



An Roinn Iompair
Department of Transport

Logistics and Supply Chain Skills Group

Annual Progress Report

December 2020





The Logistics and Supply Chain Skills Group (LSCSG) would like to thank everyone who contributed to the progress made in implementing the EGFSN recommendations during 2019-2020.

TABLE OF CONTENTS

1 INTRODUCTION	4
2 OBJECTIVES OF THE GROUP	10
3 WORK PROGRAMME	14
4 MEETINGS	16
5 SUBGROUPS	18
6 LOGISTICS AND SUPPLY CHAIN “CHAMPIONS”	22
7 TRAINING AVAILABLE	24
8 PROGRESS ON OBJECTIVES AND WORK PROGRAMME 2019-2020	30
9 PLANS FOR 2021 AND BEYOND	34
10 CONCLUSION	36
ANNEX 1 – EGFSN Recommendations	37
ANNEX 2 – Membership of the Group	38
Subgroup Chairs	39
ANNEX 3 – Work Programme	40
ANNEX 4 – Supply Chain Roles and Career Pathways	44



01

INTRODUCTION

This is the first annual progress report produced by the Logistics and Supply Chain Skills Group (LSCSG). The LSCSG was set up on foot of the recommendations (i) to develop an industry-led Freight Transport, Distribution and Logistics Skills Engagement Group with a common purpose of enhancing Ireland's logistics and supply chain skills capability and (ii) to establish a National Logistics and Supply Chain Skills Group, to manage a coordinated response from the Logistics/Supply Chain sectors to promote the sectors and their skills needs, contained in the Expert Group on Future Skills Needs (EGFSN) 2015 report, "*Addressing the Demand for Skills in the Freight Transport, Distribution and Logistics Sector in Ireland 2015-2020*" and 2018 report, "*Addressing the Skills Needs Arising from the Potential Trade Implications of Brexit*", respectively.

To support implementation of the reports' recommendations, the LSCSG was established with key stakeholder representatives from industry, education and government. The Group provides a forum for practical action and collaboration aimed at addressing the skills needs of the sector. The Group was established in April 2019 and first met formally in October 2019. Membership of the Group includes the Department of Transport, the Department of Enterprise, Trade and Employment (DETE), the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), the Department of Social Protection (DSP), National Maritime College of Ireland (NMCI), Technological University Dublin, Chartered Institute of Logistics and Transport (CILT), IPICS: The Supply Chain Management Institute, representatives from Ibec Supply Chain Network, Freight Transport Association Ireland (FTAI), Irish Exporters Association (IEA), Irish International Freight Association (IIFA), Institute of Chartered Shipbrokers, and the Irish Road Haulage Association (IRHA).

The Group, convened for an initial period of two years, is currently chaired by the Department of Transport, on the basis of its links to wider transport policy issues, and to underline the seriousness of the Group's role as part of Ireland's wider response to Brexit and the skills needs within Logistics and Supply Chain activities more generally. The Department of Transport's role is largely a coordinating one. It is the responsibility of the Logistics and Supply Chain representatives to drive the work of the Group, aimed at enhancing the perception of the sector's diverse roles, entry routes and development opportunities, its ability to attract and retain talent, and hence its ability to service the demand for skills over the coming years.

Five meetings of the Group have been held since October 2019. Participation levels have been strong, discussions have been informative and the desire to achieve the goals of the Group has been evident.

This report outlines the objectives and progress of the Group to date.

TRANSPORTATION AND STORAGE

EMPLOYMENT BY REGION 4% OF EMPLOYMENT

Border 7700	West 5700
Mid-West 7100	South-East 8000
South-West 10800	Dublin 40700
Mid-East 16800	Midlands 6100

Source: Labour Force Survey, Q3 2020, Central Statistics Office (CSO)

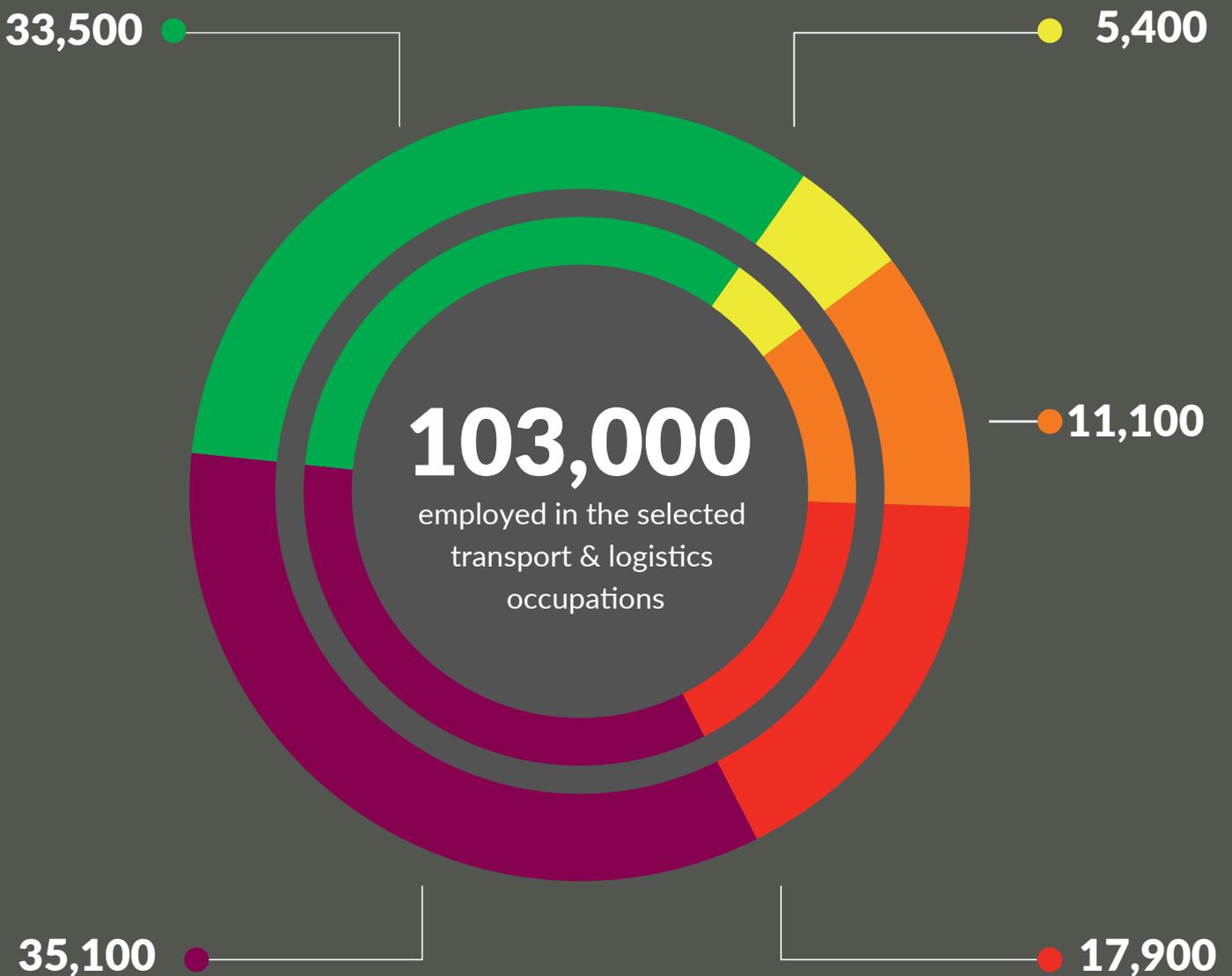
€6.5 BILLION OF GVA

Source: National Income and Expenditure 2019, CSO

The EGFSN forecasted a potential demand for c. 30,000 new entrants to freight transport, distribution and logistics roles over the years 2016 to 2025. The EGFSN's (2018) report¹ highlighted critical skills gaps in key areas of the Freight Transport, Distribution and Logistics (FTDL) sector, with particular emphasis on HGV driver shortages. The requirement for interventions to raise the profile of the sector, enhance its attractiveness to potential new entrants and upskill current employees was stressed. The report recommended increased and better-marketed training and education provision for those engaged in FTDL activities, to help towards current skills shortages and recruitment difficulties. Enhancing the visibility and availability of career opportunities in these sectors is also of great importance going forward (see Chapter 7).

