gap between perceptions and reality. Campaigns which enabled it to:

- work with the Government towards sustainable transport policies
- communicate with the public to address the skills shortages in the industry
- better engage the industry and other stakeholders in promoting careers in the industry

Who was surveyed?

The agency conducted an online survey with a robust sample of 2,000 members of the public across England, Northern Ireland, Scotland and Wales. Its sample was nationally representative based on 2011 census data, including:

- a broad group of age ranges
- a mix of males and females
- people with a variety of different qualifications
- those working and not working, some of those working in the industry itself
- people in urban and rural settings
- people with children and without children

What did it find out?

When conducting the survey, Ali Sims, Research Director of DJS Research, reported confusion by what is meant by the logistics industry, despite being given a rounded definition of the logistics industry

at the start of the survey. She said, "Respondents regularly defaulted back to road travel and specifically to lorries. This may be why only five per cent when asked whether they worked in the logistics sector said that they did, as opposed to the eight per cent who actually do." She speculated that some people may not associate themselves with the sector, or even realise that they actually work in the sector. Ali said, "In addition we found that people's perceptions of the sector are very much shaped by their own personal experiences, particularly on the road, rather than by the media or elsewhere."

How important is logistics to daily life?

Over three-quarters of respondents said logistics was important to them, but this was to varying degrees. So whilst 40 per cent said that it was very or extremely important, 37 per cent said that it was fairly important, which Ali thought suggested "some neutrality towards the sector."

In addition, the 16 to 24-year-old age group were particularly neutral in this respect and throughout the survey. The agency suggested another reason for this age group's apparent indifference. Ali said, "We feel that with declining numbers of young people learning how to drive and being out there on the road that perhaps some of this neutrality will have been shaped by their lack of experience."

Respondents were given another set of statements about the sector and asked how important these were. There was a lot of recognition that the sector is important in terms of transporting medical supplies, drugs, food and other essential goods and that it contributes significantly to the UK economy. However, the least important out of the statements was that it is a large employer in the UK.

How are lorry drivers perceived?

Part of the remit of the research was to find out about the perceptions of lorry drivers in particular.

We found that people's perceptions of the sector are very much shaped by their own personal experiences, particularly on the road, rather than by the media or elsewhere.

Survey 2016

Respondents were asked to give three words or short phrases to describe lorry drivers.

About 60 per cent of the words were positive:

- Hardworking
- Professional
- Skilled
- Essential
- Important
- Careful
- Safe
- Experienced

However, about 40 per cent of the words coming through were more negative.

- Arrogant
- Inconsiderate
- Tired
- Overworked
- Rude

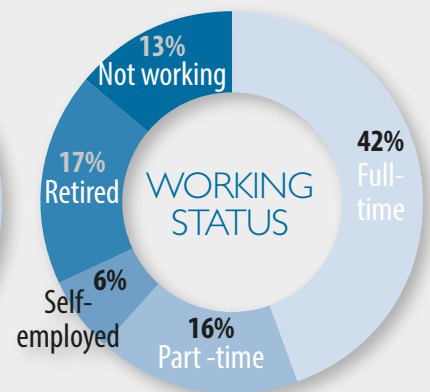
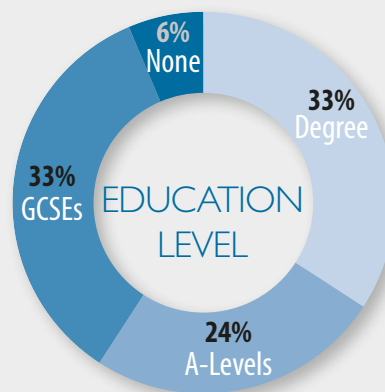
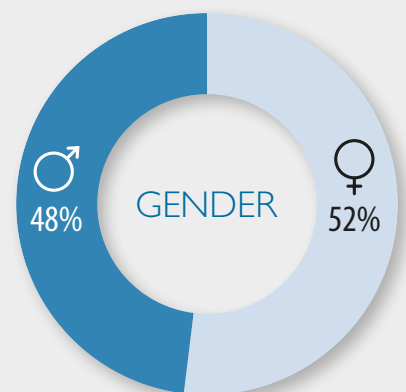
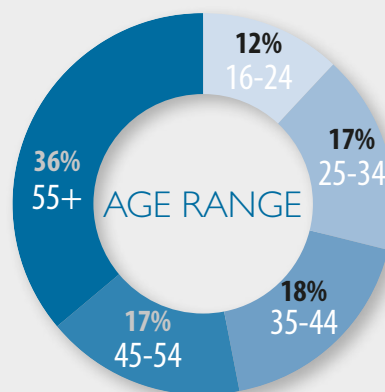
Plus observations came through in terms of the sector being:

- predominantly male
- older
- overweight
- unhealthy
- working long hours

Drivers were described as driving too fast or driving too slow, and non-UK drivers were mentioned in a negative slant in terms of them being less qualified, less safe and accepting lower wages, who in turn were seen to be pushing down the wages of British workers.

In addition to the more negative stereotypes the public have, they also recognise the more positive perceptions such as 'hardworking', 'dedicated' and 'professional'. Julie Rundall, Research Manager of DJS Research, took it a step further, saying, "If we start to look at whether it's an attractive industry as a career choice, more negative aspects come into play. So

Who did we talk to – I



'hardworking', although a positive by connotation, can be a negative consideration and even off-putting, particularly to the younger age groups, who view the industry very narrowly in terms of the career opportunities and the progression that's available."

The agency also assessed whether the public had a positive view of working in the logistics industry, by using a Net Promoter Score (NPS) question: 'How likely would you be to recommend a career in the logistics industry to friends or family?' Depending on

The FTA Public Perceptions Survey 2016

the score given, respondents were separated into three groups: detractors (0-6), passives (7-8) and promoters (9-10). Julie explained: "There is lots of evidence showing the value of this metric and we know that 80-90 per cent of all positive referrals will come from the promoters and we also know that 80-90 per cent of the negative word of mouth will come from the detractors."

The finding was that overall the likelihood to recommend a career in the logistics industry is low: the NPS score is -49 overall. And those in the younger age group, aged 16-24, have the lowest NPS score of all at -57.

Six per cent of the general public that was surveyed fall into the 'promoters' group, while more than 55 per cent are detractors. This indicates that the public do not perceive working in the logistics industry is a particularly attractive option, especially the younger demographic. Julie said, "This would be exactly the target audience you would want to attract to the sector both now and in the future."

To discover why this might be, DJS Research asked people directly why there's a shortage of drivers. They identify the following key reasons.

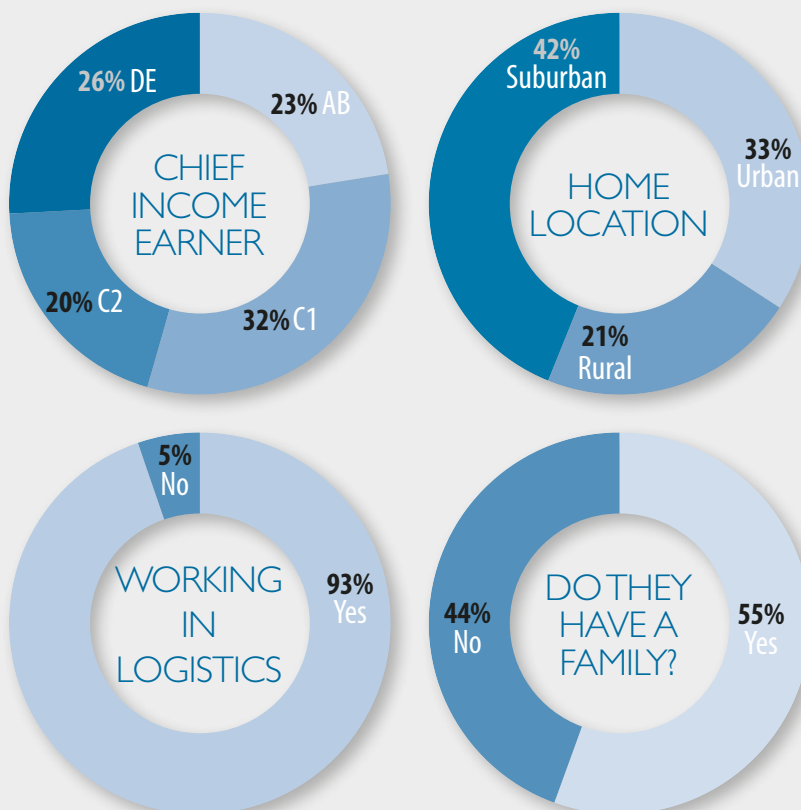
- Long hours and therefore not a family friendly career option
- Low pay and poor working conditions
- The cost of obtaining the licence

Summary

Given the industry's low NPS score of -49, the industry is not considered an attractive option amongst the general public. Julie recommended that rather than a more general approach, "campaigns should be targeted to specific groups with messaging developed for, and aimed specifically at, them." She also recommended that communication channels should be optimised when delivering campaigns, in order to reach each target group.

