

Funding and support for accessing logistics skills

Produced by Logistics UK Policy



Forewords



The ability to access a workforce with the necessary skills is essential for the future success and resilience of UK logistics. This is currently an acute issue for the recruitment and retention of essential HGV drivers but applies to other roles that are vital to the functioning of this critical part of our economy too.

The combined forces of Brexit and COVID-19 have exposed structural problems with the supply of workers to the logistics labour market. Logistics UK is working actively, constructively and productively with Government to take immediate action to address these long-term market issues, and to enable UK workers to step in and fill vacancies and ensure the UK can keep trading.

We are campaigning for policy changes to help create a sustainable pipeline of staff to meet the demand for people in our sector. You can find out more about what we are doing on our website, our social media channels and by reading our weekly member enews.

We have taken practical steps to make a difference for our members too. This guide to accessing funding and support, along with the associated webinar were produced with the active involvement of the Department for Education and the Department for Work and Pensions. I would like to thank them for their support and commitment.

David Wells
Chief Executive
Logistics UK



Department
for Work &
Pensions



Department
for Education

Logistics is one of the most vital sectors in the UK, and the Department for Work (DWP) and Pensions and Department for Education (DfE) recognise the essential role that the haulage industry has played during the pandemic, supporting the sector and the UK as a whole through immensely challenging circumstances.

We are dedicated to promoting the sector as a career to diverse groups of candidates and to addressing some common-held misconceptions about the sector. The opportunity to connect with employers through collaboration with Logistics UK will help us to understand how to remove barriers to address skills shortages, misconceptions about the sector and other barriers that may impact upon labour supply.

Through DWP's **Logistics Sector Action Plan** and the support of DfE, we will shape support for jobseekers and identify skills required to pivot customers to opportunities which are in high demand or in growth. Working closely with the Department for Transport we also have a key role to play in addressing the current driver shortage and the challenges being experienced on the supply chain/ warehousing side of logistics. We want to ensure that we are best placed to support our customers into sustainable employment within the sector.

Alex Farkas
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and
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Introduction

Logistics UK's [Skills and Employment Report 2021](#) found that there were **72,000** fewer HGV drivers in the UK compared with 2019 - including **14,000** fewer EU drivers and 55,000 fewer UK nationals, highlighting that the significant **skills gap** remains.

Successful logistics is at the heart of every part of the UK's economy, a sector which employs more than 2.5 million people across the UK.

For many, opportunities in the logistics market are hidden from view, making it difficult to recruit the staff the industry needs. With an ageing workforce, and many EU workers returning home after Brexit, it has never been more important to attract and retain new employees to the sector.

Logistics UK has been working closely with both the Department for Work and Pensions (DWP) and Department for Education (DfE) to bring together the support available for our members to recruit the employees that they need.

The purpose of this guide is to be a first step in helping our members navigate all the potential routes to funding that are available from the Government and outlines some of the key initiatives available.

This guide can be accessed on the Logistics UK Skills and Employment Advice Hub, along with other links to further support, and will be updated on a regular basis with the most relevant information for our members.

Government initiatives

What is available from Department for Work and Pensions?

The Department for Work and Pensions (DWP) is dedicated to promoting the logistics sector as a career to diverse groups of candidates, and to addressing some common-held misconceptions about the sector. The logistics and haulage sector has been identified as a priority as part of the development of the department's labour market sector approach.

DWP continues to work extensively with the Department for Transport and employers to ensure that they understand and recognise the specific needs of the sector in order to identify and develop provision, encourage a more diverse talent pool, and upskill customers to enter the world of work in logistics.

Here is a list of employer initiatives that may help logistics businesses recruit the people that they need for positions that they have available.



Logistics is one of the **most vital sectors** in the UK, affecting all aspects of the economy. It employs 8% of the UK's workforce, contributes £120.7bn to the economy every year and offers career opportunities at all levels.

WAY TO WORK CAMPAIGN

The 'Way to Work' campaign is a new partnership between Government and employers to get 500,000 jobseekers into work by the end of June 2022. Way to Work will accelerate connecting current opportunities and jobseekers.

As well as providing jobseekers with support, DWP is developing a new employer service offer.

Delivered through District and local employer services teams, Way to Work will develop ways to transform how employers access DWP services for recruitment and support, including connecting work coaches, connecting claimants to employers and when needed, providing a bespoke brokerage matching service where there is tailored additional support to fill vacancies with jobseekers.