¹ Addressing the Skills Needs Arising from the Potential Trade Implications of Brexit (EGFSN, 2018)

NUMBERS EMPLOYED, 2019 [ANNUAL AVERAGE]



Source: National Skills Bulletin 2020



5% Stock control, transport & distribution admin.



11% Mgrs & directors in transport & logistics



17% Mobile machine drivers & operatives



34% Truck & van drivers



33% Other drivers & transport operatives



The LSCSG was established at a particularly challenging time for the sector, which is facing the dual challenge of preparing for Brexit and the ongoing COVID-19 pandemic. The COVID-19 pandemic has brought unprecedented challenges to the FTDL sector and Ireland's economy as a whole. Many of these cross-sectoral challenges, such as disruption to global supply chains, have been met and overcome through the resilience, agility and notable interconnectedness of the industry. The situation has highlighted the importance of supply chain workers and truck drivers to our society. Restrictions on passenger air travel continue to impact on the movement of goods by air – most notably, air cargo usually carried in the bellyhold of passenger aircraft. While the pandemic continues to present challenges, there may also be opportunities for taking on new entrants and upskilling for current employees in the FTDL sector.

Brexit also has practical implications for the transport, logistics and supply chain sector. The UK has now left the EU and the transition period will end on 31st December 2020. For transport operators in Ireland who do business to, from and through Great Britain, adjustments to current systems and processes will be necessary. Thus, new skills are required in FTDL roles as new customs systems and processes are applied in the context of the movement of goods. Brexit and its associated complexities will bring a demand for new skills to the sector. Indeed, the EGFSN (2018) report noted that skills gaps associated with the impact of Brexit should also be addressed and managed, including customs clearance expertise. However, other new opportunities are arising out of changed consumer behaviour due to COVID-19 restrictions. Online shopping has surged and this will increase demand for delivery drivers and warehouse personnel, amongst others.

The EGFSN's (2018) report also suggested that Brexit could affect the labour needs of the FTDL sector by: (i) reducing the growth of the Irish economy, and thus slowing the growth in the labour needs of the sector; and (ii) making the physical transport of goods to and from Ireland more difficult, for example by making the landbridge route less cost-effective, and thus potentially increasing the labour needs of the sector. The report further outlines that "there is a significant amount of training and education provision that could help those engaged in international trade, as well as FTDL activities, exploit new markets and mitigate the impact of Brexit in terms of reduced trade with the UK and challenges to the supply chain".

There are skills gaps and challenges associated with Brexit but there is a significant amount of existing support, resources and training, all of which can help organisations to get "Brexit ready". Although Brexit brings change, it may also inspire innovation and progress through the exploration of new opportunities.

AGE

Above average numbers employed from 55 plus age cohort.

GENDER

Below average share of females employed.

EDUCATION

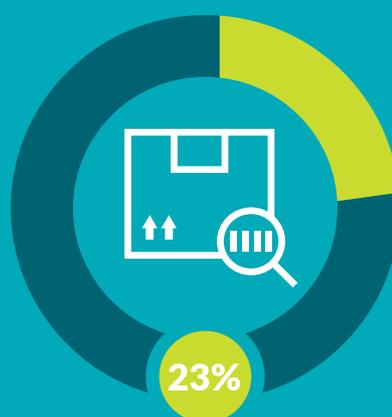
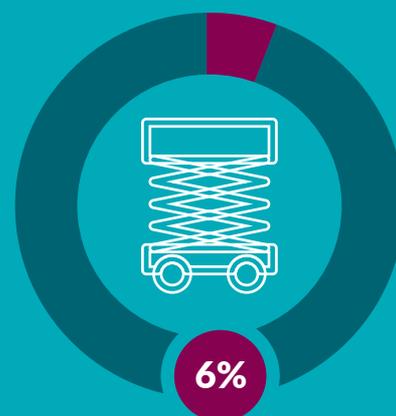
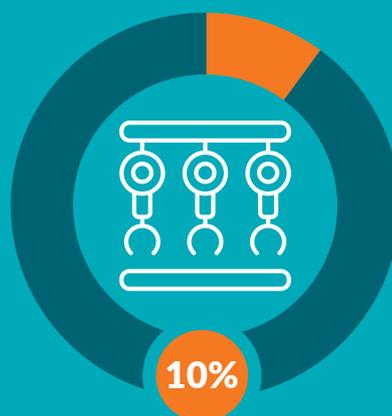
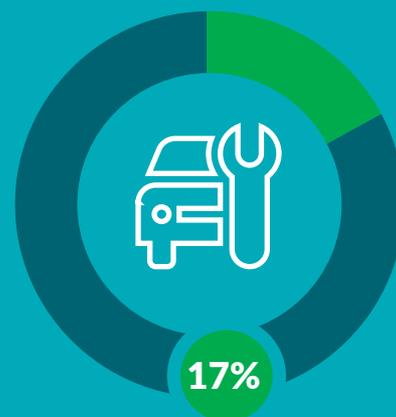
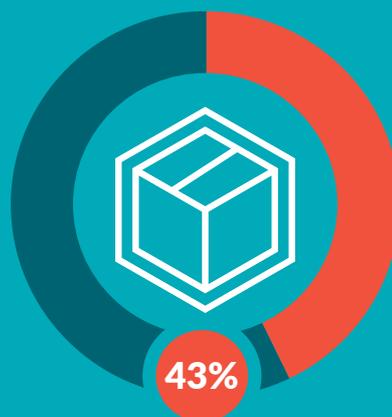
Below average share of persons with higher level education.

REGIONAL

Variations between regions, potential for increased employment.

Source: National Skills Bulletin 2020

FTDL AREAS OF WORK



- Transportation and Storage
- Wholesale and retail trade, repair of vehicles
- Manufacturing
- Construction
- Other Sectors

Source: p. 71, EGFSN 2018 (based on data from CSO Census 2016)



02

OBJECTIVES OF THE GROUP

The LSCSG has been established to support the promotion of careers, skills development and sustainable employment in the Logistics and Supply Chain sectors in Ireland. The two major themes of the group are: (1) Labour Supply and (2) Skills Development.

A series of pre-meetings took place to prepare for the establishment of the LSCSG, including a pre-meeting in the then Department of Business, Enterprise and Innovation (DBEI; now the Department of Enterprise, Trade and Employment (DETE)) in April 2019 and a Work Programme development workshop in the Department of Transport in May 2019. The April pre-meeting involved an overview of EGFSN research on Freight Transport, Distribution and Logistics (FTDL) skills needs, and a framework for addressing the demand for skills in the FTDL sector in Ireland, as well as the development of the Terms of Reference for the Group.

