

INDUSTRIAL PARTNERSHIPS: AN INITIAL ASSESSMENT

December 2014



UK COMMISSION FOR
EMPLOYMENT AND SKILLS

Contents

1. Executive Summary
2. Introduction
3. Investing in leadership
4. Governance and Accountability
5. Overview and individual assessment
6. Delivery: Early activity
7. Risks and Challenges
8. Building for the future
9. Conclusion and Recommendations

Annexes

- Annex 1 - Employer Ownership of Skills Pilot: Grant Funded Project timeline
- Annex 2 - Breakdown of funding sources for each partnership
- Annex 3 - Industrial partnership Chair's biographies
- Annex 4 - Industrial partnerships Key Facts
- Annex 5 - Employer Ownership of Skills Pilot: Early Delivery
- Annex 6 - Example Employer Ownership of Skills Pilot: BIS Performance Management Deck
- Annex 7 - Employers in industrial partnerships
- Annex 8 - Vision of industrial partnerships
- Annex 9 - Industrial councils and strategies

1. Executive Summary

This report provides an early assessment of the progress on the eight industrial partnerships that have been created as part of the Employer Ownership of Skills Pilot (EOP).¹ The report has been produced by the UKCES executive team under the supervision of Nigel Whitehead and is designed to provide the Commission with a summary of progress and proposals to steer the industrial partnerships forward. It draws on personal reports from the industrial partnership Chairs to Nigel and on more detailed information provided from the Sector Skills Council (SSC) and UKCES/SfA Relationship teams. The intention is to produce a summary report at this level of detail on a bi-annual basis, interspersed with shorter quarterly updates to UKCES Commissioners.

This first report has been written before any data on delivery information has been made available from government on volumes of activity, outputs or outcomes. The focus therefore is primarily on achievements in setting up the partnerships; their early successes and the challenges they have faced as they begin to design and launch programmes of support for their industries. The report looks first at issues of governance and leadership and goes on to look at early thoughts on positioning the partnerships for the future.

The report is to provide an oversight to UKCES Commissioners and to provide a basis for discussion about whether the broad aims of this work are on track. It is important to be clear that the UKCES has no contractual responsibility for this work. The primary risk for us is reputational, since we have effectively underwritten these partnerships with our reputation and place such a strong weight behind the importance of collective action and ownership by employers of the skills agenda. The opportunity for us is to demonstrate employer collaboration via the industrial partnerships has the power and potential to be game changing.

Overall our Key Messages are:

Employer leadership:

- **Strong visible employer leadership is in place and the industrial partnerships are starting to deliver** the ambitious programmes of work they have set themselves. The Chair of Nuclear Industrial Partnership has changed. This is something that must be expected and accommodated as people will move job roles and it must not impact the mission of the partnership.
- **Employers have shown resilience** through the negotiating process. This has deepened their partnerships and strengthened funding leverage, with almost £70 million cash match against government funding, but this process was not smooth or undemanding for anyone involved.
- **Governance structures are in place.** A range of different models have emerged and it is not yet clear which will prove most effective in the longer term. These groups demonstrate a good understanding of the skills needed for their sectors and can articulate the relevance of their plans. Some officials in BIS remain unconvinced that employers are genuinely leading the industrial partnerships that are most closely associated with their SSC.
- **Partnerships seem to be attracting wider industry membership** as they start to firm up their delivery plans. This is significant, with almost 600 companies already participating in the activities and collaboration. All have Trade Union involvement to varying degrees of formality and some are members of the main Board/Council.
- **Partnership Chairs are collaborating well** with both UKCES and each other and are keen to share knowledge and learn lessons. They meet quarterly and the next UKCES hosted dinner is planned for January 2015. There is also a proposed trip to Germany to understand their approach to employer collaboration in Spring 2015.
- **Partnerships are starting to relate to government departments alongside BIS** and linking skills to their agendas, for example the Department of Work and Pensions, Department of Energy & Climate Change and Infrastructure UK. We see this as positive and enabling, helping to position the industrial partnerships as the first point of contact when discussing skills and employment issues.

¹ Employer ownership funding is England only, however the partnerships wider work may reach across the UK.

Delivery:

- **It is too early to draw any firm conclusions on levels of delivery activity versus the targets set within the grant.** At present there is no substantiated data but over the next few months volumes of activity driven through the partnership will become available from Skills Funding Agency (SfA). To date two out of eight of the industrial partnerships have received funding from employer ownership funds. We know that Round 1 of the pilot has experienced variable delivery with less than 50% of the original contract being achieved. We expect these pilots to perform better.
- **We have some good early progress of new models of delivery being developed** such as the Tech Partnership's degree level apprenticeship; Automotive's 'Art of Manufacturing' programme for primary schools, and the Energy and Efficiency's Independent Assessment Service for workforce competence, including apprenticeships.
- **Most of the partnerships have been involved in supporting BIS's apprenticeship reforms** through developing new Trailblazer standards.
- **Competing offers** (Trailblazer funding for apprenticeships, and the mainstream offer, including direct funding of large employers, all exist and are available to employers alongside the employer ownership pilot model) Work needs to be done to mitigate potential confusion and ensure that the vision of industrial partnerships is understood by policy makers and supports EOP delivery.

Future Prospects:

- **Some Chairs are already discussing with their industry how they can sustain their partnerships** as a stable part of the landscape going forwards. They see a clear difference between the employer ownership funding and the wider aims of the industrial partnership. A number of possible future models may emerge from being partly subsidised by government funding as now to fully funded by industry.
- **They have a growing understanding that government is most unlikely to offer a further tranche of grant funding** to the industrial partnerships or to create new industrial partnerships under the same model. UKCES are having these discussions with all Chairs. UKCES will work closely with each partnership through 2015 to shape longer term plans for sustainability. From experience with previous investment work we recognise that this must start early.
- **Closer working arrangements with Local Enterprise Partnerships (LEPs)**, particularly in developing their skill strategy and their understanding of the future job roles and type and quality of training provision needed for the industry. Aerospace and Automotive have already started this process and have urged the others to also engage.
- **The industrial partnerships reach and engagement could extend** to working with networks of local and city regions and be seen as the industry source on skills and workforce development policy and delivery.
- **Most of the partnerships include employers who work UK wide.** Even though this pilot is England specific we expect the partnerships may wish to explore how the partnerships' strategies align with employer leadership architecture and policy priorities in the other three nations.
- There is a wider issue about the role the **incoming government** may wish industrial partnerships to play; for example whether the model might be applied to other sectors that are not part of an industrial strategy to provide the anchor for employer leadership of skills.

2. Introduction

The development by leading employers of industrial partnerships in eight important sectors of the economy is a significant step forwards in building a skills system led by business not government.

They come at the right time. The UK economy is on the mend. But the recession exposed the vulnerability of the UK to global competitive forces and the impact that technology can have on employment and labour markets. Productivity continues to lag behind our competitors and we know that sustainable recovery will rely on building and using skills more effectively in each part of the economy.

'Growth Through People' published by the UKCES in November 2014, sets out why "employers should lead on skills and government should let them." It calls for:

- industry wide collaboration to build the skills we need for future competitiveness;
- employers, working collaboratively to take greater leadership and responsibility for raising the bar on skills at the sector and local level;
- Government to commit to supporting employer partnerships on skills as a central part of longer term growth plans and as a way of aligning public and private resources- recognising that they take time and stability to grow.

This report provides an initial assessment of the progress being made by the eight industrial partnerships against these ambitions.

The second round Employer Ownership Prospectus was launched in November 2012 and included the opportunity to test the value of larger scale industrial partnerships in important sectors of the economy. Energy and Efficiency Industrial Partnership (EEIP) was first to agree their grant offer in March 2014. Following prolonged assessment and negotiation processes, the remaining seven took up until October 2014 to finalise. Automotive and Aerospace still have promotion embargoes until they are formally announced. This has truncated the delivery window as Annex 1 – Employer Ownership of Skills Pilot: Grant Funded Project timeline demonstrates. In the worst scenario a three year pilot is reduced to a delivery window of eighteen months. All have substantial programmes of work to deliver by March 2017 in a dynamic environment where markets, businesses and people will continue to change. The total EOP grant contribution to the eight successful industrial partnerships is £131 million.

It is already very encouraging to see how resilient each partnership has been as they have shaped and evolved their work programmes. There have already been breakthroughs in improving the quality of training and providing new ways of helping young people access good jobs. The challenges ahead are to:

- deliver the ambitious programmes of work they have set themselves;
- continue to strengthen their partnerships as confidence grows in them; and
- navigate towards a sustainable future after the public contribution to their development is completed.

3. Investing in Leadership

Industrial partnerships are owned and led by employers. This means employers define their industrial partnership's vision, set priorities and direction of travel. Clear ownership by the sector is fundamental to their long term sustainability and success.

We know from substantial experience of co-investing alongside employers that the most important factor in determining the success of complex and partnership based programmes is the quality of leadership. Industrial partnerships are particularly complex, often multi –faceted bringing together competitors within a sector as well as drawing on a wide range of other social and commercial partners including Trade Unions, professional bodies, academia, training providers, and skills bodies.

It is encouraging to see such a strong group of leaders taking the chair of each partnership. All Chairs were personally involved with the grant negotiations. While the 'daily' job roles of the Chairs and board members vary greatly, they all have a driven interest in the skills and employment issues of their industry. All the Chairs endorsed the 'Growth Through People' report. (See Annex 2 – Industrial Partnership Chair's biographies)

We are still evaluating the strength of the SSC influence within their respective partnerships. We are mindful of the expertise and knowledge that the SSCs have and that many of the partnership businesses have existing relationships with them. One perspective held is that the SSCs, driven by their own business needs, are unable to remain objective supporters and end up shaping the industrial partnership agenda to align with these needs. UKCES is mindful of this but takes the view that a substantial shift to genuine employer leadership has taken place as a result of Employer Ownership policy and has been re-enforced by Government's push for substantial employer cash contribution to each activity. Annex 3 describes the breakdown of funding sources for each partnership.