Julie concluded, "We feel that this shows that there is definitely a job to be done in developing campaigns to change this and make it a more attractive option and this is vital in addressing the driver shortage and future skills gap in the industry."

Who did we talk to – 2



Key to socio-economic groups

AB – managerial or professional

C1 – supervisory, clerical, junior managerial

C2 – skilled manual workers

DE – semi and unskilled manual workers and casual workers



Attracting new people to the industry



Priorities for an industry image



Miranda Chapman
Managing Director
Pillory Barn
www.pillorybarn.co.uk

Miranda began by underlining the clear need to sell the logistics sector to the public, and the role of logistics in wider society. Describing it as “one of the most important career paths in the world”, she said without logistics the UK would grind to a halt. Miranda said, “Our job as image consultants is to explore how an image campaign can help to establish a greater appreciation and understanding of your sector.”

A tangible identity

Defining the image of the industry as its personality, heart and soul, she said it also had to be tangible. It was, “Something that the audience can latch on to and recognise. It’s something they should be able to see. It should help them to understand what it is that logistics does. Everything that your sector says and does from whole organisations down to employees.”

Miranda argued that exploring all of these elements could create a powerful remedy to change public perception. “Importantly,” she said, “it should boost the morale of the people who work in the multimodal logistics sector.”

Perception and understanding

Touching on the research undertaken by DJS, she said perception can be a dangerous thing and questioned whether logistics was really understood. She said, “There’s a general understanding, but we would argue that people do not really know how their cereal ends up in their breakfast bowl. We should be talking about the people who make this happen. Challenging the perception can alter understanding.”

Miranda argued that the more you can make the connection about the impact logistics has on our daily lives, the more you can educate and influence. She said, “A simple rule of communication is to agree the core messages and keep telling the audience. This is the route to improving the image and reputation of your industry.”

Creating a narrative

Warming to her theme, Miranda said, “Our job is actually about storytelling, developing a narrative for your sector. It’s about considering all of the factors that impact on the people in it and those working with it, and creating a campaign that will assist open-minded, agile debate in a shifting landscape, where there are real pressures on skills, resources, time, infrastructure and finances. The narrative should say that despite all of this logistics is a growth area and a space where in the future the job title will say ‘logistician’ instead of ‘lorry driver.’”

Miranda urged delegates to look closely at the results of the Perception Survey conducted by DJS. She said, “It does require discussion and it should be challenged and endorsed with your own thoughts. The findings will influence our next steps and I will shortly explore this just a little bit more. After today, based on your feedback, we will have the content to design and implement a coordinated campaign with a focus on people, what they do, how they do it, why they do it and how what they do is essential to UK plc.”

While this campaign will not be “everything to everyone at once”, Miranda recommended that it should have the potential to be.

Making the complex simple

Emphasising that the key messages should be simple and easy to understand, as well as simple and honest, Miranda said, “The message should help us build a story that is compelling and relevant. And in our experience the client always know the best messages.”

**Our job as image consultants is to explore
how an image campaign can help
to establish a greater appreciation and
understanding of your sector.**

campaign

Advocating an easy to understand, less is more approach, she recommended that the campaign should include: a creative campaign, PR, events, an education programme, forums, websites, social media, content, emails, direct mail, internal communications, video and stakeholder engagement. "This is the opportunity to pool resources and collaborate", she said.

Selling the sector

Agreeing the key messages, key themes and an idea about your key audiences would enable the industry to focus on an action plan to build a campaign strategy which will sell the logistics sector to the public and beyond. Miranda said, "The image campaign will position and promote the logistics sector. It will harness the power of partnership and most importantly it's an opportunity to profile your people."

Miranda left delegates with a story that she hoped would help to frame some of the questions to be considered.

The coffee bean shelf

"The coffee bean shelf, as it's known, sits in the countries of Brazil, Vietnam, Indonesia, Colombia and Ethiopia. The coffee seeds are picked and processed, dried and milled in their country of origin. They are then warehoused, then they're loaded onto a ship where they are then transported to the tasters, where they are then selected and graded for sending to the roasters who grind and pack the beans for sending to the purchasers, all ready for brewing in the coffee houses. If we give thought to the fact that world coffee production in 2015/16, equates to 152 million 60-kilogramme bags, and in the UK we drink around 70 million cups of coffee a day, whichever way you look at it that's a lot of logistics. That's just one of the stories that we need to tell."

we want less

"Lorries just **block up** our roads"

"**Accidents** are always caused by lorries"

"Why are lorries so **noisy, big, polluting?**"

we want more

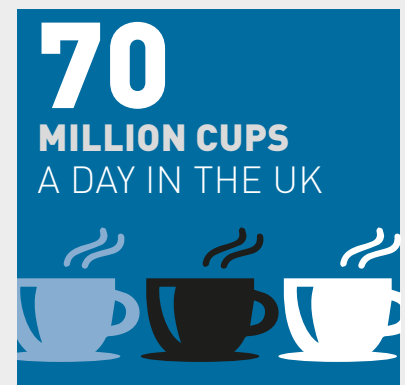
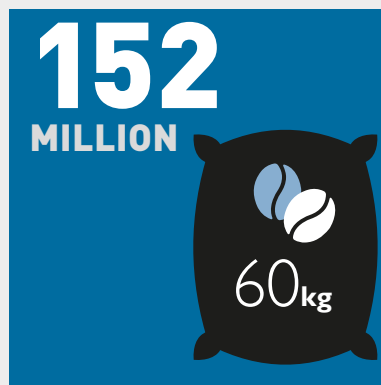
"**I want to work** in the logistics sector"

"My online order arrived in 24 hours!

Thank you logistics sector!"

"My local hospital had their meningitis vaccine **when I needed it**"

World  production in 2015/16



Attracting new people to the industry



Improving the image of logistics



James Hookham
Deputy Chief Executive
FTA
www.fta.co.uk

**Interactive discussion
with delegates**

Invited to participate in an interactive session on the industry's image, delegates were asked for their views and opinions as to how they think the image of the industry should be changed and improved.

What makes you proud?

James Hookham, FTA's Deputy Chief Executive, kicked off proceedings by asking delegates: "What makes you proud to be in the logistics industry? What makes you proud of the service you offer to your customers, the general public and to the other parties that benefit from what the logistics industry does?"

Get stuck in

Ross from How's My Driving? and Well Driven said he agreed with Theo Paphitis's sentiment about just getting stuck in at work as an alternative to university. He said, "That got my wholehearted support."

Educate people early

His colleague Ian, whose background was in the hospitality industry, said, "I didn't give a damn how products arrived in my units and therefore I had no perceptions of what the logistics industry was all about. It wasn't until I started working with How's My Driving? that I realised that it's the nerve centre of the whole environment and what happens." Ian thought there was a massive education piece to tell people not only how important it was, but also that there is a career to be had. He said, "I don't think there are any simple solutions other than we have to start at a very young age and get into sixth forms."

Ali from DJS Research, said, "You saw from the

results that the public saw the importance of getting their goods on time. They only worry about it if they don't get their goods or if there's suddenly no food in the shops. They don't make that connection."

What can be done better?

A delegate responded, "I think education and publicising the jobs that we do at things like career events. My daughter's just gone into sixth form and I've been through various colleges to look at trades and professions. Unfortunately there was nothing for the logistics industry."