MORE INFORMATION

[Way to Work campaign](#)

Speak to your local jobcentre for more information.

FIND A JOB

The Find a Job service offers an easy way for employers to post job adverts and for jobseekers to look for work. Employers need to set up an account to post job adverts and it has a simple login process with an enhanced search function.

This service provides businesses with access to a large pool of candidates to fill long term roles.

MORE INFORMATION

[Find a Job](#)

★ A similar job service is available in Northern Ireland: [Job Centre Online](#)

SECTOR-BASED WORK ACADEMY PROGRAMME

A Sector-based Work Academy (SWAP) is designed to help meet employers' immediate and future recruitment needs, as well as to recruit a workforce with the right skills to sustain and grow their business.

An academy can be tailored to suit each business. It can last up to six weeks and has three main components:

- Pre-employment training.
- A work experience placement.
- A guaranteed job interview.

★ Sector-based work academies are available in Scotland funded through the Scottish Government or other partner organisations. Similar initiatives, such as Jobs Growth Wales+ and ReAct, are available in Wales through the Welsh Government's [Business Wales](#).

MORE INFORMATION

[Employer Guide](#)

WORK TRIALS

Work Trials help to overcome any doubts about a candidate after an interview. The trial gives a jobseeker on benefits the chance to work with a business for a short period so that both parties can see if the job is a good fit.

A jobseeker volunteers for a work trial and they continue to receive benefits during the period.

DWP's **Logistics Sector Action Plan** will shape support for jobseekers and identify skills required to pivot our customers to opportunities which are in high demand or in growth.

Overview of criteria:

- The jobseeker is the only person the employer is considering hiring.
- It is for a job which is at least 16 hours a week for at least 13 weeks.
- The employer needs to agree the length of the work trial with the jobseeker before it starts.

MORE INFORMATION

[Government guidance on Work Trials](#)

WORK EXPERIENCE

The voluntary Work Experience scheme provides 18 to 24 year olds, or people aged 25 and over who don't have recent work history, an opportunity to overcome the barriers they face in finding and sustaining employment. It can also have benefits for businesses, such as developing the supervisory and management skills of its current workforce, enhancing its public profile by supporting the local community, accessing a pool of hidden talent, and promoting workforce diversity.

An overview of the scheme:

- Employer can interview candidates before agreeing to placements.
- Placements last a maximum of eight weeks.
- Jobcentre Plus continues to pay benefits plus travel expenses.
- Many employers recruit from placements when vacancies arise.

MORE INFORMATION

[Employer Guide](#)

[Government guidance on Work Experience](#)

What is available from Department for Education?

Through Plan for Jobs, and the Skills White Paper, the Department for Education (DfE) continues to support economic recovery and skills needs by boosting the supply of skills that employers require and providing a range of training opportunities to people across the country.

DfE's Apprenticeships and Traineeships schemes include incentivisation payments to employers to expand training capacity and help bring through a pipeline of labour.

Through schemes such as these and Skills Bootcamps (Green Transport & Logistics), Level 2 qualifications, and the Sector-based Work Academy Programme (SWAP) that we support DWP to deliver, there are significant skills and training opportunities for the haulage and logistics sector.



To help members to fill existing and new vacancies, Logistics UK's [Skills and Employment Advice Hub](#) contains advice and information for employers and employees to assist in recruiting or becoming the next generation of employees to this vital sector.

APPRENTICESHIPS

★ The revised LGV Driver apprenticeship launched in August 2021 with an increased band of £7,000.

Apprenticeships help bring valuable skills into a business with the Government's support. They're suitable for people at any level so employers can hire someone new or upskill an existing employee.

DfE is offering cash incentive payments for every apprentice hired as a new employee. From 11 January 2022, you will be able to apply for a payment of £3,000 for apprentices with an employment start date from 1 October 2021 to 31 January 2022. Applications close on 15 May 2022.

Employers can spend the payment on anything to support the organisation's costs. For example, uniforms, apprentice's travel or their salary. It does not have to be paid back.

This payment is in addition to the £1,000 incentive payment already available for taking on an apprentice who is either aged 16 to 18 years old or under 25 and has an education, health and care plan or has been in the care of their local authority.