The Commission is focussing its attention directly on relationships with the employers. The Chairs have met twice to review progress with the Commission and Nigel Whitehead is planning quarterly meetings to continue this dialogue. Nigel also arranged for them to have an early meeting with the new Skills Minister, Nick Boles in August 2014, which was valuable in giving the Minister a favourable impression of progress and the value of the partnerships. Subsequently the Minister has asked to attend all the Boards and meet their members.

The Chairs are also keen to network with each other and to learn lessons as the industrial partnerships develop. They are very keen to explore how to build the partnerships into longer term stable arrangements for skills development. The Chairs are also sharing intelligence on a more informal basis e.g. Jo Lopes (Automotive) recently fed back to the Chairs on the outcome of a meeting he had with several Local Enterprise Partnerships, encouraging them to start forging their own links.

To support their networking and to help focus thinking on the future, UKCES is currently developing proposals with support from Siemens to take the Chairs or other Board members to look at collective leadership and best practice in skills and apprenticeship in Germany in Spring 2015. We also have plans for subject specific 'surgeries' where the employers will share their learning and successes with others from across the sectors and to hold a larger event in March that will focus on employer collaboration.

With EOP arrangements in place the industrial partnerships are now looking at approaches to engage their sectors and associated stakeholders both in delivery and in building industry awareness to generate the backing needed to underpin the industrial partnerships' longer term ambitions.

The industrial partnerships are not working to a blue-print; it has been for each one to define the scope of any communications and stakeholder engagement plan. The timings for sign off of the EOP grants has meant some are more advanced than others, for example the Science and Energy & Efficiency Industrial Partnerships have already established stand-alone websites. Others (Nuclear) are currently hosted on intermediary websites and, while

Automotive and Aerospace are both developing communications and stakeholder plans, at the time of writing they are still awaiting a formal ministerial announcement. Until this comes both industrial partnerships are limited to what they can say on public platforms. The niche Tunnelling Partnership is unlikely to actively promote externally as the employers and partners are well aware of its delivery arm, the Tunnelling and Underground Construction Academy (TUCA).

The Nuclear Partnership has faced particular challenges, brought about by the departure of their chair Neil Baldwin (Magnox). Neil left following the recent take-over of Magnox; Karen Walkden, Head of HR Centres of Expertise and Projects at Magnox and Jean Llewellyn, CEO of NSAN maintained momentum with the partnership whilst a new chair was appointed. Tony Handley from Magnox recently took over the Chair role and we now need to establish relationships with him and to assess the extent to which he is likely to be able to bring coherence to a particularly complex partnership across the industry. We have offered to support Tony as he takes on this role including some time with Jo Lopes Chair of the Automotive Partnership, and a discussion with Nigel Whitehead.

Looking forward, the challenge for the Chairs and their Boards will be maintaining the same drive and focus as that applied to securing the EOP grant offers. The amount of time given to the projects by the Chairs does vary, and we will review with interest should any stand out as more effective. In particular we will also look at what efforts are being made by the partnerships to extend their reach to those employers and stakeholders not currently engaged.

Action for next six months

1. Arrange trip to Germany for the Chairs.
2. Consider the impact of the Chair to understand if it is possible to understand the traits, knowledge and time needed to lead a successful partnership.
3. Understand relationships between Boards and SSCs
4. Support promotion and communications plans where appropriate
5. Broaden and build employer networks wider than the Chair network
6. Review communications and engagement progress

4. Governance and Accountability

The industrial partnerships we are supporting vary widely in their reach, size and complexity. If they are to succeed, each must be seen to be accountable to its sector and have an appropriate governance structure to embrace the range of partners and stakeholders who need to be involved in developing and delivering the partnership's ambitions. The partnerships also need to have a corporate entity prepared to hold the grant offer from government and to be accountable for public funds on behalf of the partners. Crossrail has been prepared to act in this capacity on behalf of the relatively small and discrete Tunnelling and Underground Construction Partnership. In all other cases, the partnerships are unincorporated with no individual company seeing it as appropriate or being prepared to bear the risk of managing public money on behalf of the others.

As unincorporated bodies the industrial partnerships in some ways resemble Local Enterprise Partnerships (LEPs) in their structure. This means they, like LEPs, need to rely on other corporate bodies to act as their executive arm and as the counterparty in holding the grant offer from government. Five of the remaining 17 Sector Skills Councils, (EU Skills, SEMTA, Creative Skillset, Cogent and e-skills uk) and a National Skills Academy, (NSA Nuclear), have taken on this responsibility. In each case, they have a strong track record of stimulating partnership working amongst employers and have been closely involved in the development of bids on behalf of their industry. Business sees them as well placed to provide secretariat services, help co-ordinate partnership activities and provide technical assistance. Directing public funding through them also has a number of technical advantages in relation to State Aid.

From a UKCES perspective, we need to understand whether the partnerships genuinely reflect "employer ownership". The recently appointed Skills Minister, Nick Boles, has specifically asked the Chairs to 'manage the partnerships with the same rigour as if they were their own companies', so we will look whether employer board members make timely decisions and have the appropriate financial data to do so. We do doubt the conditions for collective employer action would be in place at all without SSC work over a period of time and we see real value in the executive capacity they bring to planning and delivering these challenging programmes of work but we are looking to ensure that in this new relationship, SSCs are clearly the agent of employers and not the principal.

The governance structure of each industrial partnership is different with some having multiple layers and groups to manage the EOP grant funded work. Where there is an industrial strategy and council there is line of sight to both, although the 'air time' for skills varies.

Key governance principles of accountability and decision making inform the views on employer ownership of the projects. Our initial assessment is that there is a mixed picture and that many of the relationships are still bedding in. We are attending both senior and operating boards wherever invited and some ways of working are evolving to add rigour to their processes. It must be noted that in most cases the senior boards have only met once since the grant allocation has been in place.

5. Overview and Individual Assessment

This section gives a summary of each of the industrial partnerships and includes contributions from the Chairs and observations from the UKCES Relationships team. For details on each industrial partnership's delivery of the EOP grant funded activities to March 2015 see Annex 5.

The **Aerospace Industrial Partnership** is chaired by Airbus and has close links with the Aerospace Growth Partnership. The EOP activities align with several of the skills challenges defined in the sector's Industry Strategy including Trailblazer development. Aerospace was in the first phase, before the industrial partnership was established and development of frameworks now continues under the partnership. Aerospace has a history of collaboration with companies providing a specific sub system within an aircraft. While the industrial partnership EOP delivery has a similar feel there is an ambition to develop a longer term shared vision and the businesses are meeting early in the New Year to progress this.

Comments from the Chair Mark Stewart:

I have a vision: "The Aerospace Industrial Partnership for People and Skills will be the voice of the sector on these matters and through the collaboration of academia, employers, the Regional Aerospace Alliances, local and national government. Its aim will extend beyond ensuring the current Skills Programmes are sustainable to seeking to understand what the medium and long term needs of the sector are enabling us to create a strategy and solutions to further address our future needs. We need to work on this vision more, with the aim of also answering some key questions: who will make up the IP; who will the IP engage with; and what will the IP look like short term, medium term, and long term?"

Actions for the next 6 months

UKCES will work with the partnership to build its 'offer' to the sector; support the Chair in developing the '2020 vision for the Aerospace Industrial Partnership'; defining long term priorities and communications plan; and attend the newly created EOP Steering Group. UKCES will also work closely with this sector on the future developments of occupational standards as they see them as key to underpinning apprenticeships.

The **Automotive Industrial Partnership** builds on strong foundations with direct links to the Automotive Council. The EOP priorities align to the Industry Strategy including Trailblazer development. Automotive was in the first phase, before the partnership was established, moving forward the partnership will ensure the standards continue to fit with the needs of the sector. Membership of the Board is aligned to the practical delivery of EOP activities. As the partnership considers its focus beyond EOP it may be necessary to revisit Board representation to ensure it has the expertise to develop a longer term strategic vision.

Comments from the Chair Jo Lopes:

“The EOP has presented the Automotive Industrial Partnership with a unique opportunity to lead the development of an industry owned framework of job families and job codes within the Automotive sector. This framework will allow the industry to perform a structured assessment of the most critical job roles and skills gaps which are constraining current and future growth prospects for OEMs and the supply chain. The framework being developed through collaboration between OEMs and supply chain companies will also underpin career progression route maps and continuing professional development for those already employed in the Automotive industry and prospective new entrants from schools and universities.”

Another positive outcome in working as a team for such an extended period, is that we have continued to develop the partnership and the companies involved have identified much common ground, despite our normal competitive relationship. The IP communication strategy has been launched with automotive suppliers and LEPS and by mid-December a cross industry team will be in place to lead the development of industry level infrastructure, process and practice in line with meeting the commitments made in the Automotive Industrial Strategy.

Actions for next six months

UKCES to support the partnership in developing long term sustainability plans and to establish it as a vehicle to channel the skills challenges defined in the Industry Strategy. UKCES will continue to review progress via representation on the partnership Board and engage the partnership to support UKCES's agenda.

The **Tech Skills Partnership** is a growing network of employers, chaired by the CEO of Cisco and led by a Board comprising CEOs of leading tech companies, including Accenture, BT, Capgemini, Google, HP, IBM, Microsoft, Samsung, TCS and Telefonica, and heads of technology from companies across the economy, ranging from financial services, advertising and automotive to public and charity sectors, along with small company representation. The ambition of the Tech Partnership is to deliver the skills for a million new digital jobs over the coming decade, removing a key constraint to growth for businesses across the economy. It is supported in its work by the specialist staff of e-skills UK, which will be renamed the Tech Partnership Ltd to help accelerate awareness of the employer network.

The creation of the Tech Partnership is causing a step change in employer ownership, bringing together employers new to collaborating on skills – ranging from global leaders such as Google and Samsung to local small company networks such as Sunderland Software City – and formally bringing together, for the first time, stakeholders willing to work together through the Partnership. This includes having established MOUs with British Computer Society (BCS), CESG (GCHQ) and the Institute of Information Security Professionals (IISP).

