

**Ports and Logistics Development and Delivery Plan April 2004 – March 2005**

<b>Introduction</b>	The Brokerage network was created to ensure that, as Cluster and Sector Businesses grow and develop there are appropriate numbers of suitably qualified individuals to meet the labour and skills demand being created.
<b>Brokerage Background</b>	The Brokerage for the Ports and Logistics Sector has been formed through a collaborative partnership between Team Humber of Hull College and North East Lincolnshire Council's Employment Development Services. The partnership is seen as a considered response, being able to positively address the Training and Development needs of Ports and Logistics employers and employees throughout the Humber sub regional area; utilising the considerable specialised knowledge within what actually constitutes a North/South Bank partnership.
<b>Aims of the Brokerage</b>	The Brokerage will actively encourage raising the knowledge and skills of Sector Companies through promoting continuous learning and development. Up-skilling employees will ensure economical viability through a well-trained staff force that will be ready to meet the changing needs of the industry, therefore sustaining their employment. Brokerage success will result in a rising of demand for skills from employers and the workforce, and the creation of responsive provision.
<b>Background to the Sector</b>	<p>The Humber Ports area is the biggest natural asset, with substantial availability of land and resources. It accounts for 13% of the country's imports/exports, with the Ports contributing 74m tonnes of trade. 62% of this trade goes through Grimsby and Immingham docks, with the balance through Hull and Goole. In 2002, Grimsby/Immingham Ports carried the largest tonnage of freight for any single port in the UK. The Ports are a gateway to European/global trade that are in turn supported in-country through significant land based transport. The South Humber alone accounts for 25% of the country's rail freight and the road transport system to the North of England. The industry workforce is employed across all sectors; 47,000 people, in a wide ranges of activities, and 30,000 in core activities.</p> <p>Recent announcements concerning new Port developments in the Humber region. Quay 2005 in Hull, the Outer Harbour development in Immingham, further development of the Simons Humber Sea Terminal (HST) at North Killingholme, and the development of new Industrial land for portside development in the Eastgate project area of Immingham, are all expected to create further new job opportunities, and will require skills and resource in a range of service capabilities.</p>
<b>Types of businesses operating in Sector</b>	<p>The following organisations/businesses operate in the Sector:</p> <ul style="list-style-type: none"> <li>• Port Authorities/Wharf Operators</li> <li>• Shipping Lines</li> <li>• Logistics Providers &amp; Trailer Operators</li> <li>• Freight Forwarders</li> <li>• Hauliers &amp; Warehousing</li> <li>• Stevedores &amp; Terminal Operators</li> <li>• Contract Labour Providers</li> <li>• Ships Agents/Husbandry &amp; Brokerage</li> <li>• Manufacturers/Retailers (<i>do not fall under the P &amp; L Brokerage remit</i>)</li> </ul>
<b>Number of business/emp. size band</b>	Currently, 319 companies are held on our 'Employer' database; so far, we have met with 25 of them, i.e. 8%. <b>Size band?</b>

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Types of occupations

The following indicates resource requirements within each Sector:

<b>Port Authorities/Wharf Operators</b>	Management & Supervisory	12%
	Operations	63%
	Admin and other	25%
Job Specific	Stevedores	
	Slings and bankers	
	LGV drivers	
	Crane and Grab drivers	
	Customer Service staff	
	IT	
	Marine & Maritime staff	
<b>Shipping Lines</b>	Management & Supervisory	23%
	Operations	62%
	Admin and other	15%
Job Specific	Shipping Clerks	
	Purchasing Clerks	
	Sales/Marketing staff	
	Customer Service staff	
	IT	
	Transport Manager	
	Warehouse staff	
	Cargo Handlers	
<b>Logistics Providers &amp; Trailer Operators</b>	Management & Supervisory	22%
	Operations	58%
	Admin and other	20%
Job Specific	Sales/Marketing staff	
	LGV Drivers	
	Cargo Handling staff	
	Transport Manager	
	Warehouse staff	
	Customer Service staff	
	Languages staff	
	IT	
<b>Freight Forwarders</b>	Management & Supervisory	34%
	Operations	42%
	Admin and other	24%
Job Specific	Forklift Drivers	
	Shipping Clerks	
	Transport Drivers	
<b>Hauliers &amp; Warehousing</b>	Management & Supervisory	14%
	Operations	77%
	Admin and other	9%
Job Specific	Forklift Drivers	
	LGV Drivers (including ADR)	
	General Transport staff	
	Waste Management staff	
	IT	
<b>Stevedores &amp; Terminal Operators</b>	Management & Supervisory	14%
	Operations	67%
	Admin and other	19%