Impressive commitment

Another delegate, Simon, said, "What makes me proud is the commitment we have from our staff to make sure people get what they want, when they want it, 365 days a year through some of the worst weathers and so forth. And I think that's what a lot of people don't realise in our industry, what we go through to make sure they've got food on the shelves or whatever they require when they require it and that's something that we don't promote. We do reward our drivers and our staff but we don't promote the fact that we have such a huge commitment and I'd say that being in the industry for 30 odd years that's something I'm really proud of."

James Hookham agreed that this could be a compelling message from logistics to the rest of society: we won't let you down, we will get the goods through to you.

A young person's perspective

Keith Gray, FTA's General Manager – Training, then introduced a young delegate called Bradley Hunt, who had made contact with FTA at the Skills Show. Keith said, "We were really impressed because unlike a lot of us where logistics found us, Brad's actually proactively looking to come into logistics." Keith asked him what his motivation was for wanting to join the logistics industry.

**What makes me proud
is the commitment we have from our staff
to make sure people get what they want,
when they want it, 365 days a year.**

Brad replied, "There's opportunities in logistics that people don't see and it's not actively promoted. I think many companies don't go into schools, there needs to be more promotion."

When asked about the form his careers advice took, he replied, "I told my careers adviser I wanted to work in transport, and they said your grades are higher so go into something else. He suggested a job in sales."

Asked what his friends make of his desire to enter logistics, Brad said, "They don't see how much it plays a part of everyday life and I think their interpretation of it is the vehicles are slow and the people who run it are overweight."

On what the industry can do to get young people back, he said, "Personally, I think it's down to advertising and promotion. You need more people in schools promoting your companies. Young people these days are looking for things that interest them. Especially technicians – a lot of people want to do that but they don't have the guidance of where to go."

Brad then revealed that he had recently attended an interview at a logistics company and been offered the job of trainee transport operator.

Educate the educators

On Brad's experience with his careers advisor, a delegate commented, "I think that young gentleman hit the nail on the head: it's educate the educators. Have a look in a truck, see the technology and what it's like to drive. That's what we should be doing: taking a truck round to some of the schools."

James Hookham agreed that targeting the careers advisory service within schools was important.

A delegate who worked in waste management said, "In terms of our hours, we're thinking we might have

something to sell there because we don't have long working hours, and it's Monday to Friday working. We've also embarked on apprenticeships so we're looking at that."

Recruitment starts at home

Ruth, from specialist transport consultancy Labyrinth Logistics, said her thoughts chimed with Sarah's from Wincanton. She said, "We need to be very careful that we don't just look outside the industry, we need to look within our own companies." Having done some work on recruitment strategy for her clients, Ruth said, "A lot of things really resonated with what Sarah said. You've got to make sure that your supervisors understand the relevance of recruitment, that they're targeted to involve recruitment in their day-to-day work rather than just getting the job done."

She also warned against over reliance on agency drivers and urged the industry to recruit a more diverse range of people, particularly women and younger people.

Winning over women

Asked whether women identified any particular issues during the Public Perceptions Survey, Julie from DJS said that the perceived long hours and lack of options to work part time were seen as a barrier. She also said that with only three per cent of the current driving population being women, that there was a lack of awareness that a career in logistics was even a possibility. She said, "It's just not seen as a career that's attractive to women with family commitments. There's a number of things that are real barriers to attracting a more diverse workforce."

Touching on the question of what the industry is most proud of, one delegate mentioned progression. She said, "In the logistics industry there's a lot of people who started as drivers and have been able to progress throughout the industry and get to very senior positions. I think that's a massive selling point."

Attracting new people to the industry

Improving the image of logistics

The delegate also picked up on what Ian Stansfield said about women being more likely to drive smaller vehicles. She said, "Once you're within the industry it demystifies a lot of the roles which look big and scary from the outside."

UK logistics leads the way

Mark, a former TNT employee, compared the logistics industry in the UK favourably to that in Europe. He said, "I used to work across Europe and one thing I do know is that the UK plc logistics core is very, very high up compared to our European partners."

He also thought that the low profile of the sector was partly due to the fact that it generates few problems. He said, "If you take us back to the last major fuel crisis, the country comes to a halt. That was the last time we really heard about logistics." Proud of the high standard of work and operations in UK logistics, Mark said, "It's a key part of how productive we are as a nation."

A delegate from Yorkshire expressed how proud he was of how the industry reacts in a crisis. He said, "During the York floods we provided over 250 skips to local residents who were struggling, and got all their waste."

James Hookham agreed that that was a clear and compelling message to tell politicians. He said, "Politicians at the moment are looking for things to be proud about in Britain and the logistics industry, as FTA keeps telling them, is something to be proud about, based on what we do every day and also based on comparisons with other countries, not just in Europe but right across the world. It's a very, very efficient part of the economy and something that we certainly impress on all parts of Government."

Partner with schools

Nicola from Essex County Council shared a couple of points in response to what could be done better. She said, "I think we're really up against it with this sixth form elitism mentality in schools, so I would really encourage FTA members to get on board with schools programmes, open your doors, link and partner with lots of schools so that you've got

an understanding of what's on offer, all the different training and apprenticeship routes."

She also thought that the language and examples used to engage young people in campaigns was key. She said, "If you're going to cite examples of getting things from A to B it's about finding a commodity that a student can relate to. Talk about how your PS4 or your Hugo Boss shirt or your Benefit Cosmetics got to you. Whatever it is, try to find something that can kids can connect to." She also urged delegates to get on board with local events and local partnerships. "We all have a responsibility to keep trying to do things differently and work collaboratively."

An industry with an open mind

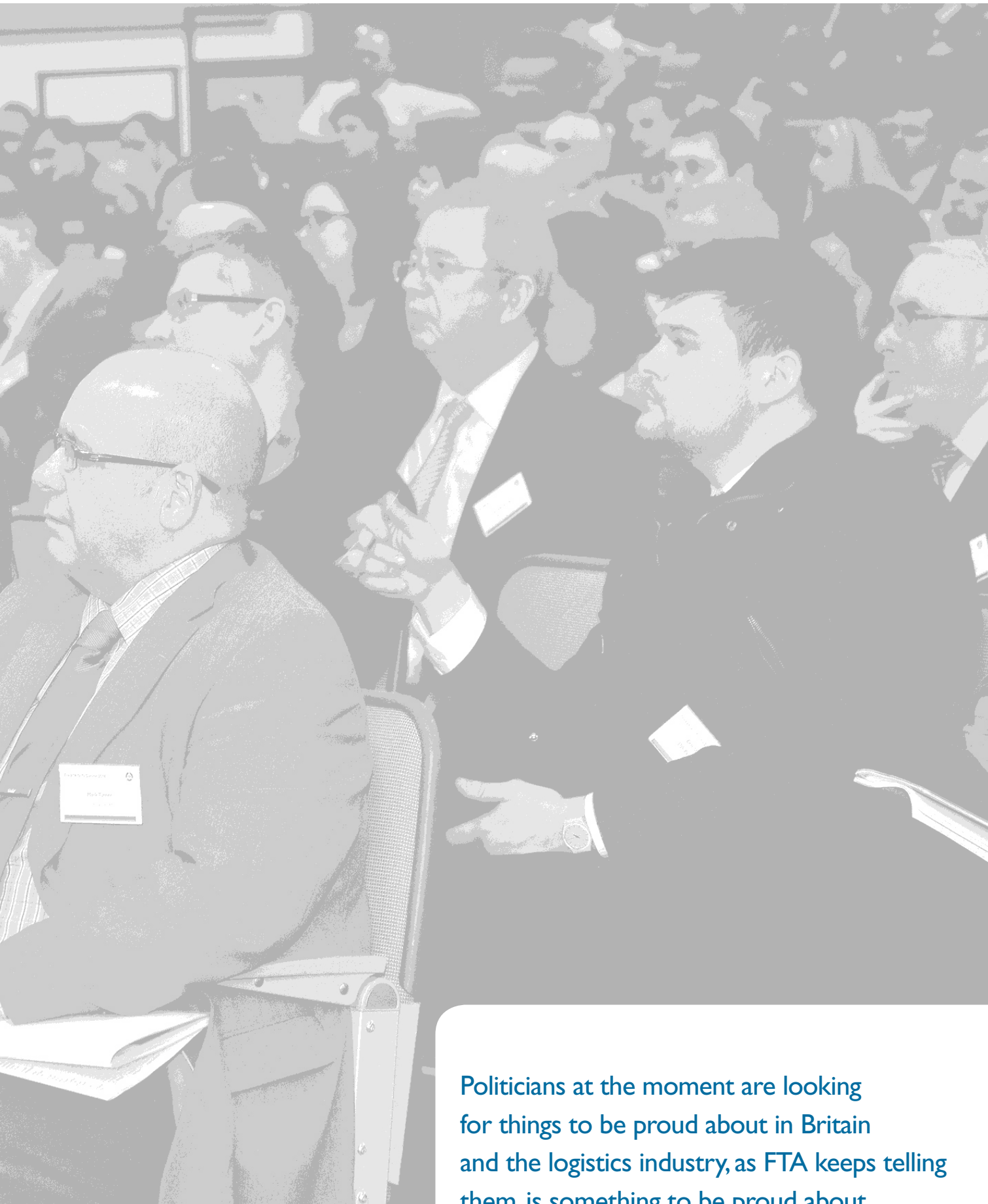
Tom from the Recruitment & Employment Federation reported that as an outsider he thought the industry should be really proud to be leading this debate around skills. He said, "I think there's a sort of openness in the industry, you're challenging yourselves. I think it is something that should be celebrated and you should be proud of it."