■ MORE INFORMATION

[Apprenticeships](#)

[Apprenticeship funding](#)

★ Employers can speak to the DfE's team of experts by calling 08000 150 600 or via the [employer enquiry form](#).

See [Further sources of help and information](#) for more.

APPRENTICESHIPS IN NORTHERN IRELAND

In Northern Ireland, skills and training support for apprenticeships are managed by the Department for Economy. There are three types of apprenticeships, Level 2, Level 3 and Higher Level.

Government funding is available for directed ('off-the-job') training.

- ApprenticeshipsNI – For apprentices aged 16-24, funding is available for the full cost of the off-the-job training. For those aged 25 and over, funding covers 50% of the costs for apprentices who wish to follow apprenticeships in priority sectors.
- Higher Level Apprenticeship Programme (Level 4 to Level 7) – Funding is available at a specified rate aligned to mainstream Further and Higher Education funding.
- An incentive payment is available for employers when an apprentice successfully completes all targeted qualifications within their Level 2 and/or Level 3 ApprenticeshipsNI full framework, and they have completed 104 weeks of employment.
- A 'Recruitment' incentive of up to £3,000 is currently available for employers, for each new apprenticeship opportunity created between 1 April 2020 and 31 March 2022.
- A 'Return/Retain/Result' incentive of up to £3,700 is also currently available for employers, to help return apprentice(s) from furlough, retain them and for successful completion of their apprenticeship.

■ MORE INFORMATION

[Apprenticeship scheme overview](#)

Contact: apprenticeships@economy-ni.gov.uk

[More information about incentives](#)

TRAINEESHIPS

Traineeships are a flexible work-based pathway programme to apprenticeships and other employment. It is a skills development programme that includes a work placement and can last from six weeks up to one year, though most traineeships last for less than six months.

There is additional funding available for traineeships for 19 to 24 year olds. Funding includes a £1,000 incentive payment for offering traineeship work opportunities until 31 July 2022. Employers can work with any provider who has traineeships funding.

The DfE traineeships team is working with Logistics UK and will explore engagement with the sector including potential to develop occupational traineeships.

■ MORE INFORMATION

[Traineeships funding](#)

[Government guidance on Traineeships](#)

[Traineeship providers](#)

LEVEL 2 QUALIFICATIONS

There are currently five Level 2 certificates in driving goods vehicles which are available to take now:

- Highfield Level 2 Certificate in Driving Goods Vehicles.
- ProQual Level 2 Certificate in Driving Goods Vehicles.
- Pearson Edexcel Level Certificate in Driving Goods Vehicles.
- ICQ Level 2 Certificate in Driving Goods Vehicles.
- SQA Level 2 Certificate in Driving Goods Vehicles.

■ MORE INFORMATION

[Train to become an HGV driver](#)

SKILLS BOOTCAMPS

Skills Bootcamps are free, flexible courses of up to 16 weeks, designed to give adults aged 19 and over the chance to build up sector-specific skills and fast-track to an interview with a local employer. A Skills Bootcamp can lead to a job or an apprenticeship to further develop the knowledge and skills required to be employed in a particular sector.

The HGV courses launched in January 2022, with DfE investing up to £10 million to train up to 3,000 more people to become HGV drivers.

The courses will help you become a qualified HGV driver and get the Driver Certificate of Professional Competence (CPC). There are three options:

- New to HGV driving.
- Upgrade your current HGV licence.
- Return to HGV driving.

You are eligible to apply for a Skills Bootcamp in HGV driving if you are aged 19 or over and are employed, self-employed, have recently become unemployed (in the past 12 months) or are returning to work after a break. You will also need to have a full UK driving licence.

Additional bootcamps available in England include:

- Green transport and logistics (delivering goods vehicle driving courses and knowledge in sustainable logistics).
- Electrotechnical and vehicle electrification (delivering skills in vehicle maintenance including electric vehicles).

MORE INFORMATION

[Skills Bootcamps](#)

[HGV Skills Bootcamps](#)

[Green Skills Bootcamps](#)

[Training to become an HGV driver](#)

LEVEL 3 QUALIFICATIONS

Launched in April 2021, DfE is fully funding any adult aged 19 and over who wants to achieve their first Level 3 qualification, with around 400 qualifications to choose from.

The funding includes vocational qualifications relevant for the logistics sector:

- Diploma in Logistics.
- Diploma in International Supply Chain Logistics (RQF).
- Extended Diploma in International Supply Chain Logistics (RQF).