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Job Specific	Forklift Drivers Crane and Grab drivers Slingers Stevedores IT	
<b>Contract Labour Providers</b>	Management & Supervisory Operations Admin and other	6% 66% 8%
Job Specific	Forklift/Tugmaster drivers Crane and Grab drivers Stevedores	
<b>Ships Agents/Husbandry &amp; Brokerage</b>	Management & Supervisory Operations Admin and other	37% 53% 10%
Job Specific	Accounts staff IT Freight forwarding staff	

No. of Employees within the Sector

The sub-sectors employ the following % of industry staff:

<b>Port Authorities/Wharf Operators</b>	51%
<b>Shipping Lines</b>	3%
<b>Logistics Providers &amp; Trailer Operators</b>	3%
<b>Freight Forwarders</b>	1%
<b>Hauliers &amp; Warehousing</b>	8%
<b>Stevedores &amp; Terminal Operators</b>	15%
<b>Contract Labour Providers</b>	10%
<b>Ships Agents/Husbandry &amp; Brokerage</b>	2%
<b>Manufacturers/Retailers</b>	7% ( <i>do not fall under the P &amp; L Brokerage remit</i> )

Industry split of Employers currently held on the Brokerage's Employer Database:

Employer Type	Number
Port Employer	132
Port Labour Agency	12
Port Training Provider	9
Port Official Body	10
Port Consultancy	0
Logistics Employer	125
Logistics Training Provider	8
Ship Builder/Ship Repairer	23

## Ports & Logistics Brokerage

Geographical Split

The Humber sub-region is Geographically split between the four Local Authority Districts as follows:

<b>Port of Hull</b>	37%
<b>Port of Immingham</b>	44%
<b>Port of Grimsby</b>	5%
<b>Port of Goole</b>	4%
<b>Others</b> (inc. small ports, man. and retail.)	10%

Port Authorities, Wharf Operators, Shipping Lines, Stevedores, Terminal Operators and Ships Agents are generally clustered in the Ports areas of Hull, Immingham, Grimsby and Goole. Whereas, Logistics Providers, Trailer Operators, Freight Forwarders, Hauliers, Warehousing and Contract Labour Providers tend to be widely scattered across the four Local Authority Districts.

Geographical split of the 319 Employers currently held on Ports & Logistics Database:

Local Authority District	Employers	%
Hull & East Riding	48	15
North Lincolnshire	116	36
North East Lincolnshire	155	49

Geographically we have visited Hull, Grimsby, Immingham, Barrow Haven, New Holland, Kirmington, Killingholme, Stallingborough, Flixborough, and Goole. Employers were visited on a first come first served basis responding to the December mail shot and contacts made at various meetings. We have spent £5,800.00 on the North Bank and £3,787.50 on the South Bank.

Training provision

Types and methods of training previously and currently available to the Sector include 'on the job' training. Not only is this perceived by employers to be the most cost-effective method, but also allows for close supervision during the employee induction process. On the job training also serves as a useful introduction to the organisation's process. Formal 'in-house' and formal 'external' training are also very popular within the industry.

Current provision is made up of a wide number and range of training opportunities; take-up however, prior to the Brokerage by the Sector has been limited. Businesses have preferred 'on the job' training. The Brokerage's role will be to re-educate and update the Industry on the more accessible training now available. The Brokerage will ensure delivery sensitive to shift patters and industry requirements, bespoke, tailored, blended provision combining work based, off-the-job and distance learning packages are made available to suite employer/employee need.

When asked about General skills/attributes required within their Organisations (*as defined by Ragged Edge Consultancy*) 42% of respondents indicated that Numeracy & Literacy skills were deemed to be high with IT and General Management skills rated at 25%.

Research

*(Ragged Edge Consultancy were contracted to research the skills gap, skills shortages and recruitment difficulties existing within the Humber Ports and Logistics Sectors).*

Specific skills related to Driving i.e. 45% and Industry/Product Knowledge at 40% were rated as high.