The Tech Partnership was formally recognised as the skills arm of the Information Council in July, and has been at the forefront of new Trailblazer apprenticeship standards development. The Tech Partnership have met with Nick Boles and participated in a number of meetings with other minister and policy makers.

Comments from the Chair Phil Smith:

We are particularly proud of two entirely new initiatives, developed in close conjunction with BIS and Number 10...The first of these is the development of Honours Apprenticeships: tech apprenticeships that will lead to a full honours degree. The second of these is Digital Business certification, a new qualification that will [be] the digital equivalent of the corgi standard. Other achievements include:

The growth of the Tech Industry Gold accreditation.

- *The new Software Development for Business degree [which] accepted its first undergraduate students in September 2014, at four universities.*
- *The Tech Partnership leading the process of establishing new apprenticeships ('Trailblazers') for relevant job roles for the digital industries. 6 new apprenticeship standards have been approved with 3 more submitted for Ministerial sign off.*

These achievements are...the result of some ground-breaking cooperation among employers, often demonstrating exceptional commitment and flexibility.

Actions for next six months

UKCES must ensure senior UK Commission representation at Tech Partnership Board meetings.

UKCES will collaborate on publication and promotion of UK Commission and Tech Partnership work through aligned communication plans and support the work of the partnership in innovative development of occupational standards to join with our work in aligning new apprenticeship standards with NOS.

Energy and Efficiency Industrial Partnership includes the power generators, as well as water and waste management companies. It is overseen by a Council of 21 employers, mainly CEOs. It is supported by an Operations Board, an Independent Quality Board and a Financial Management Board. The UK Commission has attended both the Council and Operations Board and is an invited member of the Independent Assessment Service Board. EU Skills, which has been at the heart of the partnership, describes a step change in skills development across the industry, through the Council. BIS officials are critical, seeing the Council operating in the style of a "Charity Board" although the supporting Boards give assurance that employers are leading on all the detailed decisions and activities in the partnership. In response to concerns regarding the quality of financial information given to the Council, the partnership has revised the Terms of Reference of each group to include greater grant offer performance and financial management. There are ongoing negotiations as the EEIP seeks to agree a grant variation for the full £33m EOP contribution.

The Chair, CEO of National Grid, is passionate about supporting disadvantaged unemployed youth and it is proposed that social inclusion and diversity targets feature in companies' workforce planning. A supply chain forum is being introduced with the aim of closing the skills gap between large and small companies including linking skills to procurement contracts. The EEIP has also led the way with developing Trailblazer standards across electricity and gas supply, water and utility industries. For further details about EEIP see <http://www.energyandefficiencypartnership.co.uk>

Comments from the chair: Steve Holliday:

'I am very pleased with the way the organisations within the partnership have come together to show up as a 'collective'. It's the first time the energy sector has come together on such a scale since privatisation, to address the huge skills challenge facing all our businesses.'

Actions for next six months

UKCES to follow the introduction of the Independent Assessment Service; support the introduction of employer designed and delivered youth engagement pilots and Traineeships; collective approach to first-line supervisor training and their plans to leverage skills through procurement. . The partnership also has stretching Apprenticeship and Traineeship targets that require support to achieve.

The Creative Industries Partnership builds on an excellent relationship between Creative Skillset and the commercial creative industries including TV, Film, Advertising and Computer Graphic design. Channel 4, the BBC, ITV and other employers naturally look to Creative Skillset to support them on skills issues and a voluntary levy is in place for the film industry. The employers do not want to change the basic dynamic of this relationship. Creative Skillset also have strong relationships with DCMS, The Lottery and other funders and bring substantial government funding together for the industry under a single strategy – “CreateUK”. The industrial partnership was launched at Channel 4 offices on the 14th July and was attended by ministers from BIS and DCMS as well as Sir Charlie Mayfield.

Creative Skillset is currently undergoing major organisational change. This change has been engendered by the Board and senior leadership assessing the needs of the long term sustainability of the industrial partnership and moving in a planned and measured way to achieve that . Project management is in place to deliver the immediate ambitions of the EOP investment and we will be monitoring the delivery closely

Comments from the Chair David Abraham:

The industrial partnership is bigger than our EOP bid. We work through Creative Skillset, across the UK Nations to make sure that the benefits are shared throughout the country. With programmes such as the Skills Investment Funds and the Film Skills Fund there are many opportunities for businesses and individuals to own skills development.

Our work together will deliver innovation, jobs and growth. We will open doors to our industries, raise standards and directly support 25,000 people and hundreds of companies.

Two themes that I feel strongly about are the importance of having a diverse workforce and strong leadership. Indeed we are developing a Creative Leadership post-graduate programme to create new diverse leaders to attract and retain talent that reflects our society, and this work is progressing well.

Actions for next six months

UKCES will work closely with the industrial partnership to advise and support both the delivery of the EOP contract and the long term sustainability plans being developed by the board.

The Science Industry Partnership includes the chemicals sector, pharmaceuticals and life-sciences. An extensive governance structure has been put in place including the main Board; several employer-chaired working groups (Careers, Apprenticeships, Higher education, Workforce development, Futures, Quality) four regional employer groups, and a stakeholder forum, all of which are active. The SIP has developed new science technician Trailblazer standards that had the first cohorts start in September.

The Commission has attended at least one of each group, and it is clear that employers are leading debates and actions. The Chair shows strong leadership, in encouraging active employer participation and being directly involved in grant offer negotiations and delivery. It is clear that Cogent has a strong stake in the partnership and has extended its delivery ambitions across all areas of the SIP. For further details about the Science Industry Partnership see <http://www.scienceindustrypartnership.com/>

Comments from the Chair Malcolm Skingle:

'We are keen to ensure that the SIP links directly to the government's Industrial Growth Strategy and for it to be the main source of advice for future skills policy development due to its direct connections to the Ministerial Councils. In the last two months, we have tabled papers about SIP and SIP programmes for discussion at the autumn meetings of both the MISG and MMTSG. There have also been presentations to the Chemistry Growth Partnership and the Industrial Biotechnology Leadership Forum.'

Actions for next six months

UKCES to finalise discussions of grant offer concerns including flexibilities, and Apprenticeship numbers; monitor employer take up of the SIP deposit accounts; assess the Membership model for market tested sustainability; and continue to ensure that the SIP is communicating and delivering against the Life Sciences and Chemistry Growth Strategies.

The Tunnelling and Underground Construction Industrial Partnership is a small niche partnership which is fully employer led through an Industry Advisory Panel representing the main customers (Crossrail, National Grid, London Underground, Thames Water) and the prime construction contractors. There is a strong Chair, who is passionate about skills investment being linked to major infrastructure projects. Tunnelling is critical to the delivery of several projects from Crossrail, the Northern line extension, Thames Tideway, Hinkley Point and HS2. It is valuable to have a smaller niche industry partnership to understand how the concept works in a more discrete sector. It will also be interesting to see whether this partnership grows to embrace a wider footprint in Rail, given that the Chair is widely recognised in the industry.

Progress has continued since April in the development of new or enhanced standards and qualifications from Level 1 entry and Safety requirements to MSc modules in Spray Concrete Lining technologies. The proposed delivery is broadly on track but validated numbers are yet to be submitted to SFA. There is an expectation that the chair will be passed to Thames Tideway by 2018, as will responsibility for TUCA the training academy.

For further details see <http://www.crossrail.co.uk/careers/tuca>

Comments from the Chair Terry Morgan:

'I am pleased that delivery against the objectives is broadly on track. However, we are breaking new ground, so there are also challenges which we will need to overcome. We have engaged extensively with our supply chain, most of whom are SMEs.'

Actions for next six months

UKCES to ensure that data and claims training takes place and funding is released; launch the Tunnelling partnership; and ensure that the longer term vision of an industrial partnership is recognised as such, rather than as a series of segmented projects.

The Nuclear Industrial Partnership brings together two separate EOP bids from Alstom and Magnox. The combined bid also brings together intermediary bodies: Engineering Construction Industry Training Board (ECITB) and the National Skills Academy Nuclear (NSAN). This has not been an easy merger but NSAN have put together the governance arrangements for the delivery of the EOP grant. More needs to be done to establish an inclusive and engaged leadership group that looks beyond the delivery of the EOP contract and to ensure it is representative of all partners.

NSAN is led and funded by over 115 employers from across the nuclear industry and its supply chain. It is these employers that provided its core funding and, under the leadership of Magnox Ltd, are taking the partnership forward. Sellafield Ltd is leading the development of three Trailblazer standards for the industry with a first intake planned for 2015/16.

The industrial partnership is built on the existing NSAN model which has strong foundations; providing a really sound basis for sustainability of the work of the partnership post EOP funding. NSAN is primarily sustained by fees paid for by its business members; and it is these businesses that lead the partnership. The industrial partnership role is described as that of supporting employers on the Nuclear Industry Council and Nuclear Industry Council Skills Work stream to take real leadership and ownership of the nuclear skills agenda. For further details, see www.nsan.co.uk/nuclear-industrial-partnership-0

Comments from the Acting Chair Jean Llewellyn:

EOP activity is progressing well. But cites delays in the contracting process; concerns over continuity and sustainability of government engagement & support; and changes in contracting procedures e.g. the need for open tendering as risks to the delivery of EOP.

The Nuclear IP is formally linked to one Industrial Council i.e. the Nuclear Industry Council (NIC with the same senior industry leaders constitute both the NIC Skills Work stream and the NSAN Board so there is a 'dovetailing' of employer leadership on the skills agenda.

Comments from the New Chair Tony Handley:

As the new chair of the Nuclear Industrial Partnership, I have met once with the organising committee at the end of 2014. I was really impressed by the effort and enthusiasm of those involved whilst working within a relatively constrained environment. Moving forward I am keen to build on the work developed to date, close out remaining commercial details with supplier partners and also gain a clearer understanding on periodic progress to enable the programme to be refined when necessary to align with our industry's needs. It is also apparent that this partnership is indebted to NSAN for their drive, commitment and support so far in getting the programmes in play.