The May workshop supplemented the work of the previous meeting by providing a labour market overview of transport and logistics occupations, and holding breakout sessions focused on the two major themes of the group, Labour Supply and Skills Development. The two breakout groups identified a number of work packages worth considering. Under Labour Supply, issues raised included outreach to second/third level students, logistics and supply chain “Champions”, definition of career pathways, HGV/professional driver role, professionalisation of the logistics sector, the attraction of international talent and industry communications. Under Skills Development, issues raised included promotion of apprenticeship programmes, continuous professional development, industry mentoring, educational curriculum meeting industry needs, soft skills, impact of technology (digital skills), and research. Following discussion among all participants, a number of priority work packages were identified. For the theme of Labour Supply, these included promotion of opportunities in the sector, establishment of a network of Champions, outreach to second/third level students and defining career pathways. For the theme of Skills Development, priority work packages identified included examining Continuous Professional Development for the logistics and supply chain profession, the development of digital skills amongst the workforce, continued promotion of the relevant apprenticeship and traineeship offerings, and the examination of educational pathways between Further Education, apprenticeship and traineeship, and Higher Education, to ensure alignment.



02

OBJECTIVES OF THE GROUP

Across all of the outlined priority areas, it is vital that there is industry engagement and collaboration with educational providers. These meetings facilitated the development of clear objectives and priorities for the Group going forward.

The six key objectives of the LSCSG are to:

1. Provide a forum for ongoing communication, collaboration and leadership by the Logistics and Supply Chain sectors in addressing the skills needs of the sector in Ireland.
2. Monitor labour market developments in the Logistics and Supply Chain sectors, and provide insights into their emerging skills needs.
3. Improve the profile of Logistics/Supply Chain roles, making it easier to recruit talent including by improving knowledge among secondary students of the range of interesting roles across all sectors.
4. Make progression pathways available to those entering or already working in the roles, particularly for those at lower skilled levels, with clear role definitions mapped to academic or other vocational awards.
5. Ensure development opportunities are available to provide the required skills, knowledge and competencies.
6. Enhance employee retention.

In terms of overall economic activity, transportation and storage accounts for around €6.5 billion of total gross value added in the Irish economy.



WORKFORCE 103,000

Employed in the
Transportation and Storage
Sector in Q3 2020 compared
to 104,000 in Q3 2019

Source: Labour Force Survey, CSO



03

WORK PROGRAMME

The five objectives of the Work Programme are to:

1. Improve alignment between curriculum and industry needs by establishing occupational profiles; exploring the feasibility of developing educational and promotional tools for use in second level.
2. Build employment connections to close the skills gap and explore alternatives where skills shortfalls persist.
3. Encourage best practice amongst the sector by developing talent (new and existing).
4. Map existing facility and course provision to identify gaps/opportunities and improve industry awareness of skills provision.
5. Deliver a Careers Promotion Campaign to improve awareness and attractiveness of the Logistics and Supply Chain Sectors.

04

MEETINGS

The LSCSG has met formally on five occasions to date:

Date	Location
23 October 2019	Department of Transport, Leeson Lane
31 January 2020	Department of Transport, Leeson Lane
06 May 2020	Video Conference
09 September 2020	Video Conference
09 December 2020	Video Conference

The 1st Meeting of the LSCSG took place in the Department of Transport on 23rd October 2019. The Department of Business, Enterprise and Innovation (DBEI; now the Department of Enterprise, Trade and Employment (DETE)) presented an overview of the key issues identified at the pre-meeting (April 2019) and workshop (May 2019), and the establishment of the LSCSG. The Group's draft Terms of Reference and draft Work Programme were approved. The formation of two subgroups to drive the work programme was suggested. The idea of Logistics and Supply Chain Champions and their potential role was discussed. The Department of Employment Affairs and Social Protection (DEASP; now the Department of Social Protection (DSP)) gave an overview of their Employer Support Services and recruitment events. The World Skills Live Winner in Freight Forwarding, Megan Yeates, presented her work and achievements.

The 2nd Meeting of the LSCSG took place in the Department of Transport on 31st January 2020. Assistant Secretary Ray O’Leary (Department of Transport) addressed the group and stressed the importance of the industry, and outlined Brexit and the ongoing skills supply challenges and opportunities. Skillnet Ireland presented an overview of the role of Digital Badges within workforce development and the Taste 4 Success Skillnet Pilot Programme. DSP presented an overview of INTREO events and Jobs Week, including European Online Job Day. The then named Department of Education and Skills (now the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)) presented an overview of the EXPLORE Programme (the key objective of which is to create a potential new solution to help address the issue of Ireland’s low level of participation in lifelong learning amongst the Irish workforce, targeting those with lower skills levels) and its introduction to the logistics sector. The Irish Exporters Association (IEA) provided an overview of the Irish Exporters Association Certificate in International Trade. Further discussion on the role of Logistics and Supply Chain “Champions” took place and the idea of creating a panel of Champions was proposed. The formation of two subgroups (each with two co-chairs) was discussed and the proposed work of the subgroups was outlined.

The 3rd Meeting of the LSCSG took place via video conference call on 6th May 2020 (in light of the COVID-19 pandemic). The Department of Transport and DETE provided updates on COVID-19 developments and the group discussed the impact of the pandemic on supply chains, and steps towards economic recovery. The Department of Transport outlined the work of the Department on COVID-19-related transport issues and cross-governmental collaboration on maintaining critical supply chain links, whilst DETE presented information on available COVID-19 supports. BWG Foods presented an overview of BWG Foods logistics and skills supports. DFHERIS updated the Group on the EXPLORE Programme, in relation to Logistics and Supply Chain. A Champions panel was further discussed. The chairs of the two subgroups presented updates on the work of the subgroups and their proposed approaches going forward.

The 4th Meeting of the LSCSG took place via video conference call on 9th September 2020. The meeting began with an address from the Minister of State for Transport, Hildegard Naughton TD, thanking members of the group for their contribution to the group’s objective to promote careers and develop skills in the Logistics and Supply Chain sectors, and encouraging industry and academia and the subgroups to drive the work of the group. The Department of Transport and DETE gave an update on COVID-19 and Brexit developments and supports. DSP gave an overview of recent online events and recruitment. The chairs of the two subgroups presented updates on the work of the subgroups to date and proposed approaches going forward. The Logistics and Supply Chain Champions Panel was further outlined and draft Terms of Reference approved. Members of the group also provided updates on the National Maritime College of Ireland’s (NMCI) new Global Supply Chain programme and the University of Limerick’s Supply Chain Apprenticeship programmes.

The 5th Meeting of the LSCSG took place via video conference call on 9th December 2020. The President of the Institute of Guidance Counsellors (IGC), Beatrice Dooley, attended and outlined the work of the IGC and potential collaborative actions with industry, highlighting the opportunities presented by events such as the IGC’s upcoming National Conference in April 2021 at which the LSCSG will be represented. Chairs from both subgroups presented updates on the work of the subgroups. Subgroup 2 also outlined the initial results from their Supply Chain and Logistics Training Needs Analysis Survey. Progress on the Logistics and Supply Chain Champions Panel was discussed.

05

SUBGROUPS

The LSCSG Work Programme facilitated the establishment of industry/academia-led subgroups, which feed back into the main group and report back to the Department on their activities.

Two subgroups were formed.