Companies identified gaps in both General/Generic skill areas i.e. 53% and Specific skill areas at 41%.

**Baselines**

The Brokerage is engaged with the following proportion of businesses and employers:

Proportion of businesses /employees Brokerage engaged with

- 319 Employers currently held on database
  - Brokerage engaged with 8% i.e. carried out 25 employer visits
  - Ragged Edge Consultancy engaged with 23% i.e. carried out 73 employer interviews
- (NB with the development of our database we now have 553 Company contacts)*

Targets

A target baseline of 10 new contacts per month has been agreed in line with the North Yorkshire Brokerage Model. Target numbers are expected, to be exceeded and we will review the delivery plan monthly. Following the first months of active visits, we profile the learning uptake mostly in the Employer development area with at least 36 new enrolments, (see delivery profiles).

**Workforce Development issues**

The industry is operating in a low cost environment and will only attract into the business the quality and skills level of employees it can afford.

Needs of Employers and Sectors at large

Employers utilise manning and skills levels suitable to meet their normal business requirements. Smaller companies tend to rely on multi-skilling to achieve commercial success. Across the industry there is a tendency to use agency staff on a regular basis. Subsequently a pool of trained agency labour is required to be on call, but to which regular employment cannot be guaranteed.

The Ports Sector looks predominantly at Health and Safety related courses and cargo handling. With the ageing workforce it is imperative to attract and maintain skilled young people.

There is documented evidence both nationally and locally of the severe skill shortages within the transport sector. The average age of those working in the industry is 53 years and without new young trained entrants this will get even higher. The number joining the industry has fallen dramatically over the last 5 years, whilst the number of leavers is continuing to rise.

The industry is also facing challenges through changes to legislation. The Working Time Directive Legislation will compound the shortage of drivers as the industry has traditionally worked long hours. The industry also needs to ready itself for the introduction of European Legislation for compulsory driver training. There is no history of the industry attracting young entrant on a clear career path that would result in well-trained multi-skilled staff for the future.

The lack of applicants with the necessary skills, knowledge and qualities is a major problem to industry employers; this has also been compounded by poor industry image, relatively low pay, poor working conditions and lack of regular work. The ability to attract and retain young people of the right calibre to the industry is also a major concern.

The Port related transport infrastructure accommodates container, fuels, chemicals, grain/dry goods, timber and cars among a variety of other commodities. The nature of these commodities also has a bearing on the level of employment and skills necessary to support trade activities, as they involve a variety of technologies or methods both in terms of the physical movement of goods as well as the management of the process.

The Brokerage will aim to structure it's provision to address the diversity of employer needs of the local industry, (please see Table 1 below):

Table 1 Labour Market Information

ONS ABI 2002 Employment (Rounded)	East Riding	Hull	North East Lincolnshire	North Lincolnshire	Humber
502 : Maintenance and repair of motor vehicles	700	1100	850	500	3117
503 : Sale of motor vehicle part/accessories	300	450	350	250	1367
601 : Transport via railways	0	50	275	0	321
602 : Other land transport	2700	2100	1200	2200	8244
611 : Sea and Coastal water transport	100	300	0	100	517
631 : Cargo handling storage	200	450	1000	1050	2715
632 : Other supporting transport activities	250	650	700	375	1977
633 : Activities of travel agencies etc	250	250	150	100	761
634 Activities of other transport agencies	550	450	800	350	2186
	<b>5099</b>	<b>5866</b>	<b>5313</b>	<b>4927</b>	<b>21205</b>

## Ports & Logistics Brokerage

ABI ONS/NOMIS 2001 Employees

- 21% of the labour is employed in vehicle support
- 40% is land based transport sectors
- 15% is ports/cargo handling
- 23% is in other transport

Apart from demonstrating the significance of the industry to the local economy and the need for the development of higher-level skills the LMI points to more specific areas for development. The ILT Labour Market Assessment has concluded the following: Whatever the entry route, the following personal qualities are valued in people working in this field:

Core Technology Skills	People Skill:-	Personal Qualities:-
IT Literacy	Problem Solving	Analytical
Machinery	Leadership	Presentation
Warehousing – engineering	Communication	Numeracy
Warehouse Management	Team-Building	Decision making
Analysis	Decision making	

The Brokerage's own identification/research of workforce development shows that skills gaps are concurrent with LSC Priorities with Basic Skills and Management skills forming a two tear training need for the sector. IT skills needs presented themselves across all organisations that took part in the research. We are targeting generic employability skills in response to the outcomes of the first 3 months of delivery of the Brokerage.