Action for next six months

UKCES to support the incoming Chair in working with the businesses, partners and intermediary bodies to determine, how to take the industrial partnership forward; and reinforcing that the industrial partnership has to be representative of the whole sector and be business led.

6. Delivery: Early Activity

The partnerships have all started working on their project plans, some did so in good faith before the confirmation of their EOP grant offers, all have start dates of April 2014 so can include activity completed after this date towards their targets. Information from the grant recipient shows much of the activity is on track or slightly behind schedule but with an expectation of meeting the first milestone with financial implications of March 2015, although we are mindful that this may be optimistic we do not have any data to show to the contrary at this stage. Annex 5 (Employer Ownership of Skills Pilot: Early Delivery) shows 'RAG rated' further detail.

The assessment of grant funded activity must be understood in the context that it is very early days for all bar one of them. Annex 5 is the work stream activity scheduled to be achieved by end of March 2015, the first financial milestone and potential claw back point. Grant funding for any underperformance will be removed at this point although there will potentially be an opportunity for projects that have been subject to claw-back to re-earn this in subsequent years – up to a 20% cap. The projects cannot be funded over their allocated overall funding envelope for the duration of the pilot.

There is still no published data against these projects, Annex 6 shows an example of the type of information we will receive.

The numbers of companies already involved is significant with almost 600 companies reported. Annex 7 – show the scope of employers engaged in each industrial partnership.

7. Risks and Challenges

Industrial partnerships face the dual challenge of delivering the operational activities and targets agreed in their grant offer at the same time as developing their industrial partnership as a strategic organisation building employer ownership and taking “end to end” responsibility for skills as set out in the original Prospectus. Successful operational delivery will be a key test of their credibility in the eyes of Government in the short term and is a pre requisite to establishing a longer term place for them in the business landscape.

We know that industrial partnerships will face a number of challenges as they attempt to deliver both their operational responsibilities and longer term strategic goals. In this initial assessment of progress, we draw on the experience and draft evaluation report for round 1 of the Pilots, together with early experience of work with these new partnerships, to begin to highlight the risks and challenges we anticipate they will face. We will continue to review and develop this analysis over the next months, consider how these risks can be mitigated and update Commissioners as necessary.

Risks and challenges in relation to delivery:

Over-optimistic targets may not be delivered.

We know employers and intermediaries, especially when bidding on a competitive basis for funding, will tend to an optimistic view of what can be delivered. Round 1 projects have on average delivered about half of what they agreed, although the range varies hugely. [Final figures not yet available] We expect industrial partnerships to achieve a better performance than this, not least because of extensive negotiation pre-grant agreement and the requirement for a 20% cash contribution from employers.

The mix of outputs will change, reducing “value for money”.

Given that these are pilots, it is inevitable that plans and requirements will change during the 3 years of delivery. The grant model needs to be able to assimilate reasonable change. The issue here is that in round 1, there was a systematic drift from support for young people and apprenticeships towards adult skills development in the workplace. Government will assess these as “lower value” outputs and challenge the partnerships on value for money grounds. There is also a risk that young people and smaller firms will get less support than we anticipated.

Churn of key staff involved

There is a risk that staff and organisational changes by employers and intermediaries will affect their capacity and capability to execute effective delivery.

Administrative processes will constrain delivery.

There are three aspects here, issues of timing and grant offer flexibility, ability to track progress using timely and accurate data and the risk of employer confusion through competing offers in the market.

1. Timescales and flexibility

Annex 1 shows the time available for the delivery of outputs in each industrial partnership. The extended negotiation and grant clearance process has caused these projects to start later than planned and leaves them with challenges in meeting year 1 targets. Although simpler and more flexible grant offers are in place for this tranche of projects, interpretation of this flexibility needs working through in relation to annual Government budgets. At present there is little flexibility to adjust funding between financial years and the Skills Funding Agency is keen to reduce grant offers where any under-delivery occurs. There is also concern that round 1 projects were faced with an inflexible final deadline for taking on new starts to their programmes, irrespective of the duration of this training. It is of course necessary to impose a closure date for new starts on long duration training to avoid excessive programme over-runs. But, we know that a number of these partnerships are planning to deliver 3 and 4 year apprenticeships and we need to do further work to clarify how these will be fully supported so that employers can confidently make offers to young people.

2. Tracking progress.

Employers in round 1 projects have registered a number of concerns about complexity of data requested on each learner supported by grant aid, particularly in short course delivery. This coupled by system and process constraints, led to a significant data error rate which has taken time to clear and has created a significant lag in obtaining verified management information on programme delivery. There is a risk that this will continue to be a problem with the industrial partnerships.

3. Competing offers.

Industrial partnerships are reporting concerns about the risk of underperformance due to competing offers and a lack of a level playing field in the marketplace. The specific risk at present is that Trailblazer apprenticeships are being piloted with a set of incentives for smaller firms that were not envisaged when negotiations took place around the delivery numbers and costs to industrial partnership pilots, and are more generous. There is also a challenge that mainstream provision, while not being as flexible or appropriate, requires little cash contribution from employers and may inhibit take up of the pilot by smaller firms. This offer also has the 'AGE grant' incentive for new small employers which was available to EOP round 1 projects but has been removed for round 2. Numbers are relatively small at present, but, as the programme develops, there is a risk that industrial partnership provision is marginalised or drawn back towards the mainstream in order to achieve delivery targets.

Challenges to longer term development of the industrial partnerships

Links to industrial strategy

There is a risk that industrial partnerships do not secure robust linkages to the industrial councils and bodies securing the longer term strategy for their industry. Either they are seen as less important than other bodies such as National Colleges or, conversely, become seen as a competing force rather than the natural group responsible for driving out the "people" component of each industrial strategy. Our view is that there is currently a mixed picture. Automotive, Aerospace and Creative have close links whilst some others are not yet getting the "airtime" they will need if they are to secure their position. (See Annex 9 - Industrial councils and strategies).

Demonstrating collective action

A risk that industrial partnerships are not a sufficiently shared vision amongst employers to allow them to act collectively and build a longer term and coherent vision underpinning a sustainable business strategy beyond the life of the grant funding.

Lack of "joining-up" around policy

The opportunity may be missed to ensure new policy initiatives, including apprenticeship reform, adequately take account of the growth of industrial partnerships and the value they can bring to reform and that the landscape becomes more rather than less confused.

Strategic impact

The overall risk as a result of all the issues highlighted above is that the overall effectiveness of the programme is sub-optimal. Outputs may be achieved and funding drawn down, but the impact on business is less than anticipated and employers lose confidence in the partnerships. The alternative is that, properly mitigated, these risks can be managed and we can create the momentum which carries these partnerships to success, attracts wider leadership and drives interest in replication of the model in other sectors of the economy.

8. Building for the Future

The concept of industrial partnerships has proved attractive to the business community. Large and smaller companies have been drawn to idea of collaborating to take greater control of the skills challenges facing their sector. They have welcomed the opportunity to bring a new level of leadership to the development of skills in sectors of economic significance. Skills and talent is increasingly seen as an issue for boardroom debate, not just something for the HR department.

They see considerable value in continuing to develop these partnerships for the longer term and are already asking how with government help, they can build a longer term and sustainable industrial partnership model. Steve Holliday's recent progress summary to Nigel Whitehead, for example, says,

"We will need continued government support by maintaining and improving policy towards industrial partnerships and skills strategy. Participation across our sector is excellent in pockets but not consistent and therefore I am keen to continue working with all parties to extend the breadth and depth of participation over the next 5 to 10 years."

Employers from other sectors are actively discussing making plans to develop similar partnerships. Food and drink manufacturing have some initial support through EOP Round 2 grant funding to develop collaborative arrangements across their industry and seem a strong candidate to be the ninth industrial partnership. Financial services are informally driving forward with collaborative arrangements; Stobart's is keen to develop a Logistics Partnership, as are parts of the airline industry.

The prevailing view of Commissioners has been to encourage an organic approach, where industrial partnerships are developed where leadership is strongest and with no expectation of "universal coverage". Indeed, an important lesson from previous SSC experience has been that a pressing for a universal model leads to "patchy" delivery and weak links. There is an alternative view; that while experimentation is a good thing initially, in the end it is necessary to learn what works and then put in place a level of structure at sector and local level which can act as the place to go on skills. The argument here would be that in broad terms, sector based industrial partnerships would define the overall labour requirement and skill level for the sector, set standards and assure quality, while LEPs and City /Regional Partnerships would primarily be responsible for delivery to smaller firms through their own arrangements.

It will be important to shape a clear view on the way forward in the first Quarter of 2015, so that we can prepare the ground to influence the new government after the general election on 7th May 2015. The risk otherwise is that at best, industrial partnerships will not be fully understood and at worst, they will simply be discarded as we move on to the next initiative.

The industrial partnerships are moving beyond a simple focus on delivering the EOP grant funding and are beginning to open a dialogue with the UK Commission and amongst themselves about their underlying purpose and priorities. At the November EEIP Council for example, it was clear that the Power, Water and Waste companies around the table differentiated between keeping to themselves the specific business techniques which bring them competitive advantage, while being comfortable to work together on the broader skills issues they have in common. These include the future demand and supply of skilled workers into their industry, demographic issues, the impact of technological change and the legislative environment in which they operate. They see value in shaping a broad strategic plan for skills development, supported by employers, Unions and other key stakeholders and directly linked to the wider Industrial strategy for their sector.

The operating model of future industrial partnerships is not yet clear. The model set out below captures our initial thinking and will need further development early in 2015.

Industrial Partnerships: Levels of Ownership



The apex of the diagram shows the **strategy function** we would expect all industrial partnerships to have, using labour market information to form a clear perspective of the skills supply and demand in the sector over perhaps a five to ten year planning horizon. This would include analysis of market trends, new job formation, demographic trends affecting the need for replacement staff, a clear understanding of the sources of labour supply and identification of trends and the risk of a mismatch of supply and demand.

The question is to what extent industrial partnerships could become the “connectors” or “integrators” of a wider ‘growth through people’ strategy. Do they have the appetite and what capacity and capability would they need to aspire to take on this wider role?