SUBGROUP 1

The objective of Subgroup 1 is to “Improve alignment between curriculum and industry needs by establishing occupational profiles; exploring the feasibility of developing educational and promotional tools for use in second level”. Key activities include:

- > Profiling roles within the sector.
- > Developing and introducing occupational standards for the logistics and supply chain industry through close collaboration between industry and education and training providers.
- > Developing a Logistics and Supply Chain programme similar to the Tourism Insights Transition Year Programme.

Subgroup 1 has met informally on a number of occasions via conference and video calls with industry and academic stakeholders to establish the current state of the education and industry needs, and to collaborate on the need for developing a logistics and supply chain programme to meet future industry needs.

Four distinct surveys were developed and circulated in Q4 2019 to respective cohorts of student groupings [part-time students; full-time students; apprentices; and graduates]. The aim of the surveys is: to establish key metrics to assist with the educational and career development of the sector; to meet the needs of industry; and to keep pace with the evolving nature of the Freight Transport, Distribution and Logistics (FTDL) and Supply Chain Management sectors.

Key issues raised in the survey included: candidate/student profile; position/job title within the industry sector; level or years of experience and level of qualifications. In addition, the survey gathered specific data on the range of courses/programmes being studied; shortcomings of the existing programme; and the level of fulfilment of industry requirements within the existing programmes.

The role of career guidance in the students' choice of programme and career was investigated, and the survey sought to understand the level of awareness of career potential in the FTDL and Supply Chain Management sectors, amongst career guidance professionals. Results and analysis of these surveys, expected in Q1 of 2021, will be very informative.

The need for industry champions as a catalyst to promote FTDL and Supply Chain Management is seen as essential in profiling roles and future careers within the sector. The survey (in asking the student community to identify champions), should yield a rich nomination list of young leaders, which should increase the profile of sustainable future careers within the sector.

Subgroup 1 has developed a Competency Framework that is presented as a matrix of competencies and characteristics of job roles and career progression in the sector, ranging along a continuum from entry level (Level 0) up to Director level (Level 5). This competency framework, in analysing the job roles, focuses on key characteristics including: typical role behaviours; specific skills and competencies; and on the job experience.

The intention is that a formal meeting of Subgroup 1 will take place in 2021.

SUBGROUP 2

The objective of Subgroup 2 is to “Encourage best practice amongst the sector by developing talent (new and existing)”. Key activities include:

- > Developing a structure for Continuous Professional Development (CPD) within Logistics and Supply Chain activities similar to those which exist in Finance, HR and Law.
- > Developing and promoting further management development training provision for Logistics and Supply Chain activities, with a particular focus on regulatory compliance and enforcement.
- > Developing digital skills amongst the Logistics and Supply Chain workforce through firm engagement with available training programmes and guidance from the Regional Skills Fora (RSF).

Subgroup 2 has had three meetings to date. The first meeting took place on 4th March 2020 in the University of Limerick. The second meeting took place as a video conference call on 1st July 2020 and the third meeting took place as a video conference call on 26th November 2020.

05

SUBGROUPS

Subgroup 2's first meeting included a review of background information, including the objectives of the LSCSG and current supply chain qualifications available in Ireland. The subgroup discussed approaches to link education and career progression opportunities, mapping current supply chain education opportunities, training and CPD. The attractiveness of Supply Chain as a preferred and interesting career area was also discussed, as a key area to be addressed. Two target groups were identified by the Subgroup as focus areas: i) existing employees in supply chain roles that can progress their career with additional education and career planning, and ii) potential new entrants into supply chain careers.

In its second meeting, Subgroup 2 discussed roles and career paths within Supply Chain and Logistics, with further work on the mapping of supply chain roles and career paths. Additionally, the approach to mapping current courses using the national qualifications framework was further discussed. Other topics of interest included developing role profiles and learning objectives, and the actions required to promote supply chain careers.

In its third meeting, Subgroup 2 reviewed a draft framework that had been developed based on inputs from earlier meetings and leveraging inputs from international supply chain skills initiatives – particularly in South Africa and the UK. This draft identified potential entry points into the industry, opportunities for functional and cross-functional career progression and linkage to education and training as part of continuing professional development. Feedback on the framework was positive and it was agreed to socialise further among industry groups and to take additional inputs from the work of Subgroup 1 before finalising.

The subgroup identified a need to create a central source of information on supply chain career options (including academic) and training available for current and prospective supply chain candidates. Much of the information exists in disparate sources but it is difficult to find for even experienced supply chain professionals, human resource professionals and guidance counsellors. The subgroup noted the success of similar careers portals in other sectors and funding for a supply chain careers portal is a matter that should be examined at a future stage.

The subgroup noted that the profile of supply chain has increased in recent years due to issues such as COVID-19, Brexit, changes in global trade, the need to address sustainability, and Ireland's strategic position in many global supply chains. Even with that increased profile, there remains a poor perception of logistics and supply chain career opportunities. In addition to a central repository of information around logistics and supply chain careers, the creation of a logistics and supply chain Champions panel is expected to provide real world examples of the diverse range of career opportunities available.

Subgroup 2 will continue to meet in 2021.

06

LOGISTICS AND SUPPLY CHAIN “CHAMPIONS”

One of the key activities under Objective 5 of the Work Programme is to establish a network of Logistics and Supply Chain champions, consisting of both companies and individuals, to promote the associated careers and their entry routes to students/workers/career guidance counsellors (apprenticeship, traineeship, FET provision, HEI provision). The desired outcome of this objective is increased visibility of opportunities within the sector due to the work of the Group.

Industry bodies lead on this. The Department of Transport has invited industry bodies to nominate individuals and companies and has encouraged them to engage with Regional Skills Fora (RSF).



In June 2020, draft Terms of Reference for the LSCSG Champions Panel were circulated, outlining the proposed role and operation of a Champions Panel. These Terms of Reference were later approved at the Group's meeting in September 2020. The goal of the Champions Panel is to promote careers in the Logistics and Supply Chain sector through the presentation by those working in the sector of their occupational roles and career pathways, thus increasing the visibility of opportunities within the sector.

Champions in the Logistics and Supply Chain sector are people or companies who positively exemplify the sector, through achievements, hard work and vision, and/or who represent successful career progression in the sector.

The role of the Champion includes but is not limited to mentoring, speaking about one's career progression, and giving people a dynamic view of the industry and its opportunities. The Champions work on enhancing the perception of their roles and the associated entry routes and development opportunities. They encourage people to see the Logistics and Supply Chain sector as a viable and worthwhile career path.

Membership of the Champions Panel is voluntary and by nomination. The formation of this panel is in progress and a number of names have been put forward.

It is proposed that a Champions Workshop be organised in Q1 2021 to bring the Champions together to meet with each other and to allow for discussion amongst them on how they can best promote careers in their fields.

07

TRAINING AVAILABLE

One of the key objectives of the LSCSG is to enhance the visibility and availability of the many career opportunities in the sector. It is important to promote all the training offerings available. This chapter will touch on the current educational opportunities available through the National Apprenticeship and Traineeship Programme.

A compilation of courses offered by the public educational and training bodies as well as the private sector was prepared following the publication of the EGFSN 2018 report. That list is available from the Department of Enterprise, Trade and Employment.

As outlined in Chapter 8 (below), further work to map existing course provision in further and higher education, and amongst private training providers, is planned. An updated inventory of training courses will be a key priority of the Group in 2021.

As the EGFSN 2018 report also noted, better marketing of existing provision is important and that will be a focus of the group in 2021.