The bigger picture

A delegate from Manpower thought it was about what the industry should be doing better, and looking at the whole picture. He said, "We should stop showing pictures of trucks and the physical side of the industry and start talking about aspiration, careers, opportunities and money. Look at it more holistically and we will start to solve the problem."

James Hookham asked Ian from How's my Driving? about the good news they receive through their campaigns. Ian responded: "10 per cent of the 20,000 calls we get are complimentary or informative, so they will tell people your back light is out or broken or whatever. It really is a powerful mechanism to get some direct feedback from millions of eyes a day."

Thanking delegates for their contributions, James Hookham said, "It's personal stories and individual experiences like that we need more of. Keep them coming and what you think we need to do to move the image of this industry on."



Politicians at the moment are looking for things to be proud about in Britain and the logistics industry, as FTA keeps telling them, is something to be proud about.



Apprenticeships and the Levy



Liz Deakin

Business Development
Director of City & Guilds
www.cityandguilds.com

What is an apprenticeship? Government definition:
“It’s a job in a skilled occupation. It requires substantial and sustained training lasting a minimum of 12 months and at least 20 per cent of that training has to be off the job. It contains transferable skills which include maths and English. It leads to competency and capability in an occupation and that will be demonstrated through the apprenticeship standard. It trains the apprentice to the required level to do that job.”

Liz Deakin, Business Development Director of City & Guilds, explained that C&G has been working with a lot of large employers to translate some of the Government’s policies and what they will mean for the industry.



Colin Snape

HR Manager
Nagel Langdons and
Lead Employers’
Representative
on the road haulage
Trailblazer group
www.supplychainskills.org

Government has set the target of achieving three million apprenticeship starts by 2020. To finance them it has brought in a levy of 0.5 per cent for employers that have a payroll of £3 million or more to be introduced in April 2017.

Enterprise Bill

Government has also introduced an Enterprise Bill, which is specifically setting targets on public sector organisations – 2.3 per cent of their headcount will have to be apprentices if they have more than 250 staff in England. For relevant Government contracts that are worth £10 million or more and last for more than 12 months, part of the competitive process will be about their contribution to apprenticeships and skills. It is going to introduce some new apprenticeship standards. There is also

an Institute for Apprenticeships, which has just been announced. This is an employer-run body who are designed to oversee the whole process.

Current frameworks

The current apprenticeships and Specification for Apprenticeship Standards in England (SASE) are designed by sector skills councils, employers and training providers. They tend to consist of a number of qualifications, generally a technical certificate, NVQ and maths and English. They last 12 months and the Government has decided that they are too complex and too expensive.

Trailblazers

The new standards, called Trailblazers, will be designed by groups of employers. They will be rigorously end-assessed by independent organisations. Currently a training provider can deliver the whole apprenticeship framework. In the new world, a training provider will deliver the input but a separate organisation will do the end assessment. It will be assigned one of six funding caps so companies will be able to draw down funding against six different levels, depending on their programme.

The new apprenticeships need to last a minimum of 12 months and will be paid for by the levy that the Government is going to take from employers from 1 August 2017. The standards are much simpler with a list of skills, knowledge and behaviours to be achieved as part of the standard.

End assessment

The end assessment should make a big difference for the logistics sector. This was opposed to ongoing assessment, which may well have been a barrier to some of the apprenticeships that industry delivered in the past. Going forward, competency will be judged at an end assessment that is designed by the employer.

**By bringing those young apprentices on,
from 16, 17, 18 year olds,
we’ve managed to reduce our age range
of drivers to below 44.**

The importance of setting the right assessment for the right learner at the right level in the right environment was paramount. The assessment should be consistent, transferable and fair – and they will be by occupation. Employers also need to make sure that it is affordable within the funding cap.

How will it be managed?

The levy is based on UK payroll of £3 million and the way a group of companies' payrolls is organised is critical. Separate payrolls will be levied separately. If it's a group payroll it will be levied as a group. There's a £15,000 allowance too, which will work in a similar way to a personal tax allowance. Companies can keep up to £15,000 of the levy before they start to pay. Benefits in kind do not count, as the pay bill is calculated on total employee earnings. The levy can only be spent on Government-approved apprenticeships.

As well as being co-chair of the logistics and supply chain Trailblazer, Colin Snape has more than 100 current and former apprentices that work in his business. He said, "By bringing those young apprentices on, from 16, 17, 18 year olds, we've managed to reduce our age range of drivers to below 44."

Despite the national driver skills shortage, Colin's business was not feeling its effects. He said, "We haven't got an ageing workforce because we've taken on plenty of young drivers."

That is one of the reasons he wanted to ensure he had access to an apprenticeship scheme going forward. Colin said, "It's a complicated system to get one of these Trailblazers off the ground. We put out expressions of interest for three: the large goods driver; the traffic operator and the warehouse operative."

Colin recently put in expressions of interest for a transport manager at level four; warehouse

Costing tables 2014 to 2016

Trailblazer pilot funding model

		Cap 1	Cap 2	Cap 3	Cap 4	Cap 5
Maximum core Government contribution		£2,000	£3,000	£6,000	£8,000	£18,000
Employer contribution of the maximum cap is claimed		£1,000	£1,500	£3,000	£4,000	£9,000
Additional incentive payments	Recruiting a 16 to 18 years old	£600	£900	£1,800	£2,400	£5,400
	For a small business (<50)	£500	£500	£900	£1,200	£2,700
	For successful completion	£500	£500	£900	£1,200	£2,700
Maximum total Government contribution		£3,600	£4,900	£9,600	£12,800	£28,800

Attracting new people to the industry

Improving the image of logistics

supervisor, traffic/office supervisor, removal supervisor and a freight forwarder at level three. He said, "We've had to postpone all three for our specific industry supervisors at level three. The freight forwarder is still being looked at, as is the transport manager. We need to provide sufficient stretch between the operator and the supervisor and I couldn't get sufficient feedback at the moment to be able to do that so I've put them on hold."

Colin hopes to be trialling these new standards by September 2016. There are currently five funding caps to work with. He said, "We hope to move the HGV driver into cap three, and the warehouse operative and operator in at cap two."

Colin did not consider the apprenticeship levy to be the catalyst for the Government hitting their target of three million apprenticeships. He explained, "For my business alone, to be able to get the money back that I've got to put into the levy would mean that I have to take 50 new staff on, or 50 apprentices with a pay bill of £0.5 million. So to save £200,000 I've got to spend £500,000."

Colin urged delegates to look at the type of Continuing Professional Development (CPD) they can do with their current staff and use all the different Trailblazer apprenticeships that are already in place to make their money work for them.