At the next level, we know that industrial partnerships see the definition of **competence standards** for their main jobs as a key part of their role. They see themselves as uniquely placed to take an overview of this work and to be the place where consensus can be achieved and standards gain the industry wide approval that underpins their validity in the marketplace.

Because of the “end to end” responsibility they wish to take on skills, industrial partnerships also wish to exert greater influence over the **quality of training** being provided in their sector. They see this being achieved by the

development of assessment and quality assurance requirements within the Trailblazer apprenticeship standards. These standards being adopted by the sector and by more directly maintaining oversight of the quality of apprenticeship outcomes, through the development of or “buying in” independent assessment services. In some cases industrial partnerships also wish to be directly involved in shaping curriculum or ‘kite-marking’ the quality of training supply.

The fourth tier is where industrial partnerships may wish to take a **direct role in the delivery of programmes**. This might be indirectly through the use of procurement criteria to influence the take up and quality of training through the supply chain, or by managing training delivery through the partnership and its stakeholders. This may include the use of apprenticeship brokerage services to reach supply chains and small and medium sized businesses, pooling resources to more efficiently purchase skills provision or acting collectively to support unemployed young people to gain meaningful work experience.

It is this tier of activity which is the primary focus of government interest as they seek to maximise participation and delivery from the partnerships, but this may not be a prime responsibility being sought by the partnerships in the longer term. We expect the industrial partnerships to define the number of layers they wish to limit their responsibility too.

We must be realistic about the level that either employers or government will wish to continue to support existing industrial partnerships or any new arrangements going forward. We know that each of the functions set out above is one the industrial partnerships would wish to continue to develop, but each has costs attached which employers may or may not be prepared to bear. We also know that it is most unlikely that any incoming government would continue to provide funding in its current form. The size of the grants, combining developmental and programme delivery funding, has made the clearance process very slow and unwieldy and has raised challenging State Aid issues.

This means that for industrial partnerships to continue, unless the incoming government takes a very different view about directly funding industrial partnerships, employers will need to source a significant proportion of their funding from business and develop a more sophisticated plan to use a cocktail of any available funding to help them undertake specific activities.

9. Conclusion and Recommendations

Although it is much too early for clear conclusions we do have some definite indicators that point to this pilot being different.

The number of employers involved is significant even at this early stage and the industrial partnerships are demonstrating that employers are contributing cash rather than purely in kind contributions.

They have strong, visible employer leadership the Chairs are demonstrating that they have an understanding of issues and are committed to the broader partnership vision of addressing sector wide skills needs, not just the EOP grant funded project, and are actively working to broaden this through their governance groups. The partnerships employers are often competitors who are now collaborating on skills and employment issues at a senior level.

All industrial partnerships have structured project plans around the delivery of their work streams funded by the EOP grant funding and the grant recipients are supportive to this. They have set themselves ambitious programmes of work and that they are starting to deliver.

Sustainability plans are emerging and in doing so we see the partnerships designating their level of responsibility based on both their interest and their ability to financially sustain such, without significant government funding. With reference to the Industrial partnerships: Levels of Ownership diagram (page 20) the partnership could define the scope of its involvement at any level.

The long term sustainability of the industrial partnerships will be determined by a number of factors; most significantly the level of support and belief in the industrial partnerships by the employers they represent and the level of esteem given to them by government and stakeholders e.g. the LEPs. Without backing from senior business leaders the industrial partnerships are likely to struggle to survive. Financial sustainability will also be covered in different ways and will depend how the industrial partnerships evolve.

If they restrict their function to that of a strategic level influencing body then resources may be provided primarily from within their sector however they may wish to extend their reach and access any available funds to procure or deliver training.

The industrial partnership Chairs are actively raising with Government a range of concerns about technical issues that they see as limiting the flexibilities of the pilot and delays that are reducing time for delivery. They are having some successes e.g. EEIP having local negotiations with Job Centres to allow benefit flexibilities.

The partnerships feel that a lesson of this pilot must be that in future any contractual relationship with government must be easier to negotiate and manage. The impact of contractual or policy issues may also be too great for the EOP pilot to be as successful as all hope and aim for.

The momentum needed to make industrial partnerships a success will need the involvement and drive of all engaged businesses and the impact of this could be transformational. There is the potential for the industrial partnerships as a collective to hold real influence over mainstream provision delivery, content etc. It would be a missed opportunity if the Industrial Partnership network that UKCES is drawing together did not build on this and present a shared voice to government on major skills challenges that are important to all of them e.g. STEM.

Recommendations

UKCES will:

- continue to support and monitor the development of the eight industrial partnerships together with any strong emerging partnerships.
- continue to build the employer networks around and supporting the industrial partnerships, joining employer groups by theme as well as sector e.g. around work experience
- continue to develop the future model of Industrial partnerships, consulting with employers and stakeholders.
- continue to monitor and understand conflicting policy initiatives and reforms that may have unintended impacts on the pilot delivery programme e.g. apprenticeship reforms.

Industrial Partnerships: An Initial Assessment

Annexes:

Annex 1 - Employer Ownership of Skills Pilot: Grant Funded Project timeline

Annex 2 - Breakdown of funding sources for each partnership

Annex 3 - Industrial partnership Chair's biographies

Annex 4 - Industrial partnerships Key Facts

Annex 5 - Employer Ownership of Skills Pilot: Early Delivery

Annex 6 - Example Employer Ownership of Skills Pilot: BIS Performance Management Deck

Annex 7 - Employers in industrial partnerships

Annex 8 - Vision of industrial partnerships

Annex 9 - Industrial councils and strategies

Annex 2: Industrial partnerships: Sources of Funding

	In-kind	Cash	EOP Funding	Total
Aerospace IP	£7,574,396	£2,548,726	£10,612,568	£20,735,690
Automotive IP	£16,391,608	£2,832,634	£11,330,552	£30,554,794
Creative Industries	£6,869,106	£10,390,381	£20,000,000	£37,259,487
Tunnelling IP	£493,160	£1,244,300	£1,100,000	£2,837,460
The Tech Partnership	£23,975,000	£11,509,688	£18,437,273	£53,921,961
Nuclear IP	£3,159,700	£1,158,845	£3,996,753	£8,315,298
Energy & Efficiency IP	£62,666,388	19,914,618	£33,000,000	£115,581,006
Science IP	£31,404,167	£20,298,030	£32,612,753	£84,314,950
	£152,533,525	£69,897,222	£131,089,899	£353,520,646

For further details on each of the industrial partnerships see Annex 4; Industrial partnerships: Key Facts

Annex 3: Industrial Partnerships Chair's Biographies



Terry Morgan – Crossrail

Terry Morgan took over the role of Chairman of Crossrail on 1 June 2009. Prior to this, Terry was Chief Executive of Tube Lines, a PPP company that was contracted to maintain and upgrade the infrastructure of the Jubilee, Northern and Piccadilly lines.

Terry has an MSc in Engineering Production & Management, is a Fellow of the Royal Academy of Engineering and the Institute of Electrical Engineers and is the past President of the CMI (Chartered Management Institute).



Mark Stewart – Airbus

Mark Stewart is Human Resources Director and Filton General Manager of Airbus UK, after having previously been Head of HR for Airbus UK Manufacturing.

Mark completed an Honours Degree in Industrial Relations and a Postgraduate Diploma in Personnel Management in 1985 from the University of Strathclyde. Mark is also a member of the People Management Board of the Society of British Aircraft Companies, a board member of Euresas and the International School of Toulouse.



Jo Lopes – Jaguar Land Rover

Jo Lopes is Head of Technical Excellence for Jaguar Land Rover. He has responsibility for the development and nurturing of engineering skills and competencies. Jo chairs the Automotive Sector Strategy Group of the sector skills council, SEMTA and supports the UK Automotive Council in the area of skills development. He is a Chartered Engineer, has a Master of Philosophy in Applied Physics and is a Fellow of the Institution of Engineering & Technology.



Phil Smith, Cisco

Phil Smith is UK & Ireland CEO of Cisco - the worldwide leader in networking for the internet. He has a thirty year track record within the ICT industry, advising leading global organisations in the private and public sector on how to drive transformation, productivity and sustainable growth.

Phil is a passionate advocate of technology and innovation to the region's business and political leaders, sitting on a number of boards including Young Enterprise, The Employers Forum for Disability, Chairman of e-Skills UK and a member of the Foundation for Science and Technology, CBI, Intellect, CriticalEye and the Council for Industry and Higher Education (CIHE).



David Abraham – Channel 4

David became Channel 4's Chief Executive in May 2010. Prior to this he was Chief Executive of UKTV, where he led the re-launch of the G2 channel as Dave. Between 2005-2007 David was President and General Manager for TLC at Discovery Networks USA, where he oversaw all content investment and strategy. Between 2001-2005 David was General Manager of Discovery Networks UK.

David began his career in 1984 at the advertising agency Benton and Bowles and was a founding partner and Chief Operating Officer at independent advertising agency St Luke's. David is also a non-executive Director of Skillset, the sector skills council for creative media.



Tony Handley, Magnox

Tony Handley is Engineering Director at Magnox Ltd. He has over 30 years' experience working primarily in the Nuclear industry on new build, plant operational support and decommissioning including a number of leadership and technical roles in programme delivery and functional management. Previous experience in Customer, Prime Contractor and Sub-Contract roles have taken him to a great number of the UK's nuclear facilities. Recent roles in Magnox parent organisation Cavendish Nuclear include Director of Engineering Technology and Operations Director. Tony is an ex-apprentice and degree qualified Fellow of the IMechE.



Steve Holliday – National Grid

Steve Holliday was appointed Chief Executive of National Grid in January 2007. His previous appointments have included being Executive Director of British Borneo Oil and Gas. He also spent 19 years within the Exxon Group, where he held senior positions in the international gas business and managed major operational areas such as refining and shipping. Most recently he has become Chairman of UK Business Council for Sustainable Energy and the Technician Council.