The report, *Monitoring Ireland's Skills Supply 2020*, outlines the potential supply of skills to the labour market from Ireland's education and training system. Notably, of the 800 non-National Framework of Qualifications aligned Further Education and Training awards made in the field of transport services, almost 400 were for programmes leading to certification in HGV driving (articulated, rigid, etc.) and a further 200 were for forklift driving.

With the new Apprenticeship model, there are a number of programmes applicable in the Logistics and Supply Chain field. It is important to raise awareness of the availability of a Government scheme to incentivise employers to take on apprentices. The **Apprenticeship Incentivisation Scheme** provides financial support to apprenticeship employers who take on apprentices on national apprenticeship programmes. The support covers 58 programmes and applies to any new apprenticeship programme launched in 2020. Apprenticeship employers are eligible for a €3,000 payment for each new apprentice.

New Apprenticeships applicable to the logistics and supply chain occupations are:

- **Logistics Associate:** On successful completion of the Logistics Associate Apprenticeship, the apprentice is awarded a Level 6 Higher Certificate in Logistics. Developed by a consortia led by the Freight Transport Association Ireland, this apprenticeship is a two-year programme delivered by TU Dublin (Aungier Street) and Cork Institute of Technology.
- **Supply Chain Associate:** On successful completion of the Supply Chain Associate Apprenticeship, the apprentice is awarded a Level 7 Diploma in Supply Chain Management. The lead industry partner for this apprenticeship is IPICS: The Supply Chain Management Institute. It is a two-year programme delivered by the University of Limerick.
- **Supply Chain Specialist:** On successful completion of the Supply Chain Specialist Apprenticeship, the apprentice is awarded a Level 8 Bachelor of Science in Supply Chain Management. The lead industry partner for this apprenticeship is IPICS: The Supply Chain Management Institute. It is a two-year programme delivered by the University of Limerick.
- **Supply Chain Manager:** On successful completion of the Supply Chain Manager Apprenticeship, the apprentice is awarded a Level 9 Master of Science in Supply Chain Operations. The lead industry partner for the apprenticeship is IPICS: The Supply Chain Management Institute. It is a two-year programme delivered by the University of Limerick.
- **Lean Sigma Manager:** The Irish Centre for Business Excellence Lean Sigma Manager was Ireland's first apprenticeship to award a Level 9 degree: the Master of Science in Strategic Quality Management – Lean Sigma Systems, delivered in conjunction with the University of Limerick.
- **Commercial Driver Apprenticeship:** Development of the Commercial Driver Apprenticeship for HGV drivers initially commenced in 2015, led by a consortium consisting of the Irish Road Haulage Association (IRHA) and Cavan Monaghan Education and Training Board (CMETB). Despite significant levels of work, the project unfortunately stalled and the consortium withdrew. In 2018, the Freight Transport Association Ireland (FTAI) signaled interest in taking up development of the apprenticeship on the basis of ongoing industry skills needs. Rollout of this Level 6 programme is now due for September 2021 with Sligo IT as the coordinating provider.

New Traineeships applicable to the logistics and supply chain occupations are:

- **HGV Traineeship:** In 2018, Waterford and Wexford ETB (WW ETB) in conjunction with the Irish Road Haulage Association (IRHA) successfully launched the Professional HGV Training Programme. This is a 29-week traineeship which incorporates both C Rigid and CE Artic licensing in a single programme for the first time. 6 ETBs now offer the traineeship. The objective of the programme is to qualify suitable learners to be Professional Truck Drivers. The course provides the trainees with the skills and related knowledge in the rules of the road, driving a heavy goods vehicle – rigid and articulated body, care and maintenance of the vehicle, loading and unloading the vehicle, customer care and documentation and to develop their attitudes, personal effectiveness, and job-seeking skills. This programme will enable the trainees to obtain employment in driving rigid and articulated body heavy goods vehicles. As of August 2020, a total of 186 trainees had enrolled on the HGV traineeship.

APPRENTICESHIPS

	QQI LEVEL	QUALIFICATION	ORGANISATION
SUPPLY CHAIN AND LOGISTICS APPRENTICESHIPS	Level 9	Lean Sigma Manager	Irish Centre for Business Excellence; University of Limerick
	Level 6	Logistics Associate	FTAI; TU Dublin; Cork IT
	Level 7	Supply Chain Associate	The Supply Chain Management Institute (IPICS); University of Limerick
	Level 8	Supply Chain Specialist	
	Level 9	Supply Chain Manager	
COMMERCIAL DRIVER APPRENTICESHIP	Level 6	Commercial HGV Driver	FTAI; Sligo IT
HGV TRAINEESHIP	Accredited by City and Guilds	Professional HGV Training Programme Certificate	Waterford and Wexford ETB (WW ETB); IRHA

Customs/Brexit Training

The EGFSN's 2018 report highlighted that irrespective of Brexit, the FTDL sector would require a strategic approach to skills development in order to take advantage of the opportunities arising from a changed economic landscape.

Despite the COVID-19 pandemic, 2020 saw the rollout of customs training via many public and private operators. Many of the representative bodies on the LSCSG offer their own bespoke training for customs readiness.

In order to raise awareness of the offerings available, the network of nine Regional Skills Fora have been working to connect transport, logistics and supply chain companies with training providers offering courses in customs clearance. Some of the Government-funded courses they have directed the companies to include the following:

Skillnet Ireland's Clear Customs is virtual training provided free to eligible businesses as part of Getting Ireland Brexit Ready. This course comprises 20 hours of training over five weeks (10 credits at Level 6 on NFQ). There will be a potential total of 1,343 learners who have been assessed under Clear Customs by the end of 2020 – 156 participants have completed the assessment so far. Of those who have registered for this training, 237 are from transportation companies.

Enterprise Ireland

Enterprise Ireland has been heavily involved in preparing their client companies for Brexit. They have conducted regular **Brexit Webinars** covering customs requirements when trading with a third country. Enterprise Ireland's **Customs Insights Course** had over 2,480 registrations by the end of the first week of December 2020. Enterprise Ireland has also hosted 16 Brexit Advisory Clinics with over 1,200 attendees. Their Brexit Advisory Clinics provide information and practical support through individual meetings across Strategic Sourcing, Financial and Currency Management, Customs Transport and Logistics.

Local Enterprise Offices

The network of regional offices has hosted more than 200 “Preparing your Business for Customs Workshops” with 2,992 participants having attended by the end of the first week of December 2020.

InterTrade Ireland has a Brexit Advisory Service and has held many events and webinars during 2020. The Brexit Advisory Service provides practical advice, support and information on Brexit-related issues.

The “**Ready for Customs**” grant is being provided through Enterprise Ireland, but is open to all companies trading with or through the UK. The grant was launched in September 2020 and provides companies with financial assistance to cover the costs of taking on much needed additional customs clearance staff, which will be required when Brexit becomes a reality on 1st January 2021.

Over three months and by the end of the first week of December 2020, over 400 companies had applied for the ‘Ready for Customs’ grant – 25-30% of these were transport/haulage companies or customs intermediaries.

- > Up to €9,000 is available for each new full-time employee engaged in customs work.
- > If you employ a new person to deal with customs on a part-time basis, a grant of up to €4,500 is available.
- > This grant contributes to recruitment costs, employee costs and provision of IT infrastructure.

The Ready for Customs grant is open to enterprises that are currently engaged in the movement of goods to, from, or through the UK and which will require new or increased customs clearance capacity. These include enterprises that:

- > Are providing freight, haulage, logistics services to, from or through the UK or
- > Are providing customs intermediary services or
- > Are directly engaged in the movement of goods with or through the UK.