Small and medium-sized enterprises (SMEs)

Although SMEs won't be paying into the levy, they can still access funds. It's a different type of access but they can draw down funding that's not used by the larger employers. In reality it's an excellent way to get some funding to do some CPD. Remember, if you don't use the money that's going into the levy you lose it.

The way forward for SMEs may be an apprenticeship training agency – a bit like a driving agency – particularly set up to recruit young apprentices and place them in businesses.

The company can then dispense with the tasks of direct recruitment and payroll, by signing an agreement with the training provider and the apprentice to say how much is going to be billed each month.

The future

Colin touched on the Apprenticeship Advisory Board headed up by Nadeem Zaheer, who is really committed to this.

Colin also discussed the Strategic Transport Apprenticeship Taskforce. "I was at a Department for Transport meeting with Lord Ahmad of Wimbledon recently," he said. "He was keen to pick up on the things that were being discussed at this summit, about publicising the industry and made it very clear that if you don't get it into primary schools, then you've lost their interest by the time they get to secondary schools."

Colin finished by inviting delegates to join his group – Supply Chain Skills. He said, "We're open to any employer in our industry. If you want to join, then please get in touch. Visit the website supplychainskills.org and register your interest."

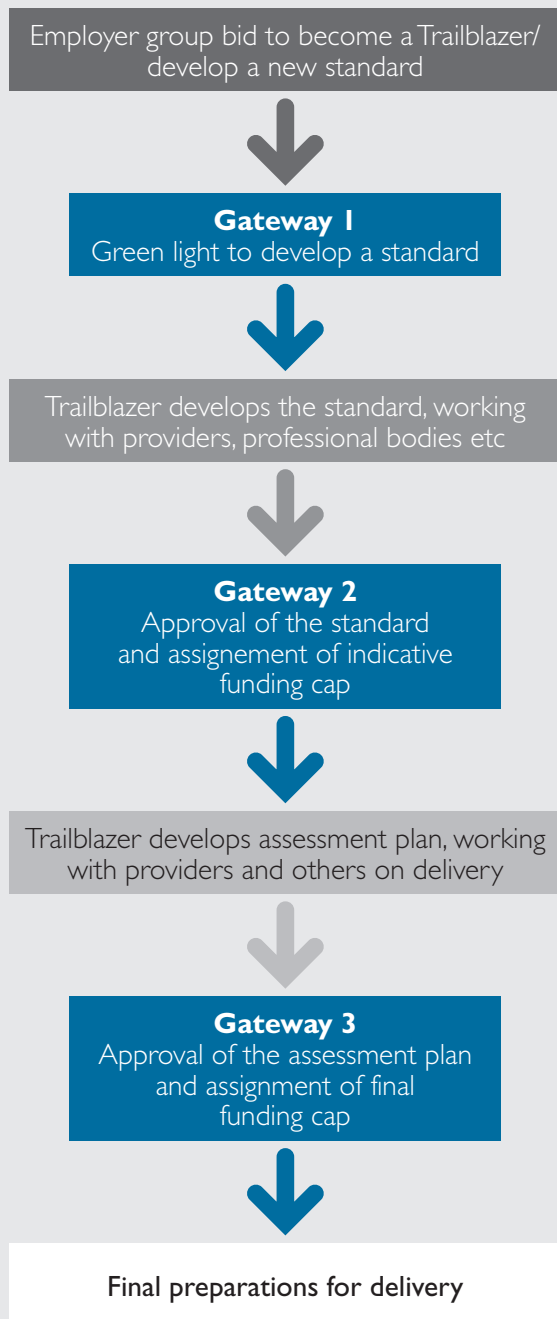
For further information:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/487350/BIS-15-632-apprenticeships-guidance-for-trailblazers-december-2015.pdf

Register your interest in joining the group
www.supplychainskills.org/

**If you don't get it into primary schools,
then you've lost their interest
by the time they get to secondary schools.**

The future of apprenticeship



The FTA Skills Summit



Watch a film about how FTA is doing its bit to promote apprenticeships in the industry

The importance of apprentices



“

The FTA Skills Summit



Watch a film of students who had attended logistics workshops run by **Think Logistics**

”

School leavers: how to



Ian Nichol
National STEM
Development Manager
Career Ready
www.careerready.org.uk

Ian Nichol, from charity Career Ready, said that attending a Think Logistics workshop changes young people's view about the industry, giving them an awareness of the careers that are available to them. He said, “To be brutally honest all of the young people that we work with don't understand what logistics is. And worryingly many of their teachers don't either.”

Ian praised the enthusiasm of the logistics employers that participated in the workshops to engage with young people, stating, “It was challenging but really, really rewarding!” He asked delegates to help run a workshop in a school or college in their area.



Neil Caldwell
Think Logistics
Project Manager
Career Ready
www.careerready.org.uk

There is intense competition for talented young people who are work ready. Ian works across various sectors including science, technology engineering and maths, as well as business and financial services, all of whom are competing for that talent. So if logistics is not there competing it is going to get second, third order of talent as a consequence.

Ian highlighted the fact that DJS Research found that the highest number of detractors were young people aged 16-24, while 61 per cent of detractors had negative views of the industry.

After agriculture, logistics is the worst industry sector for recruiting school leavers. Ian also lamented the fact that the sector underperformed in education and training, despite the fact that the skill set was changing. Today's young people are highly technical, they are digital natives and can bring so much to businesses.

What we're about?

Ian urged delegates to visit the Think Logistics website, where they can download materials for free and even rebrand them to reflect their own business. One thousand young people will have attended a Think Logistics workshop by May 2016.

All of the young people that we work with
don't understand what logistics is.
And worryingly many of their teachers
don't either.

reach the next generation

These were designed not just to raise awareness, but to understand the career pathways available and hopefully be able to make conscious decisions about going into the industry, rather than ending up in it by accident.

The charity has also set up six new Career Ready logistics centres, where logistics professionals are engaging with young people, making a difference, helping to transform young people's life chances.

About Career Ready

A charity that has been established for 14 years, Career Ready helps employers link with schools. It helps broker relationships between employers and more than 190 schools across the UK.

By engaging with professionals, young people can realise their potential and the experience is also rewarding for the mentor.

Delegates were encouraged to deliver masterclasses to groups of sixth formers, and also to invite young people into their businesses to challenge the stereotypes about the industry being all about trucks and sheds. This could even take the form of a four-week work placement where a young person could come into a business, which employers could use as a talent-spotting exercise. Seeing young people interface with customers is better than any assessment centre or interview.

Ambitions for the Think Logistics programme are high. By 2018 it wants to set up 50 Career Ready logistics centres across the UK, engaging 1,000 young people aged 16-19 on a regular basis with logistics professionals. It is looking for volunteers to mentor, host a masterclass, host a work placement, host an internship.

Delegate task

Delegates were divided into two groups for a 10-minute task. One half were asked to come up with a 60-second elevator pitch to attract a young

The payoff for employers is that if the industry needs 1.2 million new recruits by 2022 they have got to start engaging with that pipeline, nurturing that talent. And the best way to do it is by building relationships with schools and colleges.

It is low cost, low risk professional development – it can transform a young person's life chances. Bringing young people from diverse backgrounds into businesses is really important.

person into logistics. The other half were tasked to find three ways that could help improve careers advice in schools about logistics, and get it onto the radar of careers teachers. Here's what they came up with...

Schools Liaison Officer

Get sponsorship from FTA for a Schools Liaison Officer who will look at making connections with local and regional schools and colleges on behalf of the industry. David Wells, FTA's Chief Executive, responded that the idea was already on his radar.

Trucks in schools

Take trucks into schools so that students could have a good look around them, including all the technology and gadgets. The Chartered Institute of Logistics and Transport in the UK produces some very good materials with the Geographical Association as well, which links logistics with geography and getting it embedded in the curriculum – as logistics is not on the school curriculum.

Filmed content

Given how young people today consume information, produce a really clever, funny, innovative video that is scaleable which could be taken around schools.