*(Please see attached Training Requirement Spreadsheet, the Spreadsheet is a working document and continually updated following each employer visit).*

### Brokerage strategy and objectives

#### Marketing Strategy

The Brokerage marketing plan addresses the following key areas:

1. The raising of employer awareness of the Brokerage initiative
2. Engaging employer interest in workforce development, and Lifelong Learning
3. Informs employers about the training opportunities available within the sub-region and the potential benefits to their company
4. Provides a sign-posting service to key agencies for business advice
5. Raises the profile of the sector as a key employer through marketing activities designed to address and hopefully begin to remove negative stereotypes which effect uptake of opportunities within this growing sector, this also includes addressing the under-representation of women in the industry

A marketing plan has been designed to attract employers to the Brokerage service and will utilise marketing methods including employers testimonials, direct mail shots, Sub-regional showcase events – promoting the Brokerage service and its objectives, advertorials (e.g. Business Link Magazine, Company Profile pages in local newspapers), editorial within Business Supplements of local newspapers and Trade magazines (e.g. Road Haulage Association and Freight Forwarding Partnerships).

#### Marketing so far

The revised Marketing plan does not include a Brokerage launch, as the geographical split is cost prohibitive. Instead more targeted mail shots are planned for the parts of the region currently not serviced by the Brokerage. A summer event will take place with representatives of Training Providers and Companies to celebrate success and create business networks. As part of the celebration of success a glossy flyer will be distributed to the Industry, Support Agencies and Training Providers etc.

#### Review of effectiveness marketing

Performance indicators within the Marketing Plan will be reviewed monthly, as part of our continuous improvement approach; action will be taken to address any shortfalls.

#### Partnerships and networks

We have consulted with Training Providers, Community Learning Centres and FE Colleges to inform them of the voucher system and developed a database of over 800 courses.

## Ports & Logistics Brokerage

### Industry links

Strategically we have forged links with Business Link, EBLO and Consortium for Learning. We have been able to create an industry link between 3 employers and EBLO, to provide a teacher placement opportunity in order to develop a work related curriculum which supports both the objectives of the business and the school. Separate meetings have taken place with Business Link to identify the business support they can offer i.e. Capital expenditure, IIP consultancy, e-commerce, etc.

The Brokerage has attended meetings with the Team Humber Management Board and The Shipbuilder's and Ship Repairers Group. Presentations have been given to the North East Lincolnshire's Freight Quality Partnership and the Hull Chamber of Commerce and Shipping Group.

### Developing Occupational Standards

Work with the Partners' Employer Networks has indicated that the development of cargo handling, technical, logistics, driver skills and related engineering skills together with cross-cutting themes around Management and health and safety skills are priorities within the sector.

The CoVE will, therefore deliver skills training to Line Managers, Warehouse Management and Technical Support Staff within the Port and Logistics Sector around the core technology skills. Development of curriculum and higher-level skills provision in the Ports and Logistics Sector is an integral part of the corporate plans for both Hull and Grimsby Colleges; identified by the creation of Stevedoring Foundation Modern Apprenticeships and the ILT Foundation Degree in Logistics.

Modern Apprenticeship Frameworks in Warehousing, Storage and Distribution Operations currently exist. This suggests the possibility of some development in the logistics aspect of the Ports & Logistics CoVE. There is a Modern Apprenticeship Framework for Young LGV Drivers; North East Lincolnshire Council's Employment Development Services together with a local Logistics Training Provider (under the remit of the CoVE) propose to be the first organisation in the Humber sub-region to operate the Young Driver Training Programme.

During Employer visits and at promotional events the Ports & Logistics Brokerage will be responsible for the raising of awareness and benefit of the above Schemes.

### Broker intervention

During almost all Employer visits, the subject of employee 'time off,' to attend training is raised. Employers particularly within the Logistics sector are reluctant to allow employee 'lost time' in order to raise skills levels. Employer comments include "Time is money", "A man down and vehicle standing, even for a day, does not make good business sense".