Malcolm Skingle – GlaxoSmithKline

Malcolm is Director: Academic Liaison at GSK managing staff in Stevenage, Research Triangle Park and Philadelphia. He sits on many external bodies including the BBSRC Strategy Board, the CBI academic liaison group and several UK University Department advisory groups. He also chairs several groups including the BBSRC Bioscience for Industry Panel, the Diamond (Synchrotron) Industrial Advisory Board, the Inner Core Lambert working group on boilerplate agreements and the ABPI Innovation Advisory team. Malcolm Skingle has a BSc in Pharmacology/Biochemistry and a PhD in Neuropharmacology. Malcolm was awarded a CBE in the 2009 Queen's Birthday Honours List in recognition of his contribution to the pharmaceutical industry.

Industrial Partnerships Key Facts

Introduction

In 2014 the Employer Ownership of Skills Pilot co-invested £354million of government and employers' funds in eight industrial partnerships.¹

These eight pilots over three years are intended to pilot the employer ownership vision and create space for employers to design and test innovative solutions to skills issues and take forward 'game changing' propositions.

The industrial partnerships embrace the idea of 'collective employer action' and will work with providers, unions, schools, and universities in supply chains and in localities to identify industry challenges and provide solutions.

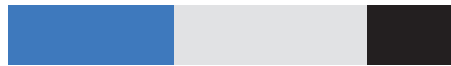
"for every £1 of government funding, employers contributed £1.70 cash & in-kind"

The individual partnerships are Aerospace, Automotive, Creative Industries, Energy and Efficiency, Nuclear, Science, The Tech Partnership and Tunnelling and Underground Construction.

The Industrial Partnerships will deliver targets and develop approaches to skills key to their industry's growth and productivity; from supporting young people making career choices to developing people in work and attracting expertise and specialist talent. UKCES's "Growth Through People"² report defines these stages as 'Getting into Work', 'Getting on at Work' and 'Moving up to higher skilled jobs'. We have adopted this terminology to show how the IPs' agenda reflects the challenges set out in this report.

-
- 1 Employer ownership funding is England only, however the partnerships wider work may reach across the UK.
 - 2 Available at: <https://www.gov.uk/government/publications/growth-through-people-a-statement-on-skills-in-the-uk>
-

Industrial Partnerships Summary



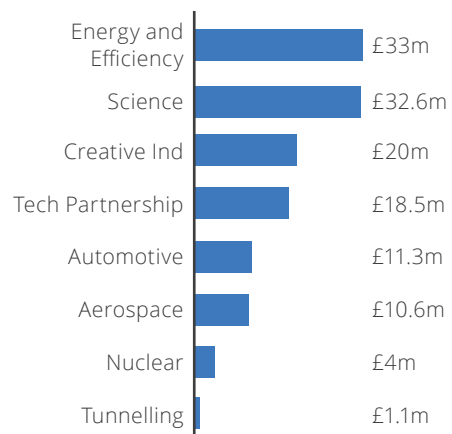
Total Funding: £354 million

EOP Funding: £131 million

Employer In Kind Funding: £153 million

Employer Cash Funding: £70 million

Distribution of EOP funding by pilot



Industrial Partnerships work in industries representing:



5.5 million jobs across...

438,000 businesses in the United Kingdom.

More information available at:

<https://www.gov.uk/industrial-partnerships-an-overview>

IP.Team@ukces.org.uk

Industrial Partnerships: Summary Data

Aerospace

Industrial Partnership

Lead Airbus

Chair Mark Stewart

IP Board Representation

Airbus, AgustaWestland, Safran, BAE Systems, GE Aviation, GKN Aerospace, Rolls-Royce, Marshalls Aerospace & Defence Group, Midlands Aerospace Alliance, North West Aerospace Alliance, Royal Aeronautical Society, Spirit Aerosystems, SEMTA, WEAFA

Union Participation

Unite

Grant Recipient

Semta

Strategy

<https://www.gov.uk/government/publications/lifting-off-implementing-the-strategic-vision-for-uk-aerospace>

Size of Industry

230,000 jobs in the UK across 3,000 businesses

Skills Challenges

- Skills shortages vacancies high in sector
- Technical skills shortages in composites, stress, fatigue and damage tolerance
- 3000 staff deficit forecast
- 10% increase in staff at Level 4 required to remain competitive

Funding Breakdown

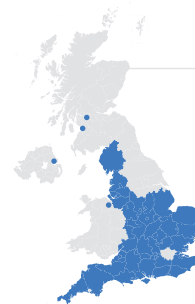


EOP Funding: £10.6 million

Employer In Kind Funding: £7.5 million

Employer Cash Funding: £2.5 million

Industry hotspots



North West, Midlands, South West, and South East of England; in Wales (Broughton); in Scotland (Prestwick and Glasgow); and in Northern Ireland (Belfast).

Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Developing:		
Apprenticeship		20
Trailblazer standards		
Delivering:		
Bespoke traineeships		45
Work experience		50
Teacher placements		75
Graduate internships		135
Apprenticeships		126

2- Getting on

Developing and Delivering:		
Project management		20
Knowledge management		395
Developing:		
Regional hubs		
Plans to engage and support the supply chain		

3- Moving up

Developing:		
Industry specific Modular Masters courses		6
Delivering masters courses		195

Automotive

Industrial Partnership

Lead Jaguar Land Rover

Chair Jo Lopes

IP Board Representation

Aston Martin, AVL, Bentley, BMW, Delphi, Ford, GKN, GM, GSM Automotive, Honda, Jaguar Land Rover, Nissan, Tata, Toyota, Volkswagen, EEF the manufacturers' organisation, Industry Forum, North West Automotive Alliance, SEMTA, SMMT

Union Participation

Unite

Grant Recipient

Semta

Strategy

<https://www.gov.uk/government/publications/driving-success-uk-automotive-strategy-for-growth-and-sustainability>

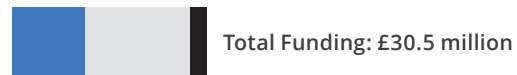
Size of Industry

158,000 jobs in the UK across 3,000 businesses

Skills Challenges

- Shortage of young people coming into sector
- Low level of staff training across the sector
- Low level of Apprenticeships particularly in SMEs

Funding Breakdown

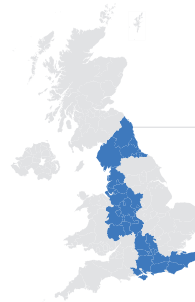


EOP Funding: £11.3 million

Employer In Kind Funding: £16.4 million

Employer Cash Funding: £2.8 million

Industry hotspots



North East, North West, Derbyshire, West Midlands, South East

Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Delivering:

Industrial Cadets	960
19+ Bespoke manufacturing courses	225
The Art of Manufacturing courses	4,500

2- Getting on

Developing:

A sector-wide career road map; job codes and accredited qualifications framework

Delivering:

Leadership & management for maintenance managers	40
Upskilling and training for new recruits	200
Six Sigma courses at two levels	149

3- Moving up

Delivering:

Leadership & management for supply chain managers and directors	507
---	-----

Developing and delivering:

Leadership & management qualification for shop floor leaders	250
--	-----

Creative Industries

Industrial Partnership

Lead Channel 4

Chair David Abraham

IP Board Representation

Betty Jackson Ltd, BBC, Channel 4, Double Negative, Faber and Faber, Horseshmouth, Icon Entertainment UK, Kudos and Shine Pictures, Lexis, Sonar Entertainment, TH_NK, University of Abertay, Dundee, Vue Entertainment, Creative Skillset, Federation of Entertainment Unions

Union Participation

The Federation of Entertainment Unions

Grant Recipient

Creative Skillset

Strategy

http://www.thecreativeindustries.co.uk/media/243587/cic_report_final-hi-res-.pdf

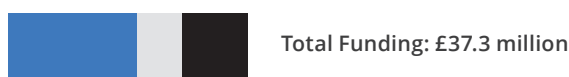
Size of Industry

907,000 people in creative occupations outside of the sector, and 1.70 million jobs within the sector, approximately 216,000 businesses.

Skills Challenges:

- Developing the skills of the next creative 'fused' generation
- Shortage of Management and leadership skills especially in SMEs
- Lack of 'job ready' graduates
- Clarifying and signposting entry routes into the sector
- Freelance and project based working
- Workforce diversity challenges

Funding Breakdown

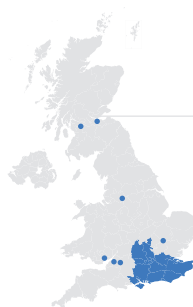


EOP Funding: £20 million

Employer In Kind Funding: £6.9 million

Employer Cash Funding: £10.4 million

Industry hotspots



Bristol and Bath, Oxford, Edinburgh, Glasgow, Cardiff, Manchester, London and the South East

Targets and Development

EOP contracted learner targets in bold'

Target/Development	Value
1- Getting in	
Developing:	
On-line careers advice material	
Higher level Apprenticeship in publishing	
Employer/school curriculum	
Development and engagement with 250 schools	
Apprenticeship Trailblazer Standards	6
Deliver Trailblazer Apprenticeships	490
Developing and Delivering	
Other Accredited Apprenticeships	365
Placements, internships and, bursaries	2088
2- Getting on	
Developing:	
Sub-sectoral and spatial networks	
'Tick' assessment of 250 training courses	
Developing and Delivering:	
Industry specific CPD opportunities	7790
A suite of MOOCs and trialling assessment	12,500
Other CPD not specified	2362
3- Moving up	
Developing a new MBA/MSc	
Delivering a studio management programme	50

Energy and Efficiency

Industrial Partnership

Lead National Grid

Chair Steve Holliday

IP Board Representation

Anglian Water, Biffa, British Gas, Clancy Group, E.On, FCC Environment Services, National Grid, Northumbrian Water, Scottish Power, Severn Trent Water, Siemens, South West Water, SSE, Thames Water, United Utilities plc, Viridor, Wales & West, Utilities, Yorkshire Water, Groundwork UK, UK Power Networks