MORE INFORMATION

[Level 3 offer](#)

Employers can work with any provider who has traineeships funding. View the traineeship providers list on [gov.uk](https://www.gov.uk).



Scenarios and potential solutions

To help members identify which funding option is suitable for their situation, here are some scenarios that members may currently be facing, with initiatives highlighted that may help employers recruit for the positions that they have available.

I want to recruit drivers (HGV and/or van)

SCENARIO 1



I currently employ 10 drivers. One is due to retire in three months' time and another in 18 months' time. I have advertised and have one possible candidate, but they only have a Cat C licence. If I can **get help to train this one individual to C+E** that will solve one issue. Then is there any help for me to employ someone with the longer-term goal of replacing the second retiree?

DWP SWAP

This is designed and tailored with a business to meet recruitment needs and can be tailored to specifically support the + E acquisition.

DfE Traineeships

These are a supportive pathway on to a Level 2 Apprenticeship programme that will support the training for the C+E requirement.

SCENARIO 2



I employ five additional drivers for our peak business period, which is in six months' time. I normally employ EU drivers but have had no applications in response to the current advertisement. **Can I still employ EU workers as drivers?** If not, what are my options?

DWP Find a Job

Post a job advert to reach jobseekers with relevant or transferable skills. As a result of EU exit, there will be fewer low-skilled workers able to enter the UK from the EU and vacancies may have to be filled from an alternative source. Citizens of the European Union already in the UK needed to take certain steps to retain the right to live and work here by applying for the necessary permission under the EU Settlement Scheme by 30 June 2021.

DfE Apprenticeships

This programme can help to address a skills shortage with the development of existing staff and the recruitment of new individuals into the organisation.



I want to upskill existing employees

SCENARIO 3



I currently employ five people in the warehouse operational part of our business. I have two 18 year olds that show promise. I would like to **train one to be a fork-lift driver and the other to be a van driver**. Is there financial support to do this?

DfE Apprenticeships

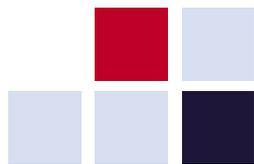
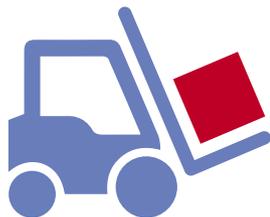
These are a great way to develop and upskill the workforce. Support and guidance is available online and through local colleges or training providers (See Further sources of help and information).

DWP Find a Job

Post a job advert to reach jobseekers with relevant or transferable skills to backfill positions.

DWP SWAP

This is designed and tailored with a business to meet recruitment needs. It can be used to help upskill current employees.



SCENARIO 4



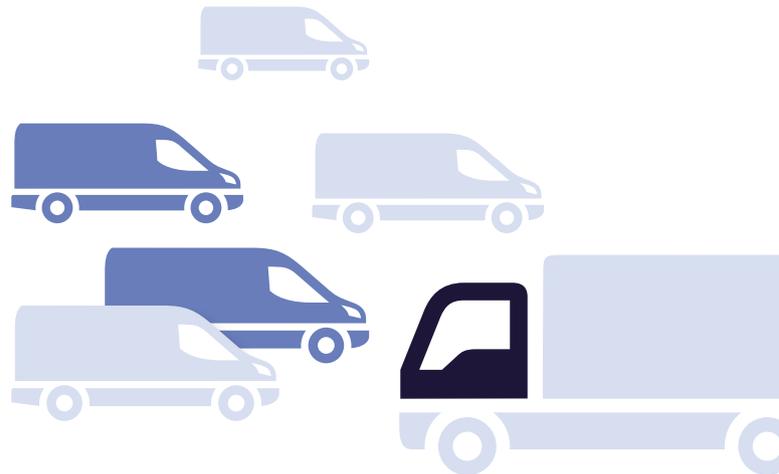
I currently employ 12 drivers who drive our van fleet. I would like to **train two of these van driver employees to be HGV drivers**. How can I get support to do this?

DfE Apprenticeships

Train the employees for HGV Driving at C + E level

DWP Find a Job

Backfill open positions through posting a job advert.



