

## **Proposal to develop apprenticeship standard(s) in Express delivery, courier services (update V3.5) (Submitted 11.55 feb 23)**

### **Level 7: Express Delivery Master's Degree - Director/Senior Manager**

#### **Summary**

A board director, area manager or senior manager within an Express delivery organisation. Responsibilities include providing guidelines, defining strategy at a national / global level and encompassing financial/ management responsibility for multiple express business functions. This could encompass transport, service levels, sortation efficiency, systems and process. The role leads, develops and challenges within the fast paced evolving environment of the express industry. Customer-centric with responsibilities to bring insights into customer needs. Reviewing tenders and allocation to networks of new business.

#### **Responsibilities**

- Leading solutions to enable continuous improvement and manage project implementation across management levels and business functions.
- Develop strategies for Express Distribution Process Optimisation , Planning and manage the strategy implementation
- Functional authority that is able to use specialist knowledge to provide direction to support improvements throughout all levels of an Express organisation
- Initiate benchmark exercises, explore internal and external projects to improve the efficiency and manage projects to implement these best practices
- Lead cross functional express business evolution projects such as drones & collection box networks.
- Sponsorship and executive support of projects (national / global) to improve the service level and address the customer needs that drives the evolving express market.
- Analysis of customer cycle, the client chain to final mile, cycles of peak demand and solutions to sustained delivery platforms.
- Analysis of customer behaviours / technical supply chain and market information to lead innovation and inform Express business approaches
- Senior level Financial and budget responsibility and understanding of management accounts to improve service whilst optimising costs.

#### **Knowledge and Skills**

- Helicopter view, strong analytical and synthetic skills and ability to use skills at high level of abstraction
- Project management skills and continuous improvement philosophies such as Six Sigma / Lean that can be applied within an Express Hub.

- Understanding and application of Financial management principals
- Recognise and select advanced customer insight methodologies to understand customer cycle / behaviours through multiple channels to drive improvements and enhance service/ product offer within the express industry.
- Flexibly and creatively applies knowledge of Express Sector in unfamiliar contexts, generates transformative solutions.
- Advanced knowledge of Express Hub system design principals that underpin service optimisation
- Strategic and commercial orientation capability and stakeholder management across multiple facets of an Express organisation
- Autonomously adapts and implements specialist knowledge of Express industry IT systems and intelligence to anticipate and develop service propositions
- Leadership skills, interpersonal skills, ability to persuade and influence at all levels of management both inside and outside of the company.
- Incorporates a critical ethical dimension to their practice in management within the Express industry
- Understand strategic cost base to deliver profit across multiple sites / regions or countries

We believe that this occupation will require rigorous and substantial training of typically 48 months (this would be reduced if recognised prior learning achieved) to achieve full competence, 20% of which will be off-the-job training. From initial consultation with our employer members and supporting university it is proposed that this off the job training would be supported by a flexible blended delivery approach encompassing a virtual learning environment, on line tutorials and agreed campus days.

My company and all the employers listed below as supporters of this bid fully intend to make use of the standard once it is ready for delivery.

- We are working with the Institute of Couriers an employer led body who work to promote professional standards for this sector.
- We have invited representatives from West London University, Staffordshire University and Derby University to play a supporting role to the Master's Degree Apprenticeship and support in the co-design of a fully integrated degree course.
- We have consulted with multiple LEP's where an identified need for higher / degree apprenticeships have been identified and where Logistics is a recognised priority.
- The standard we propose to develop will be inappropriate for the 16-18 age group due to the prior knowledge and skills required at this level.

Assuming the development process runs smoothly, we envisage the resulting apprenticeship being ready to deliver starts from April 2018 with an annual take-up of 550 starts across the sector.

## **Statement relating to all Standard development proposals in this EOI**

Statement relating to Express manager degree apprenticeship standard development proposal

In the evolving and expanding environment of express, consultation for the express manager degree apprenticeship has been wide, from employer one to ones to national trade shows, online surveys showcasing to training providers and Universities.