Further details on the grant are available on the Prepare for Brexit website:
<https://www.prepareforbrexit.com/readyforcustoms/>

Customs training will continue to be required into 2021. The Regional Skills Fora are a valuable point of contact for transport, logistics and supply chain companies seeking to find out more about the availability of training. For more information, visit www.regionalskills.ie.

08

PROGRESS ON OBJECTIVES AND WORK PROGRAMME 2019-2020

The LSCSG has throughout 2020 continued working towards its goal to support the promotion of careers, skills development and sustainable employment in the Logistics and Supply Chain sectors. Many actions are underway, working towards the overall objectives of the Group. The five meetings that have taken place so far have created momentum in helping the group to achieve its aims. In facilitating these meetings, the objective to provide a forum for ongoing communication, collaboration and leadership by the Logistics and Supply Chain sectors in addressing the skills needs of the sector in Ireland is being met. Additionally, these meetings and discussions have taken account of evolving Brexit, and COVID-19, developments.

Subgroup 2 has made progress towards the objective to make progression pathways available to those entering or already working in the roles, particularly for those at lower skilled levels, with clear role definitions mapped to academic or other vocational awards. Meanwhile, Government departments continue with the objective to monitor labour market developments in the Logistics and Supply Chain sectors and provide insights into emerging skills needs.

Further work is necessary on the Group's objectives to (i) improve the profile of Logistics/Supply Chain roles, making it easier to recruit talent including by improving knowledge among secondary students of the range of interesting roles across all sectors; (ii) ensure development opportunities are available to provide the required skills, knowledge and competencies; and (iii) enhance employee retention.

With regard to the five objectives of the Work Programme, the establishment of the two subgroups and the engagement with industry and academia representative members of the group has assisted in the sharing of key activities to be taken towards overall goals.

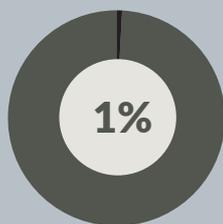
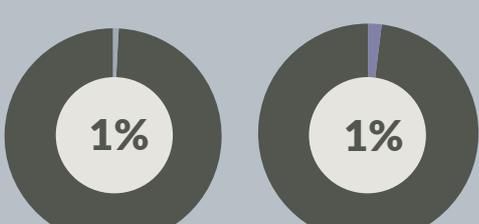
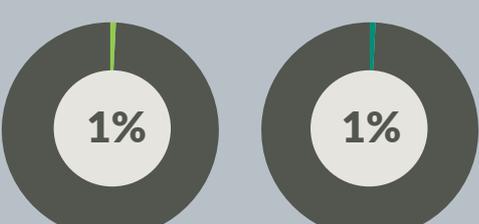
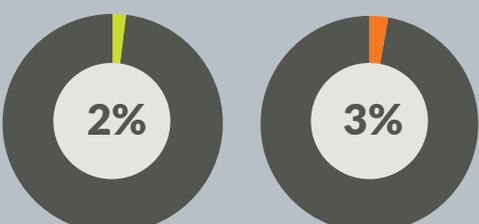
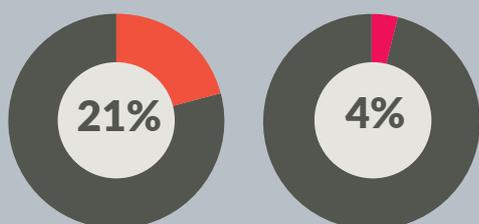
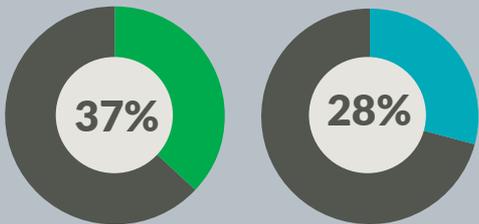
Subgroup 1 leads on the first objective to improve alignment between curriculum and industry needs by establishing occupational profiles and exploring the feasibility of developing educational and promotional tools for use in second level (with key activities outlined above under "Subgroups").

The Department of Social Protection (DSP) leads on the second objective to build employment connections to close the skills gap and explore alternatives where skills shortfalls persist. DSP's dedicated employer relations team offers a range of supports and services to employers to fill vacancies, including recruitment campaigns, specialised jobs fairs, careers fairs and an online vacancy matching site (Jobsireland.ie). One of the key activities is to support new and existing jobseekers, and encourage job-changers to take up jobs and careers in the Logistics and Supply Chain sector through engagement of teams nationally. The promotion of DSP services by industry groups is also a key activity.

DSP (then DEASP), in collaboration with ETB Baldoyle and EURES, ran a recruitment and training event for the transport sector on 6th February 2020, to recruit drivers and warehouse staff. The event involved three employers and 66 candidates, with 40 candidates interviewed on the day, and nine candidates placed into full-time employment. Feedback was positive from both employers and candidates. Attendees at the event included Irish, Romanian, Lithuanian, Brazilian and South African candidates.

The Intreo Careers Fair took place in Dublin Castle on 2nd March 2020. The event provided jobseekers and those considering a new career with a great opportunity to meet employers actively recruiting for jobs at home and abroad, to gain advice on interview skills and to access the hidden jobs market. Seminars on CV preparation, interview skills and setting up your own company were also provided (and live-streamed online). Forty-one employers (10% logistics and transport) and 12 service/training providers took part in the event, and with 3,290 visitors to the event, it was the highest recorded attendance to date. The 2021 Careers Fair will take place online.

From October 2019 to September 2020, Jobsireland.ie advertised approximately 30,000 vacancies, 942 of which were Supply Chain roles (139 companies advertised Supply Chain roles).



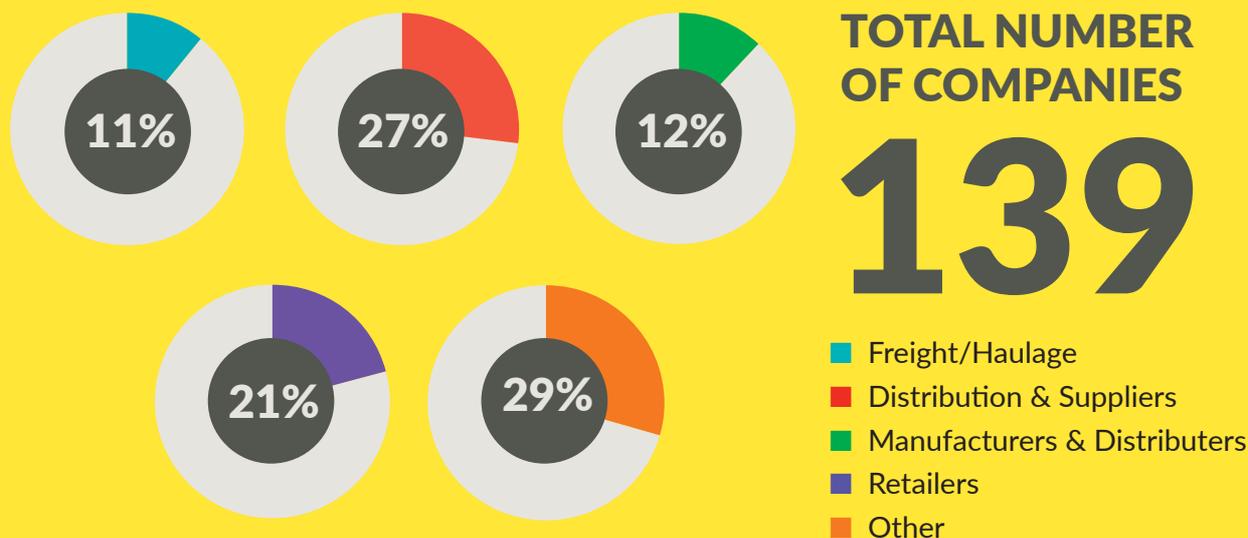
**TOTAL
LOGISTICS
AND
TRANSPORT
VACANCIES**

942

- Warehouse worker
- Truck Driver
- Delivery Driver
- Van Driver
- Forklift Driver
- Transport Clerk
- Transport Planner
- Logistics Analyst
- Supply Chain Assistant
- Supply Chain Manager
- Warehouse Manager

Source: JobsIreland.ie (October 2019-September 2020)

PROGRESS ON OBJECTIVES AND WORK PROGRAMME 2019-2020 08



Source: JobsIreland.ie (October 2019-September 2020)

DSP are aiming to increase engagement with logistics sector employers and promote awareness of their services.