Trying to persuade/cajole an Employer into realising the long-term benefits for business such as, added value, loyalty and sustainability is very difficult.

The Brokerage has identified a possible solution in the form of a payment contribution towards Agency Staff, (if possible, via the LSC or other relevant Body), in order to cover the cost of employee training time. This provision would certainly go some way to alleviating the 'time is money' barrier currently preventing some Employers from engaging in workforce development.

### Objectives and Expectations

The overall aims and objectives of the Brokerage are:

To maintain and update a comprehensive database with specialised courses and training providers relevant to the Sector and LSC Priorities. The Brokerage Team will utilise the IAG course finder and other websites to augment the diversity of available courses.

To have meaningful engagements with employers brokering the employer offer.

To be reactive to their feedback, use it to inform future activities. To also use feedback towards an annual skills needs and provision analysis with half yearly updates on trends.

The database currently contains 553 contacts; for 2004 – 2005 we expect to meet with a minimum of 88 of them directly, i.e. 16% of the total. We hope to engage 278 new learners.

To target SME's who may not currently be involved in 'much' workforce development.

To raise the profile of the Sector amongst current and future stakeholders and partners.

<b>PROGRESS TO DATE</b>	<b>Ports and Logistics Development and Delivery Plan April 2004 – March 2005</b>
Outline	<p>We received an enthusiastic welcome from employers. During the initial visit we gain their confidence. The Preliminary Diagnostic Tool is used to discuss all LSC priorities and current training needs of the employer. The voucher system is well received, as there are no other external forms of funding for the sector. Training needs are discussed, identifying added value to the business and the employer is provided with a list of training providers to address their training needs. The employer considers the information, prior to committing to the Brokerage. Following the initial visit a follow up telephone call is made to clarify any outstanding issues and act as a reminder to the employer. Additional visits are made on an as and when basis to issue vouchers. The majority of employers visited to date have a short-term solution in respect of planning training and development.</p>
No of visits	<p>25 companies visited to date (see Appendix 1). Vouchers to the value of £9,267.50 have been issued. (Ports Companies received £7,697.50 to date and Logistics companies £1,890.00). 15 follow-up visits have been made.</p>
Spend and follow-up	<p>The initial per-March spend has been extremely low as courses have had to fit with the working demands of the employer and their delivery generally finishes after the March date. Also the employers take some time to choose training. We decided to give employers up to 1 week to choose before making follow-up calls. After training has finished we make contact within the week to receive individual evaluation forms. We contact the training provider to confirm training is completed and remind them to submit their voucher.</p>
LSC Priorities	<p>The LSC Skills Priorities are incorporated into the diagnostic tool and are discussed at the initial visit. Our discussions have identified Health and Safety issues within the Ports Sector are a priority need. The Brokerage establishes the 'added value' to the business to ensure that it is not funding mandatory Employer requirement. Every Logistics Company visited has expressed serious concerns regarding the skills shortage of LGV Drivers, the issue of long hours and the lack of incentive to enter the industry.</p>
Reception from the industry	<p>Reception from the Ports industry has been exceptional due to the linkages established by Team Humber. However, the Logistics industry have had limited funded training provision over the years and requires further marketing.</p>
Client group mix	<p>Companies with 250+ employees are mostly found within the Ports Industry. The majority of Logistics Companies are SME's. The client mix comprises of Shipbuilders, Ship Repairers, Shipbrokers, Freight Forwarders and Haulage Companies.</p>
Initial feedback & use of	<p>At this time we have received enthusiastic verbal feedback from Employers, who are keen to repeat the experience. To date Employers have confirmed that the quality of the training provision has been good. The Brokerage has not received sufficient replies, form the Customer Satisfaction Surveys in order to identify any particular strengths or weakness of the Brokerage. It is too early to establish the impact of the training on the organisation. Feedback from learners will be used to engage providers in positive changes to their provision. Negative feedback will be investigated the Brokerage will work with Providers, to look at their provision and how it could be improved. In extreme cases it may lead to a withdrawal of the Provider from our Training database.</p>
	<p>Feedback from companies will enable us to look at how we deliver and if necessary in accordance with Customer First modify our approach, paperwork and delivery.</p>