School leavers: how to reach the next generation

Not just about trucks

It is important to explode the myth that the logistics industry is solely about trucks – with so many associated functions within companies, such as HR, accounts, finance, procurement, fleet. There are transferable skills too.

Elevator pitch #1

The summit's youngest delegate, Brad Hunt, gave the first pitch. "Why logistics? The opportunity that's why. No heavy goods vehicles = in three days the shops would be empty. No transport = no active nation. If you want the opportunity to start at the bottom and work your way to the top, join logistics. Good pay, friendly people and the freedom to be your own boss. Learn something new every day, make change that will impact you forever. Travel the world whilst earning money. Push yourself to be successful and join logistics."

Elevator pitch #2

Scenario – getting into a lift with a teenager who has a fantastic pair of trainers on.

Logistics Ambassador (LA): "Where did you get your trainers?"

Teenager (TA): "I got them from Amazon."

LA: "How did you get them?"

TA: "I ordered them through Hermes."

LA: "So what are you doing at school?"

TA: "I want to be in IT, I want to do technical work."

LA: "Did you know that barcode on that parcel is driven by IT. There's 100 people downstairs that are working on how to deliver your parcel. Twenty people handle those parcels and you got those within 24 hours didn't you?"

TA: "Yes I did."

Choose a product which young people identify with!

Elevator pitch #3

What's behind the app? "Are the younger generation a sofa generation, do they order everything from a pizza to a film and speak to their friends from the sofa? Do they really know what's behind the app? What makes it tick? Perhaps throwing up a load of job titles on a screen from CEO down and saying 'Which of these apply to logistics?'. The answer might be none or it might be all. We need to contextualise it with the modern day."





Jobseekers: how to get Government



Alex Farkas
Senior Employer
Relations Manager
Department for Work
and Pensions (DWP)
www.gov.uk/dwp

Alex Farkas from the Department for Work and Pensions (DWP) takes the lead in working with the logistics sector for unemployed customers looking to gain employment.

Stressing that DWP was only one of many organisations available to help the logistics industry, Alex went on to cover the challenges facing the industry, competition from other sectors, how DWP can support some of the current activity, how employers can connect to DWP and Universal Credit.

What the DWP knows about logistics and how it can help

Alex touched on many of the issues already discussed: the shortage of drivers and engineers, the lack of funding, the industry's low profile and the ageing and predominantly male workforce.

On the poor understanding people have of the industry, he said, "We suffer from that as an organisation. Our advisers that act as the broker between someone unemployed and looking to gain employment have a misunderstanding or a misconception of your industry and we're trying to do some work to address that."

Alex shared some figures from the UK Commission for Employment and Skills from October 2015. With replacement demand alone and a 10 per cent expansion in the industry, by 2020 logistics will be looking to recruit at least half a million people to stand still.

All this was happening against a current backdrop of rising employment and a dwindling supply of candidates.

With the candidate supply at its lowest level for 16 years, competition from other sectors is becoming more acute, particularly from agriculture and the care sectors.

DWP's work included gathering insights from 16-24 year olds based in the north west about their perceptions of the industry. Young people wanted to know about the range of roles available, career progression and training opportunities.

DWP has launched a series of initiatives to address the issue, including signing a partnership with FTA, raising awareness with Jobcentre Plus staff and working with the Ministry of Defence to attract service leavers. They have also funded licence acquisition in certain areas in the country, including Birmingham and Greater Manchester.

DWP has a number of campaigns to attract people into logistics. These include Not Just for Boys, See Potential, is another awareness campaign looking at diverse groups of the unemployed such as ex-offenders, those with disabilities and lone parents. Traditionally these have been people that are harder to help and place into work, but realistically very competent and skilful people who the DWP needs to target and support back into employment.

The DWP is looking to do a national awareness campaign across Jobcentre Plus to upskill its work coaches and run a series of masterclasses, designed to raise the profile of the sector.

Universal Jobmatch is the platform through which DWP advertises vacancies from employers.

The DWP doesn't work in isolation, it works across Government with other key departments that support the logistics industry as well – the Department for Transport and the Department for Business, Innovation and Skills being just two of them.

At a regional level, DWP offers logistics champions.

Summary

Every working day, more than three-quarters of a million people searched 30,000 vacancies advertised by employers on Universal Jobmatch.



Mandy Crump
Universal Credit
Employer head
Department for Work
and Pensions (DWP)
www.gov.uk/dwp



support

Universal Credit

Mandy Crump from DWP explained how Universal Credit can help people move from temporary to permanent, or part-time to full-time employment.

Her role is to make sure employers are aware of Universal Credit, its benefits and potential implications, so they could start thinking about their business and resourcing model going forward.

The key advantage for employers of Universal Credit was that it opens up opportunities for people to take part in part-time and temporary work. This was previously a difficult thing for its customers to do, because they were worried about the impact on their benefits.

A short video of Howard Ebison, Customer Service Director for East Midlands Airport, was shown.

Howard said, "With Universal Benefit, people have that reassurance that income is going to be stable and going into the workplace is without a doubt a good opportunity for them. From an employer's point of view that means we have a broader range of people applying for vacancies which means we can be more selective and that's always going to be a good thing."

East Midlands Airport needs an extra 1,500 people during the summer. Sometimes that's only for six weeks, but Howard says, "We really need those people for those six weeks. But six weeks' work is really unattractive to a lot of people, particularly for those needing to sign on again afterwards. Universal Credit makes that so much easier."

DWP began rolling Universal Credit out nationally to all its Jobcentres in February 2015. Mandy said, "90 per cent of our network at the moment will be delivering some element of Universal Credit. A lot of them will be people who are single, because we're starting simple and building up in a safe and controlled manner."

DWP has work coaches to work with people who are unemployed, but now it will continue with customers when they are employed, if they are on a low income and they still need that top up of Universal Credit. The work coaches support them through their journey.

DWP would also be talking to customers who were in employment but capable of doing more work or earning more. This had implications for employers as well. If you want to have a good career route progression through your business, Universal Credit can support you.

Summary

Employers had reported positive feedback on the flexibility of Universal Credit where it is live and operational. Delegates were urged to contact their local logistics champions, who have a good understanding of the local labour market.

Jayne from Greater Manchester had been made redundant, didn't want to claim benefit, but she did make a claim for Universal Credit. She had a work coach allocated, took a part-time cleaning job but that wasn't her aspiration. What she wanted to do was become a driver. There was a professional driving course available in Greater Manchester, and the work coach referred her. She passed the test and earned the qualification. In a twist of fate she spoke to her cleaning company employer and secured a job as their first woman driver.

With Universal Benefit, people have that reassurance that income is going to be stable and going into the workplace is without a doubt a good opportunity for them.

Retaining the good people we have



Emma Emmett

Director of HR
FTA

www.fta.co.uk

Emma Emmett, Director of HR at FTA, said, “We’re all operating in a very buoyant employment market, and with employment growth rising 12 per cent since 2001 it’s no surprise that retention is just as important as recruitment.”

Citing research from the Chartered Institute of Personnel Directors (CIPD), Emma said that 77 per cent of organisations in the UK were reporting challenges with retention.

Rising staff turnover

Retention is a primary measure of health for an organisation. CIPD reveals that there has been a four per cent increase in turnover rates from 2014 to 2015, and it’s predicted to rise well into 2018. With the average cost of employee turnover being £16,000 per employee it’s a big cost to any business, but one that was “avoidable if you take the right actions in your organisation. There’s lots you can do on a practical level to keep hold of your great talent.”

In the face of issues retaining drivers, transport managers, engineers and other hard-to-fill roles, a lot of organisations had upped their recruitment budgets to fill vacancies, as well as increasing pay and benefits, but this is also cited as one of the least effective ways of retaining staff.

Engaging your employees

Delegates were urged to focus on employees’ needs by improving engagement in their organisations. The key to employee engagement was about creating the conditions to get your staff to stick with you, to offer more of their ability, their capability and potential.

The more engaged employees are within an organisation, the more likely they are to stay. According to a YouGov survey, the number of engaged employees decreased from 39 per cent in spring 2015 to 36 per cent in autumn 2015. The number of employees who were neutral or wanted to know whether the grass is greener on the other side now stands at 61 per cent. These fence sitters needed to be converted into engaged employees.