Subgroup 2 leads on the third objective to encourage best practice amongst the sector by developing talent (new and existing; with key activities outlined above under “Subgroups”). Progress for the logistics and supply chain sector in the digital upskilling programme EXPLORE has helped towards the key activity to develop digital skills amongst the Logistics and Supply Chain workforce through firm engagement with available training programmes.

To fulfil the fourth objective of the Group to map existing facility and course provision to identify gaps/opportunities and improve industry awareness of skills provision, an inventory of existing courses was compiled previously. Further work to map existing course provision in further and higher education, and amongst private training providers, is planned. An updated inventory of training courses will be a key priority of the Group in 2021.

Progress has been made with the fifth objective to deliver a Careers Promotion Campaign to improve awareness and attractiveness of the Logistics and Supply Chain Sectors. The key activity to establish a network of Logistics and Supply Chain champions, consisting of both companies and individuals, to promote the associated careers and their entry routes to students/workers/career guidance counsellors has been progressed. Nominations have been made by members of the Group and Terms of Reference for a Champions Panel have been written and approved. Further work involves expansion of the panel, engagement with Champions, Champion profiling, and matching Champions with a calendar of recruitment and other events. Further promotion of other activities of the sector should also be actively supported including the Ireland Skills Live Event. The Group has been invited to present at the Institute of Guidance Counsellors (IGC) annual conference in 2021. This will be an exciting opportunity to raise awareness of the job opportunities and careers available.

09

PLANS FOR 2021 AND BEYOND

A further four meetings of the group, chaired by the Department of Transport, are planned for 2021. Thereafter, it will be the responsibility of the Logistics and Supply Chain representatives to continue to drive the work of the Group with continued participation and cooperation from Government departments, aimed at enhancing the perception of the sector's roles, entry routes and development opportunities, its ability to attract and retain talent, and hence its ability to service the demand for skills over the coming years.

The LSCSG has identified six priority actions for 2021:

- 1) Champions firmly established and matched with a calendar of events
- 2) Successful attendance at IGC conference in April 2021
- 3) Work to continue on development of promotional campaign for 2nd level
- 4) Inventory of educational offerings available
- 5) Mapping career pathways
- 6) Exploring further the possibility of a logistics and supply chain careers portal

PRIORITY ACTIONS FOR 2021: MOVING IDEAS INTO ACTIONS

The Logistics and Supply Chain Skills Group
has identified six priority actions for 2021



10 CONCLUSION

The Logistics and Supply Chain Skills Group has advanced considerably in its first year through the connection and collaboration of its members. Much thought has been put into the skills needs of the sector and potential solutions to address these. The COVID-19 pandemic and the unprecedented challenges it brought created difficulties in progressing some of the Group's objectives including in relation to the work of the subgroups. However, the Group persevered and continued to meet on schedule over its first year. The first two meetings of the Group took place in person, in October 2019 and January 2020, while the following three meetings, in May, September and December 2020, were necessarily via video conference calls.

The Group's second year will be tasked with **moving from ideas into actions**, and the work programme provides guidance by outlining the key activities necessary to achieve overall goals. The subgroups will be integral to this progress and their work, along with the work of the Group as a whole, will be the determining factor that will shape the Group's success in its second year.

ANNEX 1 EGFSN RECOMMENDATIONS

Recommendations from the Expert Group on Future Skills Needs (EGFSN) 2018 report, “Addressing the Skills Needs Arising from the Potential Trade Implications of Brexit”, were as follows.

Establish a National Logistics and Supply Chain Skills Group, to manage a coordinated response from the Logistics/Supply Chain sectors to promote the sectors and their skills needs.

Launch an intensified industry awareness and outreach campaign to enhance understanding amongst internationally trading and FTDL enterprises and to proactively address the skills needs arising from Brexit.

Introduce additional customs awareness and higher level customs clearance training and advice for third country trading as the implications of Brexit become clearer.

Enhance the provision of financial management advice, training and mentoring for internationally trading enterprises, with a particular focus on currency management, VAT for third country trading, and contract management.

Undertake targeted campaigns to attract skilled personnel from overseas.

Promote measures to enhance the ability to diversify trade with non-UK markets.

- Enhance international trading and Logistics/Supply Chain content in education and training provision.
- Build up Ireland's foreign language capability for international trade (particularly with Eurozone markets).
- Enhancement of intercultural awareness and international business experience.
- Build up product design and development skills.

Develop a schools/communication toolkit and awareness-raising campaigns for Logistics, Supply Chain and Transportation careers within all sectors, and an improved understanding of the cross sectoral skills needs, employment numbers and career opportunities in supply chain activities.

Support the development, and promote the rollout of and engagement with the Logistics and Service apprenticeship programmes.

ANNEX 2 MEMBERSHIP OF THE GROUP

Name	Department/Organisation
Isabel Baker	Department of Transport
Colette Callanan	Department of Transport
Niall Curran	Department of Transport
Claire Martinez	Department of Transport
Kevin Daly	Department of Enterprise, Trade and Employment (DETE)
Niamh Martin	Department of Enterprise, Trade and Employment (DETE)
Alan Power	Department of Enterprise, Trade and Employment (DETE)
Anne Marie Gavin	Department of Social Protection (DSP)
Cassandra Hinchy	Department of Social Protection (DSP)
Kamila Weglicka	Department of Social Protection (DSP)
Patricia Flannery	Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)
Paul Keating	Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)
Mick Curran	Chartered Institute of Logistics and Transport (CILT)
Aidan Flynn	Freight Transport Association Ireland (FTAI)
Lorcan Sheehan	Ibec Supply Chain Network/PerformanSC Supply Chain
Matthew Pavitt	Institute of Chartered Shipbrokers
Michael O'Callaghan	IPICS: The Supply Chain Management Institute
Fiona Luciani	Irish Exporters Association (IEA)
AnnMarie O'Brien	Irish Exporters Association (IEA)
Brad Quinn	Irish Exporters Association (IEA)
Seamus Kavanagh	Irish International Freight Association (IIFA)
Tony Goodwin/alternates	Irish Road Haulage Association (IRHA)
Jane O'Keeffe	National Maritime College of Ireland (NMCI)
Declan Allen	Technological University Dublin

Subgroup Chairs

Subgroup	Objective	Chairs
1	Improve alignment between curriculum and industry needs by establishing occupational profiles; exploring the feasibility of developing educational and promotional tools for use in second level	Jane O’Keeffe (National Maritime College of Ireland) Declan Allen (Technological University Dublin)
2	Encourage best practice amongst the sector by developing talent (new and existing)	Lorcan Sheehan (Ibec Supply Chain Network/PerformanSC Supply Chain) Michael O’Callaghan (IPICS: The Supply Chain Management Institute)

Note: Membership of the subgroups extends beyond the membership of the Logistics and Supply Chain Skills Group.