We are committed to ensuring that all the standards we design provides sufficiently transferable skills to enable a successful apprentice to perform this role in an employer of any size and in any relevant sector. We are collectively representative of our sector and are willing to work with other employers who come forward with an interest in this occupation and with colleagues from other sectors where our standards are closely related. We will develop the apprenticeship standards and assessment plans in line with the latest edition of the "Guidance for Trailblazers – from standards to starts. We will aim to complete this process within a year and will ensure that the resulting standards represents good value for money for the end-users.

The express group currently hold Heads of Industry meetings in alliance with the Institute of Couriers at quarterly timescales, at various locations across the UK where employers have opportunities to input and review apprenticeships standards development. IOC have strongly promoted news and updates to the wide sector of logistics. IOC web holds a dedicated Trailblazer section and points to this on many industry events. Further one to one meetings have been held with key employers, national, regional and sme, north and south. these have been productive for detail and then widely circulated updates have been sent to employers in the sector and beyond the trailblazer group.

The express Trailblazer degree apprenticeship has been showcased to groups beyond the immediate sector who are involved with transport. Further briefing with Transport for London, TFL, Transport for Greater Manchester, TFGM and TFL, LoCity where sector specific employer group meetings have taken place north and south of England.

Meetings consultation has been complemented by on line surveys used to allow employers opportunities to review remotely.

University workshops took place in London and were attended by Universities, Derby, West London, Staffordshire, LMU, MMU, and SHU at both working group level and executive level, one to one workshops followed.

Training providers have been briefed at the national AELP meetings and at the sector meetings for Transport logistics. The Express Trailblazer has also been showcased at various conferences including trade shows, Intralogistex and multimodal and at training provider events including Lindsay McCurdie's Apprentice 4 England events.

We have reviewed the standards that have already been developed and those in development and are satisfied that there is no duplication with our bid – either in the logistics sector or in the wider development of Standards.

These Standards will be distinct from other Standards in the broader logistics and supply chain sector.

The context is the rapid and continuing growth of internet-generated sales. This has created demand for a new cohort of operatives and professionals with the skills needed to sort and deliver goods to precise and demanding delivery specifications. This takes place in an environment where domestic and business customers have rising expectations of service quality and customer service.

Figures from IMRG show an exploding number pattern for on-line retail, 'shift from high street purchase to home delivery has exploded,' says Nick Langdon, boss of the Royal Mail. The IMRG figures reported 26 % of 2016 retail purchases were home delivered. Interpreting the IMRG figures propose that half of retail purchase will be home delivered by 2020, this is a double growth in the next five years' says Carl Lomas MBE, chairman of the Institute of Couriers.

Fulfilment of these internet-generated orders has led to a new physical infrastructure of sortation hubs using specialist equipment and fleets of specialised vehicles – with an increasing focus on reducing the environmental impact of deliveries. This has been accompanied by widespread adoption of sophisticated ICT systems to process orders, generate route instructions and gather data to enable the monitoring of key performance indicators.

Express is unique, it is evolving and has strong demand for a next generation workforce as e-retail home delivery explodes its numbers with the continuing shift of high street retail to home delivery.

Operative roles in a sortation hub are very different from those in a traditional warehouse and the management skills are similarly different from those of warehouse management and vehicle fleet management.

Express roles rarely include warehouse and storage activities, goods pass through a sortation hub in less than 24 hours and often less than six hours, there is no conventional storage, rack and stack operation.

Express roles do not include the purchase or sourcing of goods in the supply chain, Express goods is about handling consumer orders and fulfilling urgent delivery for multiple brands.

At strategic management level (Level 7) companies need the skills of data analysis, key performance indicator-based management, real time business planning, time-critical decision making and innovation in route planning. New business models have emerged with some companies specialising in sortation operations, others in the final deliveries to

domestic or business customers. These new business formats require agile and ICT literate managers and staff able to operate, supervise and manage in fast-paced round the clock sortation hubs.