I want to replace workers who have left the business

SCENARIO 5



We have lost some employees who have gone to work in other industries. Now that business is starting to recover from the COVID-19 pandemic, **I need to employ three warehouse workers**, including a forklift driver and a warehouse picker. Is there any support to help my business do this?

DWP Find a Job

Post a job advert to reach jobseekers with relevant or transferable skills.

DWP Work Trial

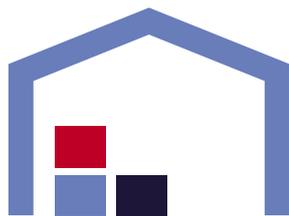
Help overcome any doubts about a candidate after an interview with a trial, often lasting around a week.

DfE Traineeships

These include a work experience element that supports introduction to the sector that can lead to apprenticeships or employment in the organisation.

DWP SWAP

This is designed and tailored with a business to meet recruitment needs. It can be used to help upskill current employees.



I want to recruit career switchers with transferrable skills

SCENARIO 6



We have lost some employees during the COVID-19 crisis – they have gone to work with other businesses after being furloughed. Now that business is starting to pick back up, I need to bring in **three new employees of varying skill sets**. The people applying have not worked in the logistics industry before. How can I train them in our industry and what support is there to do this for (a) HGV driving roles which are expensive to train up and (b) other logistics roles?

DWP SWAP

This is designed and tailored with a business to meet recruitment needs. It can be used to introduce or train people for specific roles in logistics and includes training, on the job work experience and an interview for a job. This could be used to prepare them for an apprenticeship role in HGV driving or for other roles in logistics.

DfE Traineeships

These can be used as an introduction into the sector and can lead to apprenticeships or employment in the organisation.



Further sources of help and information

Additional DWP initiatives and resources

★ All DWP initiatives referred to within this guide are relevant in Scotland, England and Wales.

DISABILITY CONFIDENT

- Voluntary scheme developed by employers and disabled people.
- Three levels to support an organisation on their 'disability confident' journey to change attitudes, behaviours and culture.
- Help to support a business to make the most of the talents disabled people can bring to the workplace and discover someone that their business just can't do without.

[The Disability Confident scheme](#)

50 PLUS CHOICES

- Help and support for older workers.
- Designed for older people who want to get back into work, or stay in work longer.
- Guidance for employers.

[50 Plus Choices](#)

THE ARMED FORCES COVENANT

- Treating fairly those who serve, or have served, the nation.
- Reservists and veterans bring a variety of transferable skills and qualities to the civilian workplace, developed throughout their military careers.

[Armed Forces Covenant](#)

MENTORING CIRCLES

- The Mentoring Circles Programme is open to everyone, with a focus on Black minority ethnic (BME) young people.
- A mentoring circle is a type of action learning set which focuses on the personal development of those involved.
- Employers will mentor jobseekers who are unemployed and aged between 18 and 24 years via three mentoring circle meetings.

[National Mentoring Initiative](#)

MOVEMENT TO WORK

- Movement to Work (MtW) is a work-placement charity that supports employers to provide work placements that combine employability skills training with on-the-job experience.
- The aim is to get unemployed young people aged 18 to 30 years old into employment by giving them work experience that will build their confidence and improve their job prospects.

[Movement to Work](#)

SEE POTENTIAL

- The See Potential guide will support employers in reviewing recruitment practices to make sure they're open and fair for all candidates, including those from different backgrounds - helping to reach the widest possible pool of talent. These include the long-term unemployed, ex-offenders, care leavers, recovering addicts, homeless people, single parents and some military veterans.

[See Potential guide](#)

Additional DfE initiatives and resources

APPRENTICESHIPS

- [How to register and set up an apprenticeship service account.](#)
- [Guidance for providers](#) on starting to deliver apprenticeships.
- Provider support webinars are available, promoted via DfE's weekly [ESFA Update](#) bulletin.
- The Institute for Apprenticeships also offers [guidance to trailblazers](#) on promoting uptake and relationship managers provide ongoing support to trailblazers.
- Additional payments are available. Details of each support offer are in the [apprenticeship funding rules](#).

LEVEL 3 QUALIFICATION

- [List](#) of potential qualifications.

SKILLS BOOTCAMPS

- How can I train to [become an HGV driver](#)
- [More about Skills Bootcamps](#)

OTHER GOVERNMENT SCHEMES

Find out about [other government training and employment schemes](#) for your business.