<b>Ports and Logistics Development and Delivery Plan April 2004 – March 2005</b> UTILISATION OF STAFF TIME	
UTILISATION OF STAFF TIME Broker Manager	The Manager will ensure that the Brokerage will perform to the targets and baselines stated. Will have responsibility for managing 2 members of staff and will meet the targets and deadlines for reports and management information. Company visits will also form part of the Manager's role.
Learning Champion	The Learning Champion will contact and visit companies, advise on training provision and carry out voucher delivery, in line with the delivery plan targets. Will advise Training Providers of the voucher system. Will also be responsible for providing data for management reports.
Administrative Assistant	The Administrative assistant following the job description will deal in detail with the invoicing to the LSC, upkeep of databases. Data input of collected data, issued vouchers, completing the MI and minute taking. The assistant will deal with all correspondence e-mail and telephone calls.
Meetings	There will be two monthly meetings of the Management Board held alternatively in Hull and Grimsby, (Please see delivery plan, 2004 – 2005).

<b>Ports and Logistics Development and Delivery Plan April 2004 – March 2005</b> CUSTOMER FIRST	
CUSTOMER FIRST	Putting the Customer First is the quality assurance framework for providers and delivers of publicly funded business support, such as the Port & Logistics Brokerage. The framework is currently being implemented in Yorkshire and the Humber and in London with interest from other regions and a range of national funders. It is measured in 32 statements that are continually evaluated.
Outline	<p>The standard focuses on the Customer and their interface and experience of the Brokerage and the services it delivers – the standard covers 3 key areas.</p> <p><u>Customer Relationships</u> – focuses on how the Brokerage builds relationships with Customers. The standards prompt the Brokerage to think about how it fulfils customer requirements and refers them to Training Providers etc. This section also looks at practices in place to ensure that any problems Customers experience are dealt with effectively. The Customer in this instance, the Employer, would receive advice, training and sign-posting information.</p> <p><u>Market Awareness</u> – looks at the Brokerage's approach to understanding the Ports &amp; Logistics Sector, how it identifies the target market, how it develops new or improved services, how it works in partnership within larger business support partners, and how the Brokerage markets its services.</p> <p><u>People</u> – focuses on the people within the Brokerage, delivering business support to Customers. Is the Brokerage able to diagnose Customer's requirements accurately? Is it able to broker relationships with providers? Does the Brokerage have effective recruitment practices to ensure it recruits the most appropriate person for the position? Does the Brokerage use up-to-date and effective training to support its staff?</p> <p>All the Ports &amp; Logistics Brokerage's standard forms and documents were designed with the Customer First Standard in mind. Customer feedback and how it is recorded is paramount to the success of the Brokerage.</p>
Schedule	The Brokerage aims to begin the 32 statements in early June, with a completion date of late August. The Customer First Standard is to be complete by December 2004.

EVALUATION  
OF THE  
BROKERAGE

**Ports and Logistics Development and Delivery Plan April 2004 – March 2005**  
EVALUATION OF THE BROKERAGE

Data  
collection

The diagnostic database pulls together all data to report on training needs required by companies, The voucher looks at training actually taken up and paid for through the Brokerage.

Minutes of meetings will show progression within the Brokerage incorporating all new links. We also collect all agendas and materials disseminated for information at all times.

During fortnightly meetings we collect numbers, business registration forms, voucher copies to be put on the database for monthly reporting.

Testimonials

We will collect testimonials to be published Mid July.

Feedback

We prompt employers and employees when their feedback forms are due. In the employers case this is after 4 month and near the end of the project. The employees are required to give feedback at the end of their training course.

Contacts with  
partners

We have formed links to EBLO. They are encouraged to discuss their work with us as we have direct contact with Employers in the specific sector and can broker links for them. They work closely with schools to get a more business related curriculum out. This also fulfils our requirement of getting more young people interested in this sector.

We have formed links With Business Link who are actively engaged in business planning and Investors in people among their many remits. We refer to them so companies get expert business advice. Business Link in return can refer companies to us for training needs analysis, Training Provider Information and possible funding.

Contacting the Consortium for Learning enables us to look at Modern Apprenticeships and get feedback on successful applicants.

We already use the IAG course finder for employers to look for further courses. The BLIS website shows many more language courses that relate to business, (to date we have one employee signed up for business French and one more interested in Danish).