An FTA Twitter poll revealed that only 30 per cent of respondents know the true cost of turnover, while less than half measure engagement in their organisation.

If you can increase engagement by three per cent that will lead to a one per cent increase in retention, and the more engaged employees are, the more likely they are to stay. They stay when they trust the company that they work for; when the leadership is seen to be great. They stay when they can reach their full potential and feel supported in their personal development, and they stay when they feel rewarded and recognised, and really feel valued as an employee.

Improving retention

Kathleen Howse, FTA’s HR Business Partner, gave some practical takeaways to help delegates retain their key staff.

In looking at what motivates employees and drives their engagement, it was important to note that people were motivated by both extrinsic and intrinsic factors. She said, “Not only are those material, tangible and external elements of the job such as your pay going to be very important, it’s also really important to look at those internal elements or drivers – that make employees feel good and cared for.”

Knowing how much pay was offered compared to similar roles in other comparable organisations was important. Employee benefits were another great way of motivating employees and driving their engagement. Look at whether the benefit package offered is competitive – holiday allowance, life assurance, an Employee Assistance Programme and what type of health benefits.

Mixed motivations

Different generations of employees have different motivations. For example those born in the 1980s onwards, the ‘millennials’, are motivated by very different things to the ‘baby boomer’ generation. The millennials will be motivated by flexibility, room to grow, opportunities to make decisions and technology.



Kathleen Howse

HR Business Partner
FTA

www.fta.co.uk

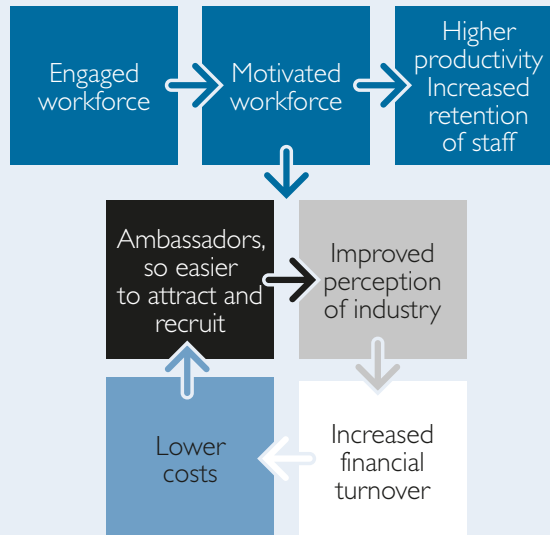


Chris Wallace

Sales Director
Microlise

www.microlise.com

Why are retention and engagement so important?



Flexibility at work was another important tool in the retention armoury – what options are offered to balance home life with working life? These may include flexible hours, flexible start times, options to leave early on occasion or work from home.

A clear career path to becoming a transport manager and a supportive learning and development environment were important too.

Managing relationship

An employee's relationship with their line manager was seen as hugely important in driving, as was engagement. The level of visibility of the senior management team together with job security was another important driver for engagement. Feelings of security can be aided by being transparent about business plans and what's going on with the business as a whole.

Another intrinsic motivator is an organisation's culture. "What are the company values? What does it feel like to work in the organisation?"

If people recognise that the company is going beyond its duty of care as an employer and is interested in them beyond what they can get out of them, then that will go a long way.

Delegates were asked to identify the top three drivers of employee engagement in their organisation and why, and take these back to their organisations and discuss them with their teams.

Employee engagement is not a standalone issue but part of a larger cycle. Creating and maintaining ambassadors is the key to a more engaged and productive workforce.

- Gather your data from exit interview and employee surveys
- Identify what your employees' needs are and how engaged they are
- Continually monitor and evaluate your programmes to ensure they are still effective

Technological solutions

Chris Wallace, Sales Director of Microlise, talked about the role technology can play in aiding staff retention.

He said, "We fill vehicles with technology, but it's not a silver bullet, it's an enabler. We capture a lot of useful information about the vehicles being driven safely and economically." Best practice was where there is good management, high motivation and great communication with drivers.

Too often employers put systems in place which provided the stick but not the carrot. Drivers get reprimanded and disciplined for not achieving certain levels of efficiency.

Good technology is not just a telematics console. It needs to engage with drivers, giving them access to their own performance, a debrief in the cab, and showing them how they compare with their colleagues, creating a friendly rivalry.

The best systems wrap together not just economic driving style and how the driver's driving the vehicle, but also how they are doing from a safety point of view.

Systems can integrate data recording, camera systems and tacho analysis. Companies that are doing it right are getting a financial incentive.

Foreign workers: how to navigate the



Tom Hadley
Director of Policy
Recruitment &
Employment
Confederation (REC)
www.rec.uk.com

Tom Hadley, Director of Policy at Recruitment & Employment Confederation (REC), shared the results of a recent MORI poll which asked: what is the most important life decision that you have made? The number one answer is the job that they choose to do. This was encouraging news for the REC, whose strapline is: 'Jobs transform lives'.

The REC represents about 3,500 members in 19 sectors, including 400 specialist agencies in the driving sector. It is recommended that you only use agencies that were members of their own industry trade body. He also urged them to ask, "To what extent are your front line staff trained?" and "Are you qualified in the art of recruitment?"

More than 600,000 people found a permanent job through a recruitment agency in the last year.

The majority of drivers placed by REC members are UK nationals, with an average of 10 per cent of drivers from other EU countries and less than one per cent outside the EU. One of the ongoing challenges is how does immigration policy reflect labour market needs? But overseas labour is necessary in the short term to meet demand.

The REC's monthly jobs report reveals that the number of permanent placements has increased consecutively for 41 months. Tom said, "Every month our members are saying that they placed more staff than they did in the previous month, so that's something we continue to look at."

The headline statistic from the report is that 87 per cent of employers are planning to recruit more staff in the next three months. An overseas recruitment drive was just one of the solutions.

Make sure you use a reputable agency who:

- complies with *Conduct of Employment Business Regulations (2003)*
- undertakes all of the necessary pre engagement checks (identity, right to work, CPC, driving licence)

- checks employment and tax status and engages drivers on appropriate contracts

To guarantee the above, use an REC member by checking its website: www.rec.uk.com/membership/member-directory

There is a wave of regulation governing the UK recruitment sector. One regulation is that if you are hiring overseas you must first advertise in the UK. Though, in practice, all agencies will look at the domestic market first before looking to recruit overseas.

Tom's biggest message was to make sure the right checks are taking place. If you're using HGV drivers as temporary staff, the onus is on the agency that they have been properly checked, are legally entitled to work in the UK and that their work permits and HGV licences have been validated.

What is their tax status in terms of self-employment? Companies are encouraged to be very transparent.

If you use an REC agency and it is not doing the right thing you can complain. REC has a whole machine to investigate complaints against its members.

The two key drivers of good recruitment were that:

- it's hard to find staff – the industry needs to do something different
- brand – how companies recruit says a lot about them as an employer

Do you give feedback to unsuccessful candidates? Are you doing enough to bring more diversity into the workplace?

The Good Recruitment Campaign was launched by REC in 2014 and several hundred employers have signed up, including the CBI and CIPD. It is very relevant to recruiting overseas, making sure due process is followed legally and ethically.



Fleur Linkman
Automotive and
Logistics Divisional
Manager
Euroforce Ltd
www.euroforcelttd.com

rules

Overseas recruitment was not a long-term solution according to Fleur Linkman, Automotive and Logistics Divisional Manager, Euroforce Ltd.

Benefits of recruiting outside the UK

- A wider pool of candidates with relevant experience and qualifications
- Willingness to relocate to any location in the UK
- Candidates looking for guaranteed full-time hours and long-term contracts/permanent positions, helping with retention of employees
- EU candidates are attracted to UK pay rates, as they are significantly higher than in their home country
- Training prospects in the UK are a great attraction
- Fresh outlook on the industry
- Motivate current employees to produce and achieve more

How to recruit directly from EU countries

- Advertising online through websites in designated countries
- Social media campaigns
- Euroforce has a 30-strong multilingual resourcing and welfare team that deals with EU candidates, from candidate sourcing and attraction, through to candidate management and relocation
- Focus on specific areas in EU countries where there is an abundance of the skill and target them for advertising and attracting talent that wants to come and work in the UK
- Make regular trips to EU countries scouting out locations to promote job opportunities

For Euroforce, the candidate journey is all important. It's explaining that change that's going to happen in the UK and building that journey for them. Candidates are collected from the airports and it arranges everything from accommodation to relocation. Companies are strongly advised to do proper skills assessments of any new driver into the business.