UK QUALIFICATION COMPARISON CHART

Compare various UK qualifications: [Qualifications can cross boundaries: Guide to comparing qualifications in the UK and Ireland \(qaa.ac.uk\)](#) (published Sept 2019)

Apprenticeships in Scotland

The Apprenticeship funding programme works slightly differently in Scotland. In Scotland, the funding is provided to the training providers who deliver the apprenticeship courses.

SKILLS DEVELOPMENT SCOTLAND

- Skills Development Scotland (SDS) is Scotland's national skills body. They contribute to Scotland's sustainable economic growth by supporting people and businesses to develop and apply their skills. They work with partners to provide services that deliver the very best outcomes for Scotland's people, businesses and the economy.

[Skills Development Scotland](#)

FURTHER INFORMATION ON APPRENTICESHIPS IN SCOTLAND

- This website has further information on how to recruit or put forward an existing employee for an Apprenticeship. There is the facility to advertise any apprentice vacancy free of charge. There is also link to a free helpline for any additional advice.

[Apprenticeship.scot](#)

- For apprentices who have been made redundant or unemployed as a result of COVID-19 the Apprentice Transition Plan service can help find new work or move into further learning.

[Apprentice Transition Plan](#)

Other sources of support

Scotland

FLEXIBLE WORKFORCE DEVELOPMENT FUND (FWDF)

Employers can now choose between colleges, Open University and private training provision administered through SDS. The fund is in addition to apprenticeship support which all employers in Scotland can access.

- Apprenticeship Levy-paying employers can access up to £15,000 with wider access through colleges or SDS in 2021/22.
- SMEs will be able to access up to £5,000 through college and Open University training in 2021/22.
- The fund can be used to completely cover training or to partially cover training at a higher cost.

[FWDF](#)

REGIONAL EMPLOYER RECRUITMENT INCENTIVE SUPPORT

- There are [various other funds](#) at a regional level that are linked to Employability and Youth guarantee. Regional funding is available.

Wales

Apprenticeships and Traineeships are set up the same way in Wales as in England, although there are separate websites for more information.

[Apprenticeships](#)

[Traineeships](#)

Northern Ireland

CONNECT TO SUCCESS NI

Connect to Success NI is a free online system developed by the Department for the Economy to promote and advertise apprenticeship and school work experience opportunities to citizens.

Employers simply upload information about their apprenticeship and/or school work experience opportunities on to the online portal for citizens to search.

[Connect to Success NI](#)

MORE INFORMATION ABOUT HIGHER LEVEL APPRENTICESHIPS

Opportunities are available for candidates to gain qualifications from Level 4 upwards if they are a new employee or an existing employee in a new job role. Entry requirements will depend on the apprenticeship pathway.

Eligibility – Candidates need, as a minimum, to:

- Be employed or be about to take up paid employment as an apprentice, or be an existing employee moving to a new job role, with a Northern Ireland based company.
- Work a minimum of 21 hours per week (which includes time for ‘off-the-job’ training)
- Have achieved all necessary entry qualifications determined by the relevant sector.
- Pass any entry tests specified by the relevant sector
- Be the minimum school leaving age in Northern Ireland.

APPRENTICESHIPS WITH THE TRANSPORT TRAINING BOARD FOR NORTHERN IRELAND.

Until 31st March 2022, any employer taking on an apprentice will be entitled to an incentive of £3,000 paid in two stages. Stage 1 payment is for £2,000 and is paid on day 90 after an apprentice is employed. Stage 2 payment is for £1,000 and is paid on day 200 after the apprentice is employed.

Apprenticeships are currently open to those who are aged 16 – 24. This is currently under review at Departmental level but is unlikely to be given further consideration until after the NI Assembly election in May 2022.

■ MORE INFORMATION

Call 028 9082 5653 and ask for the careers advisor
Robert Deignan

Email robertd@transporttraining.org

Visit www.transporttraining.org

CASE STUDY

“It’s brilliant” – paint-sprayer to HGV driver, Paul’s story

Paul is now a fully qualified HGV driver who spends his week delivering and picking up loads all over the country. He works independently, making route plans and dropping goods, time planning and problem solving on a daily basis. Paul has gained skills and confidence in his role, despite being relatively new to the industry after gaining his qualifications during the COVID-19 pandemic.



The work is there,
drivers will always be wanted.