ANNEX 3 WORK PROGRAMME

Purpose: Promotion of Careers and Development of Skills and sustainable employment in the Logistics and Supply chain Sectors

Objectives	Key Activities	Lead	Partner in Delivery
1. Improve alignment between curriculum and industry needs by establishing occupational profiles; exploring the feasibility of developing educational and promotional tools for use in second level.	Profile roles within the sector.	Sub-Group	Industry bodies (collaboration with educational and training providers with outreach to RSF)
	Develop and introduce occupational standards for the logistics and supply chain industry through close collaboration between industry and education and training providers.		
	Develop a Logistics and Supply Chain programme similar to the Tourism Insight Transition Year Programme.		
2. Build employment connections to close the skills gap and explore alternatives where skills shortfalls persist	DEASP dedicated employer relations team to offer a range of supports and services to employers to fill vacancies, including, recruitment campaigns, specialised job fairs, caeer fairs and online vacancy Jobsireland.ie matching site; promotion of DEASP services by industry groups.	DEASP	Industry bodies
3. Encourage best practice amongst the sector by developing talent (new and existing).	Support new and existing jobseekers, jobchangers into jobs and careers in the Logistics and Supply Chain sector through engagement of teams nationally.	DEASP	Industry Bodies

Purpose: Promotion of Careers and Development of Skills and sustainable employment in the Logistics and Supply chain Sectors

Half Yearly KPIs - BRAG Status On Track, Some issue, At Risk, Blue Complete Continuing	Comments Challenges /Issues	2021 Desired Outcomes
5-10 profiles completed by Q2 2020	Brexit	Career pathways are defined. By profiling the range of roles across the sector, it will be clearer what is available to student cohorts.
	Industry collaboration	Industry occupational guidelines are a primary guideline for all relevant courses.
Sub-group to have initiated development and have pilot module in development by Q2 2020	Industry engagement	Increased awareness of careers in the sector.
x employers and x industry bodies engaging with DEASP schemes. x recruitment drives for individual employers/employer groups delivered. x sector events in 2019. x vacancies advertised on Jobsireland.ie	Engaged with x employers and x industry bodies. Over x recruitment drives for individual employers/employer groups to date. x sector events to date Over x vacancies advertised on Jobsireland.ie	Increased collaboration between industry and DEASP to fill vacancies and address shortages, and improved strategic action to anticipate future needs. Creation of greater opportunities for those seeking to work in the sector. Enhanced attractiveness of the sector as a career choice.

ANNEX 3 WORK PROGRAMME

Purpose: Promotion of Careers and Development of Skills and sustainable employment in the Logistics and Supply chain Sectors			
Objectives	Key Activities	Lead	Partner in Delivery
	<p>Develop and promote further management development training provision for Logistics and Supply Chain activities, with a particular focus on regulatory compliance and enforcement.</p> <p>Develop digital skills amongst the Logistics and Supply Chain workforce through firm engagement with available training programmes and guidance from the RSFs.</p>	Sub-Group	
4. Map existing facility and course provision to identify gaps/opportunities and improve industry awareness of skills provision	Map existing course provision in further and higher education, and amongst private training providers.	Group	All members
5. Deliver a Careers Promotion Campaign to improve awareness and attractiveness of the Logistics and Supply Chain Sectors	Establish a network of Logistics and Supply Chain champions, consisting of both companies and individuals, to promote the associated careers and their entry routes to students/workers/career guidance counsellors. (apprenticeship, traineeship, FET provision, HEI provision).	Industry Bodies	Chair to invite industry bodies to nominate individuals and companies and to signpost RSF
	Other activities of sector actively promoted including the Ireland Skills Live Event	Industry Bodies	Individual industry members

Purpose: Promotion of Careers and Development of Skills and sustainable employment in the Logistics and Supply chain Sectors

Half Yearly KPIs - BRAG Status On Track, Some issue, At Risk, Blue Complete Continuing	Comments Challenges /Issues	2021 Desired Outcomes
Feasibility Study of CPD for sector completed by Q2 2020.	Cross-Industry Engagement	Logistics and Supply Chain workers are able to avail of continuous professional development.
Industry Groups can illustrate increased number of their members availing of this type of training.	Brexit	Improvement in Logistics and Supply Chain management skills.
Inventory of existing relevant digital skills programmes compiled. Exploration of eligibility of sector on certain existing digital upskilling programmes such as EXPLORE.	Brexit	Digital Skills needs of Logistics and Supply Chain firms and workers are addressed and resolved through available training programmes.
Inventory of existing courses completed by Q2 2020. (very much progressed)		Comprehensive cataloguing of available Logistics and Supply Chain education and training provision.
Enterprise champion appointed by Q2 2020	Industry collaboration Brexit	Increased visibility of opportunities within the sector due to the work of the Group.
		Increased visibility of opportunities within the sector due to the work of the Group.

ANNEX 4 SUPPLY CHAIN ROLES AND CAREER PATHWAYS

Executive	Product management	Source	Plan	Make	
	Chief Product Officer	Chief Procurement Officer	Chief Supply Chain Officer / Chief Operations Officer		
		VP Procurement	VP Planning	VP Manufacturing	
Leader	Product Director	Supplier Relationship Director Procurement Director	Planning Director	Manufacturing Director Engineering Director	Operations Excellence Director Production Director
Manager	Product manager Launch manager	Procurement Manager Supplier Relationship Manager Commodity Manager	Planning Manager	Engineering Manager	Operational Excellence Manager Production Manager Operations Manager Process Improvement Manager
Specialist	NPI Coordinator	Procurement Coordinator Commodity Lead Supplier Compliance	Planning Supervisor	Process Engineer Manufacturing Engineer Project Manager	Production Supervisor Lean Specialist / Engineer
Associate	Artwork administrator BOM administrator	Procurement Specialist Buyer	Supply Planner Demand Planner	Production Engineer Manufacturing Technician Process Technician	Production Operative

	Make	Deliver		Enable	
Executive	Chief Supply Chain Officer / Chief Operations Officer				
	VP of Quality	VP Logistics		VP Customer Operations	VP Supply Chain Strategy
Leader	Quality Director	Warehouse Director	Logistics Director Trade Compliance Director	Customer Operations Director Customer Service Director	Business Transformation Director Supply Chain Strategy Director Supply Chain Architect
Manager	Validation Manager Quality Manager QP Qualified Person	Warehouse Manager Project Manager Inventory Manager	Logistics Manager Trade Compliance Manager Fleet Manager	Customer Service Manager Channel Operations Manager	Data Analytics Manager Supply Chain Insights
Specialist	Validation Engineer Quality Engineer	Warehouse Supervisor Supply Chain Analyst Inventory Specialist Supply Chain Specialist	Transport Scheduler Trade Supervisor	Customer Service Coordinator	Systems Analyst Data Analyst Systems Support SC Visibility
Associate	Quality Technician QA Specialist	Warehouse Operative Warehouse Administrator	Driver Delivery assistant Transport administrator Logistics analyst Trade associate	Order Administrator	SC Analyst