Union Participation

TUC

Grant Recipient

Energy & Utility Skills

Website

www.energyandefficiencypartnership.co.uk

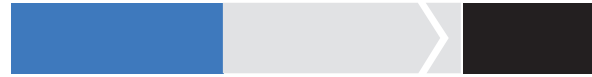
Size of Industry

Over 300,000 people, in approximately 60,000 businesses

Skills Challenges

- A rapidly rising demand for skills due to infrastructure investment
- 208,000 new people required in the industry by 2023
- Technical skills shortages in areas such as overhead power lines and smart meters

Funding Breakdown



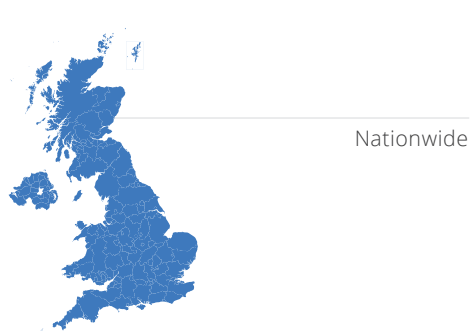
Total Funding: £115.7 million

EOP Funding: £33 million

Employer In Kind Funding: £62.7 million

Employer Cash Funding: £20 million

Industry hotspots



Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Developing:

Apprenticeship Trailblazer Standards 5

The Independent Assessment Service 1

Talent Pool management system 1

Delivering:

Pre-employment training 5,740

Traineeships 976

Accredited Apprenticeships including Trailblazers 3,061

Employer defined Apprenticeships 723

2- Getting on

Delivering Up-skilling and re-skilling courses 3,030

Nuclear

Industrial Partnership

Lead Magnox

Chair Tony Handley

IP Board Representation

Alstom, Gen II, NIS Ltd, Magnox, ECITB, NNL, NSAN

Union Participation

TUC

Grant Recipient

National Skills Academy Nuclear

Strategy

<https://www.gov.uk/government/collections/nuclear-industrial-strategy>

Size of Industry

68,000 people directly employed in UK

Skills Challenges

- Lack of young people entering the sector and an ageing workforce
- Specialist skills shortage including construction, engineering construction, manufacturing and science
- Lack of capability in the supply chain leading to increasing demands on people and resources
- Challenge of recruiting to remote rural sites

Funding Breakdown

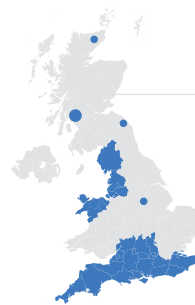
Total Funding: £8.36 million

EOP Funding: £4 million

Employer In Kind Funding: £3.2 million

Employer Cash Funding: £1.16 million

Industry hotspots



North West, South West, South East, Anglesey, North Wales, Glasgow, Faslane, Chapelcross, Hunterston, Torness, Derby

Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Delivering:

2 day STEM workshops	720
Traineeships	100
Apprenticeships	50
Undergraduate	60
Summer School places	
Supply chain Apprentices (CPD)	270
Transition programme courses	20

2- Getting on

Developing:

Systematic approach to training model	
Nuclear Workforce (LMI) model	
UK Nuclear Capability model	
Delivering: Give2Gain upskilling courses	2007

3- Moving up

Developing and delivering a tailored programme for postgraduates to become subject matter experts	100
---	-----

Science

Industrial Partnership

Lead GlaxoSmithKline

Chair Malcolm Skingle

IP Board Representation

3M UK plc, Abzena, Amgen, Becton Dickinson BioSciences UK, Chemoxy, Eisai, Fujifilm Diosynth Biotechnologies, Greenbiotics, GSK, Johnson and Johnson, Lotte Chemicals, Medimmune (UK) Ltd, NHS England, Novartis, Pfizer, Sabic, Sera Laboratories International Ltd, Synergy Health plc, Takeda, UCB, Unilever, Victrex plc

Union Participation

Unite

Grant Recipient

Cogent

Website

www.scienceindustrypartnership.com

Strategy

<https://www.gov.uk/government/publications/strategy-for-uk-life-sciences-one-year-on>
<http://www.cia.org.uk/Portals/0/Documents/Growth%20Strategy%20FINAL.PDF>

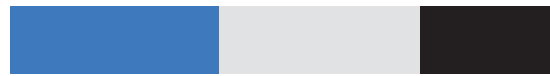
Size of Industry

11,460 employers in Industrial Sciences and 339,070 employees. 4,500 firms employing 165,000 staff in Life Sciences

Skills Challenges

- Persistent STEM skills gaps particularly in associate, professional and technical arenas, at graduate and post graduate level
- Lack of vocational pathways and employer input to course content
- Deficit of staff, difficulties in attracting new entrants to the sector
- Level 3 apprenticeships are required to support the manufacturing process along with level 2 operative / assembly skills

Funding Breakdown



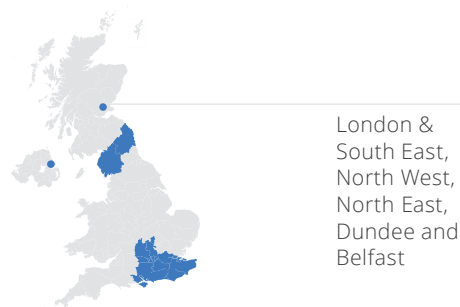
Total Funding: £84.4 million

EOP Funding: £32.6 million

Employer In Kind Funding: £31.5 million

Employer Cash Funding: £20.3 million

Industry hotspots



Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Developing and Delivering:

Apprenticeship Trailblazer Standards	4
STEM careers programme and website	
Network of STEM Ambassadors	
SIP Traineeships	240
SMART Apprenticeships	1,010
Higher SMART Apprenticeships	350
Industry Degrees	150

2- Getting on

Developing:

Annual Skills strategy	
Accredited network of providers	
Employer owned system of Accreditation and assessment	
Delivering Workforce development - Skills for Growth for SMEs - Gold Standard courses for technicians and operators	5,900

3- Moving up

Developing and delivering Modular Masters in formulation	230
--	-----

The Tech Partnership

Lead Cisco Systems

Chair Phil Smith

IP Board Representation

Accenture, ARM, BBC, BT, Capgemini, Cisco, DCV Technologies Ltd, Direct Line Group, Fujitsu, Google, HMRC, HP, IBM, Jaguar Land Rover, Lloyds, Lowe and Partners, the Metropolitan Police Service, Microsoft, National Grid, Network Rail, Oracle, Quicksilva, Royal Mail, Samsung, Save the Children International, Tata Consultancy Services, Telefonica UK (O2)

Union Participation

Prospect

Grant Recipient

e-skills

Website

www.thetechpartnership.com

Strategy:

<https://www.gov.uk/government/publications/information-economy-strategy>

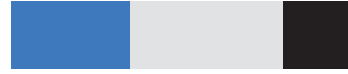
Size of Industry

The tech workforce comprises 1.7 million people, of which 1.3 million are employed as technology specialists. Of the tech workforce, 1.1 million are employed in around 150,000 digital technology businesses, and a further 600,000 are employed in digital technology specialist roles across the economy.

Skills Challenges

- Lack of understanding and interest in tech careers amongst young people
- High level of job vacancies – 134,000 new recruits a year needed into tech specialist roles
- Lack of females in technology-related education and job roles (16%)
- Apprenticeship routes into tech careers underutilised
- Skills shortages in cutting edge technologies such as big data, cloud computing and cyber security

Funding Breakdown



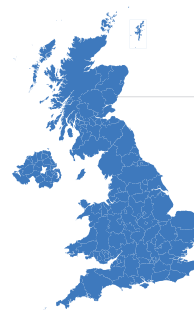
Total Funding: £54 million

EOP Funding: £18.5 million

Employer In Kind Funding: £24 million

Employer Cash Funding: £11.5 million

Industry hotspots



Nationwide

Targets and Development

EOP contracted learner targets in bold'

1- Getting in

Developing:

Facilitate careers advice and support for young people

40,000

A CPD for Teachers programme

Standard job roles and career pathways

Massive Open Online courses

Developing and Delivering Apprenticeships

2,750

2- Getting on

Developing:

'Tech Industry Gold' recognised programmes
'Tech Skills Hubs' networks

3

Delivering a CPD Skills fund for technology professionals

5,000

3- Moving up

Facilitate Industry Gold degrees
Graduate Conversion courses and training programmes

2,000

Tunnelling and Underground Construction

Industrial Partnership

Lead Crossrail

Chair Terry Morgan

IP Board Representation

Crossrail, National Grid, Thames Water, Transport for London, UK Power Networks, Bam Nuttal, Costain, Morgan Sindall, Murphy Group

Union Participation

Unite and UCATT

Grant Recipient

Crossrail

Size of Industry

Over 10,000 people employed across more than 40 worksites in London and the South East.

Skills Challenges

- Technical skills shortages in spray concrete lining, qualified river workers, site monitoring workers, tunnelling, underground construction and plant, and technical/lean construction-qualified workers
- Low level of training activity
- Difficulties attracting talent to the sector

Funding Breakdown

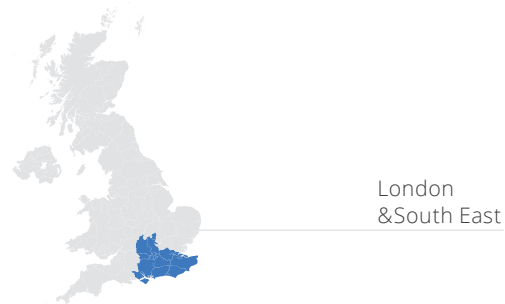
Total Funding: £2.8 million

EOP Funding: £1.1 million

Employer In Kind Funding: £500 thousand

Employer Cash Funding: £1.2 million

Industry hotspots



Targets and Development

EOP contracted learner targets in bold

1- Getting in

Developing Marine and Tunnelling Apprenticeships

Delivering:

Intermediate Marine Apprenticeships 10

Higher Apprenticeships in Construction 10

Facilitating Tunnelling Apprentice places 75

2- Getting on

Developing and Delivering a range of Upskilling qualifications and courses in Marine and Tunnelling from Level 1 to 3 4,793

3- Moving up

Developing and Delivering Masters modules in Concrete science 20

Annex 5 - Employer Ownership of Skills Pilot: Early Delivery

Below is the work stream activity scheduled to be achieved by end of March 2015, the first financial milestone and potential claw back point. Grant funds connected with underperformance will be removed at this point, although there will potentially be the opportunity for projects that have been subject to claw-back to be able to re-earn this in subsequent years – up to a 20% cap. The projects cannot be funded over their allocated overall funding envelope for the duration of the pilot.