Paul

After he was made redundant from his paint-spraying job, Paul’s friends recommended looking for a career change in the logistics sector. “The work is there,” Paul said, “drivers will always be wanted.” He got onto a course through a job centre where he learned warehousing skills, passed the theory test and then gained his Category C and C+E licences. At the time of Paul’s licence acquisition, he also obtained his initial Driver Certificate of Professional Competence (CPC) qualification - a requirement for professional drivers. The entire process, which was prolonged by the pandemic and delays in booking driving tests, took a total of six months. However, Paul was rewarded for his hard work and patience. His new qualifications meant he had what he needed for a “good job” and in less than a week, he was hired by his new employers.

Paul enjoys using his skills and is satisfied with his new work. He “loves” the independence his job gives him, driving and seeing more of the country and meeting new people. “You’ve got to want it,” he advised. Driving for long hours and being away from home is not for everyone, but he describes it as “brilliant”.

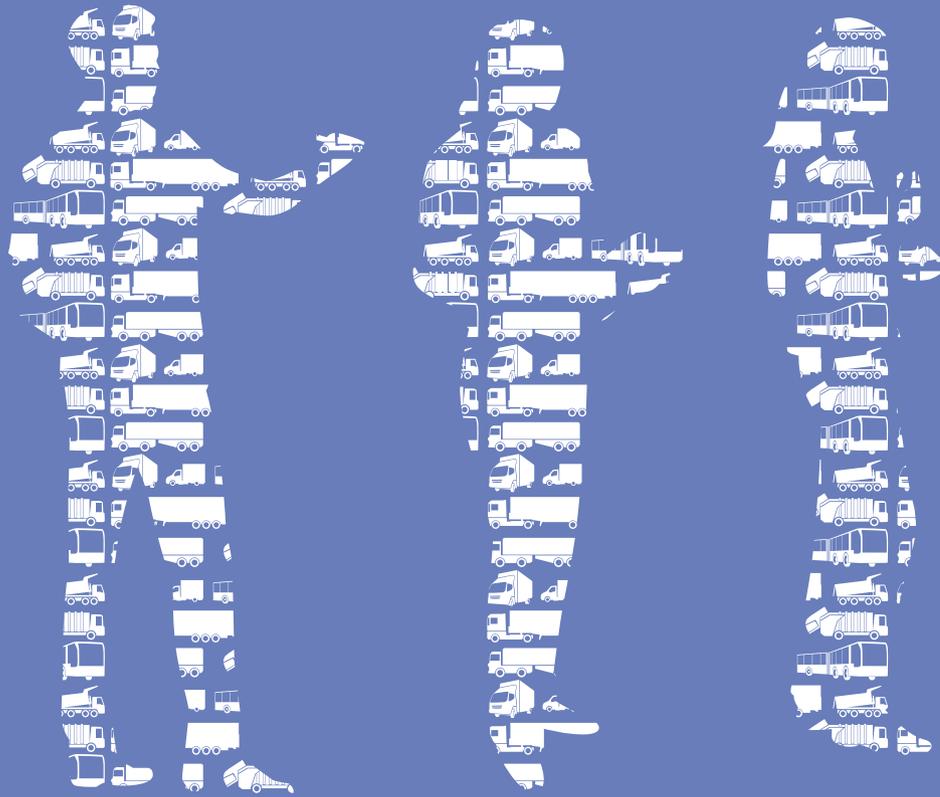
Looking ahead, Paul feels he now has strong qualifications and confidence in his employability. Paul’s story shows that anyone can join the industry at any time in their career, so long as they have the determination and skills to gain qualifications and do their job well.

Case study supplied by DWP

LOGISTICS UK

Transport Manager

2022



Transport Manager 2022

Be ready for 2023 and join your colleagues for the industry event of the year

Our industry-leading Transport Manager conferences are back for 2022, providing you with the latest information and guidance on industry legislation to help you manage the safety and compliance of your operation.

Enquire about booking your place today. With over 1,500 delegates attending our nationwide venues or online events each year it really is an event not to be missed.

- Gain peace of mind over topical matters affecting your operation.
- Network with industry peers.
- Attain expert knowledge to improve your operation's compliance and efficiency.
- Hear from industry experts in the public and private sector sharing their priorities for the year ahead, as well as engaging with you on key industry issues.

Enquire now at www.logistics.org.uk/tm22sfg