How to recruit non-EU foreign workers

The financial and bureaucratic challenges of employing non EU workers are many. You typically have to pay between £515 and £1545, depending on your business status, to get the sponsor licence. To this you have to add the cost of the work permit, but currently HGV drivers are ranked in the lower skilled occupations, meaning non EU workers are currently ineligible to work inside the UK.

Licence checking of EU and non EU foreign workers

- Checking licenses of drivers from outside the UK is extremely important, as different restrictions apply for different countries. If required, advice can be given from the DVLA
- Licence history: points/penalties
- In some countries, candidates can go to their local police station and get the relevant paperwork to show their licence history. You can also check their licence with the licence provider from their home country
- It can be beneficial to contact the UK embassy of the country in which the licence was issued, to check that their licence is current and still valid
- Drivers from countries outside of the EU cannot exchange a foreign licence for a UK licence. Drivers of medium-sized to large vehicles are only entitled to drive vehicles that have been registered outside Britain and which they have driven temporarily into the country

Summary

With overseas drivers it is key to ensure that driver compliance regulations are met and quality is not compromised. The last thing anyone wants is an accident on the road caused by somebody not doing their job correctly.

Armed service leavers: some of the



John Hartley
Director of Business Development and Strategy
Kuehne+Nagel
www.kuehne-nagel.com

John Hartley, Director of Business Development and Strategy at Kuehne+Nagel, explained his company was actively recruiting from the armed forces, to meet its skills and resource gaps.

A good thing to do

Why consider servicemen leaving the armed forces? As well as being a huge tick in the Social Responsibility box for organisations, he believes it is a genuinely good thing to do – when service personnel decide to leave they should be helped to make that big transition between their military and civilian careers. But there were real, tangible benefits to business, as there is a constant stream of servicemen leaving the industry with the skills the logistics industry needs.

Disciplined employees

Service leavers from the armed services had proved themselves to be generally reliable, trustworthy, dependable and disciplined people, happy to accept and execute responsibility. He also maintained that if properly settled into the career, they were likely to be far less transient than an equivalent hire from Civilian Street.

Management ability was also identified as a key quality of some leavers. K+N had got some exceptional managers from military backgrounds with really strong leadership and communication skills.

It makes financial sense too – very low recruitment cost combined with a lower turnover from service personnel.

Experienced drivers

A high proportion of service personnel have trades that are relevant to industry, including a large number of truck drivers familiar with transporting dangerous goods and transport planning.

However, just because people have these skills they won't necessarily elect to have a career in logistics.

Companies need to take a more proactive stance to reach out to these people and sell them the opportunities for a career in the logistics industry.

By registering with the Career Transition Partnership and advertising vacancies in specialist resettlement magazines, Quest and Pathfinder, companies can reach the highest number of people leaving the services in the coming years.

In terms of the recruitment process, companies can attract and interview candidates well ahead of their actual start date, giving a firm job offer five to six months before they leave the military.

Mentoring programme

The other difference to a standard recruitment process is that K+N has a military mentor programme. It is a huge cultural change for service personnel going into civilian life – the support structure of the armed services, in terms of accommodation, food, clothing, community and camaraderie falls away once you leave. The military mentor is someone who is a candidate's friend for the first few weeks, to help them over that transition, get them settled, deal with the issues so they become a long-term successful employee.

Recruiting reservists

Reductions in headcount in the British Army mean that it will need to increase the number of reservists to 30,000 by 2020. Kuehne+Nagel releases people on its reservist contracts for their training. It works equally well for civilian entry reservists or for those leaving the regular army. Most of the training they will complete in their own time at weekends and evenings. And if they have to do a two or three-week exercise they'd normally be expected to do this using their paid leave or unpaid leave.

Kuehne+Nagel has recruited a former army major as its Military Recruitment Manager to coordinate recruitment across all sites, map future recruitment needs, attend employment fairs and support the



Brian Alexander
Employment Relationship Manager
Career Transition Partnership
www.ctp.org.uk

Richard Reynolds
Strategic Planning Director
Noah London
www.noahlondon.com

best trained people

mentoring of new recruits. On recruiting former service personnel, K+N says it's a powerful instrument to fill the skills gap as well as get some very talented, disciplined, good quality staff for them.

Managing change

Brian Alexander, Employment Relationship Manager of Career Transition Partnership (CTP). CTP is a partnership between the Ministry of Defence and an organisation called Right Management which is part of the Manpower Group, which assists service leavers to find employment.

Skills workshops

Service leavers attend a transition workshop, where they are introduced to CV writing, interview techniques, taught how to identify their transferable skills and how to apply for jobs.

Brian's role within CTP was to create accounts with organisations and companies to advertise vacancies.

For every soldier on the front line there is a whole logistics chain of eight supporting that one person. Key among service leavers' transferable skills were management, leadership and project management – non-delivery of essential goods and services in the army can clearly be catastrophic.

Training gap

More than 3,400 service leavers are actively seeking employment in the logistics industry, and CTP delivers a range of training courses and licences to support them in their resettlement journey. However, there was a training gap in that many service personnel have an HGV licence, but often don't hold a CPC or tachograph smart card.

CTP offers a fee-free recruitment service, where employers can post vacancies on its national jobs site, visible to service leavers. There's only one element that attracts a fee – attendance at one of its job fairs and that's because it has to bear the cost of

the hall or venue.

CTP also hosts company awareness days, for large employers and civilian attachments, where service leavers work for a time in a company.

Broad range of skills

Brian was keen to emphasise the breadth of skills and talents service personnel have to offer. Companies interested in engaging with CTP should visit the website ctp.org.uk. He said, "You pay for the armed forces, that is taxpayers' money. It is your armed forces please consider that."

Campaign to address the crisis

Richard Reynolds from advertising agency Noah London, explained how its client, Dunlop, approached them with a plan to address the HGV driver crisis.

As this was an opportunity to tailor a message to a specific group, they had to think hard how to address the problem and engage their audience: how to fire up emotions, what are they going to feel like?

A heroic message

The core part of the campaign was the idea that 'Britain needs more HGV heroes', wanting to establish the fact that the country needs them.

For the media opportunity, the agency covered a truck with the campaign logo at Silverstone, with the slogan 'Fancy a bigger driving challenge?'. Then came the opportunity to target the service leavers. The insight was for army leavers to feel attracted to becoming an HGV driver because it retained some of the same fulfilment that their army career did.

The campaign continues. The client's pleased and Civvy Street Magazine is pleased. Dunlop took the 'Britain needs more HGV heroes' campaign to the CV Show where visitors got to play with a Dunlop radio control car and be an HGV hero in miniature.

14,000

**SKILLED
AND EXPERIENCED**
INDIVIDUALS LEAVE THE
ARMED FORCES
EACH YEAR



1,700

SERVICE LEAVERS LEFT
IN 2015 INDICATING
THEY WERE EMPLOYED
WITHIN THE
**TRANSPORT AND
LOGISTICS INDUSTRIES**



2,700

SERVICE LEAVERS
CURRENTLY REGISTERED
WITH CTP HAVE A **CAT C/
CAT C+E LICENCE**, BUT
OVER HALF ARE NOT
SEEKING EMPLOYMENT
WITHIN THE SECTOR

**Cat C
Cat C+E**

YOUR PROFITABILITY OUR AIM



DAF TRANSPORT
EFFICIENCY

DAF knows your business and understands how important efficiency is for you. That's why we offer sophisticated transport solutions, trucks that offer market-leading reliability and low operational costs. We also provide a wide range of services to ensure maximum vehicle availability. These are all available at one place: your DAF dealer. DAF Transport Efficiency is the name of our philosophy to offer you highest return per kilometre.

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