Green	activity is on track and will achieve scheduled outputs/outcomes by March 2015
Amber/Green	activity is slightly behind plan but high expectation to get back on track and achieve outputs/outcomes as scheduled by March 2015
Amber/Red	concerns over lower than scheduled level of activity. Action plan in place to recover to planned level, and achieving scheduled outputs/outcomes by March 2015 is still possible
Red	major concerns, activity significantly behind and unlikely to achieve scheduled outputs/outcomes by March 2015

*RAG Rating

Aerospace Industrial Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
1	Development and piloting of six Masters level courses targeting key, high level technical skills needs.		Scoping of work streams and activity to support the development of the qualifications; agreement across employers of requirement, activities and structures.
2	Early Careers opportunities aimed at increasing size of "pipeline" and flow of young people what a career in the aerospace sector via a range of in-house traineeships; work experience, teacher placements, graduate internships and L3 Apprenticeships (12).		Early careers: little progress made so far; will be increasing activities to raise awareness across industry especially supply chains. March 2015 Apprenticeship target may underperform due to delays in securing confirmation of EOP funding impacting on the window to secure interest from supply chain host businesses.
3	Development of Apprenticeship Trailblazer Standards with participation from large and small businesses in the sector to develop industry trailblazer standards		On track; collaborative agreement of scoping and requirements for the future industry skills and workforce development
4	Build project management skills to improve the sectors' ability to deliver multi-layered programmes that can extend over several decades.		On track; employer engagement stage under way
5	Development of a Knowledge Management toolkit to help businesses assess skills weaknesses and plan current and future skills and recruitment needs.		On track; employer engagement stage under way

Automotive Industrial Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
1	Development of 'all career / all sector' industry standard jobs framework; identify Job hot spots; promoting automotive careers to young people and working with SSC to accredit new qualifications		Despite delays in grant offer sign off the SMMT which is leading this area is confident that lost ground will be recovered by March 2105. Over 50 people from across the IP business network have committed resources and expertise to ensure delivery; focus is to bring it back on course by March 2015.
2	Pre-employment activities; Industrial Cadets and 'the Art of Manufacturing' to young people to promote careers and provide information, advice and guidance about careers in the sector. 19+ Bespoke manufacturing		Programmes are active and demand from schools for Art of Manufacturing toolkit has out stripped forecasts so programme now being delivered 4 days a week instead of 3 as per original plan.
3	Skills transfer and up-skilling course to support the transition of trades' people (apprenticeship completed skilled workers) to Level 3, targeting workers outside of the auto sectors e.g. Armed Forces.		The 'conversion course' to transfer skills from other sectors has been launched.
4	Increasing management and leadership skills levels: Maintenance manager leadership programme and, senior manager and directors across including supply chain businesses		JLR and BMW collaborating and sharing activity. BMW is negotiating for all IP businesses to agree delivery programme rates. L&M programme for maintenance technicians (led by Toyota) slightly behind March 2015 target; may not hit March 2015 target.
5	Build Six Sigma capabilities of personal in automotive supply chain businesses; to green or to black belt.		Launched and activity progressing well with a mix of OEM (Toyota) and supply chain businesses engaged.

Creative Industries Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
1	A Trainee Finder with trainees matched with companies providing structured job placements in film, high-end TV, animation, games and VFX		In progress
2	Continuing Professional Development with individuals undertaking cutting edge training which meets skills gaps in film, high-end TV, animation, games and VFX		Creative Skillset have requested funds and activity slated for 14/15 to be moved into 15/16. This will enable the IP to use DCMS funds while they are available. Currently in negotiation with SFA
3	"Creative Access" Recruitment of 270 Black and Minority Ethnic young people of graduate or equivalent standard in structured internships, supported by a living wage bursary		Outsourced delivery strand to 'Creative Access'. This strand was included at Minister Hancock's request and was specifically announced by him.

4	IP to build sub-sectoral and spatial networks of employers, training providers, individuals, LEPs, and other stakeholders to develop action plans linking the Creative Industries Council strategy to the needs of specific sub sectors and key city regions		Work progressing, with the IP very linked in with industry important cities and regions including Brighton, Bristol & South West and the Manchester city project along with Salford Media City.
5	Training bursaries for under-represented groups targeting women, people with disabilities, Lesbian, Gay, Transsexual and Bi-Sexual people and those from Black and Minority Ethnic groups		Under profile for the first two quarters of 2014/5 but expected to catch up by the end of the third quarter
6	Assessment of training courses against industry defined quality standards and expanding the "Tick" accreditation to support high quality provision		In progress
7	Develop and deliver 6 new Apprenticeship Standards and twelve new qualifications to be used by 490 new apprenticeships at levels 2, 3 and 4		Standards development is happening formally through the usual JAU relationship management process but one Creative Trailblazer group is trialling a proposed 'steady state/light touch' development process with the JAU. The IP will still deliver the proposed standards to the EOP grant offer.

Energy & Efficiency Industrial Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
Set up	Infrastructure in place, Operations Council and Board have been established, Boards for Funding rates and Quality (including Independent Assessment service) are meeting.		The Council and Operations Board meet regularly and are well attended. Terms of Reference for both have been revised to ensure greater responsibility for delivery management.
Quality	Establish the Independent Assessment Service (EEIP IAS) mainly to implement industry recognised standards into Apprenticeship quality. The framework includes provider and product recognition across all courses and programmes. (E.g. Up skilling, cross skilling and reskilling)		The EEIP IAS has been established with a range of guidance documents and pricing structures in place. Providers and Employers are applying for recognition.
Procurement	System of procurement and contracting to be established to transfer EOP grant funds equitably and efficiently to the point of delivery		Procurement system in place and signed off by BIS/SfA. GOL variation is being re-negotiated for the full £33m envelope.
Apprenticeship - Trailblazers	To develop new Trailblazer standards in Power, Gas, Water and Utilities		5 new standards have been developed. 3 have been approved (Utilities engineering, water utilities process technician and power network craftsperson)
Apprenticeships	Target for Year 1 - 1273 starts		GOL is currently in negotiation - 968 applications received

Traineeships	To develop Employer designed and delivered Traineeships. Target for Year 1 - 903 starts		GOL is currently in negotiation - 152 applications received. Issues around Employer led/delivered programmes being compromised by requirement of using Ofsted rated providers
Workforce development	To deliver a range of workforce development courses to up skill, cross skill and re-skill participants. Target for Year 1 - 1470		GOL is currently in negotiation - 4500 applications received
Youth	Work primed/work smart programmes Target 164		GOL is currently in negotiation - 387 applications received

Nuclear Industrial Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
1	Labour Market intelligence		LMI report produced by the NESAs partners funded by the IP based on the latest data on the timeline for the nuclear programme. This provides planning data for the Nuclear IP and is being shared with the NIC ensuring consistency of message across the industry and Government.
2	STEM Workshops (2 workshops = 240 learners)		The first workshop delivered; attended by over 120; allowing students to get a 'hands-on feel' for the opportunities available in the nuclear sector including working in a reactor simulator and using robotic arms..
3	Traineeships (25)		The programme designed but employers are showing little appetite for this strand. A request is being made to move funding from traineeships on to apprenticeships for year 1. Plans are underway to deliver the full cohort in year 2.
4	Apprenticeships (25)		Apprenticeship programme and offer has been agreed by the working group and distributed to employers. Individuals and employers are in place but agreement is still being reached on delivery. Plan is to deliver the full cohort to start by March 2015.
5	Under Graduate Summer Schools		Summer school programme has been designed and agreed by the working group. Employers are being contacted with details on the offer and interest has already been shown. A new provider is to be sought to be based in an area of the country most popular with employers.

6	Standards and Programmes (UK Nuclear Capability Model: A Good Practice Approach to Training, Accreditation and Nuclear Professionalism)		The Capability Model was developed by the employer members of NSAN in 2014 and is a 'Good Practice Approach to Training, Accreditation and Nuclear Professionalism.' To enable effective implementation under the Nuclear IP a 'Maturity Assessment Tool' has been developed. The NSAN Operations Team support employer members through this Maturity Assessment exercise and to-date, 4 companies have gone through this process, enabling them to implement a 'Systematic Approach to Training' based on real business needs.
7	Workforce Development (Transition programmes and Give2Gain)		So far 30 companies have joined the Give2Gain programme. The Give2Gain programme won the Nuclear Decommissioning Authority (NDA) Supply Chain Collaboration Award 2014
8	Subject Matter Experts (10)		Participation levels have exceeded initial targets with a cohort of 16 identified in these early stages of the project. Work strand is running to programme.

Science Industrial Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
Science IP Initiation / Governance Structure	Recruitment, Board set up, Board, working group and regional review meetings, research reports, media & comms, Life Science Awards		All set up is complete with well attended Board, regional employer and Working groups in place and active. More employers are being encouraged to join the Workforce development group. Two new employer groups for the S East and S West will meet soon.
Traineeships	Recruit programme team; establish management and monitoring, delivery programme development, specification and provider procurement, SIP approved awards. Delivery:- 144 participants by year end		No Traineeships were recruited by end Q2, due to delays in contracting. The Q3 forecast is encouraging with 64 places being offered.
SMART Apprenticeships	Recruit programme team, establish management and monitoring, assessment, awards and audit delivery. Delivery:- Secure places with Employers, Training plans and delivery of 370 in year one.		The target for Q2 was surpassed (203 starts against 156 profiled). 29 Apprentices have started on the new Science Technician Trailblazer. The target for year end is achievable but may be compromised due to competition from the Mainstream and provider unwillingness to become involved.

Higher Education Programme	Start up:- Programme Team recruitment, establish advisory group, produce research report, tender specification, appoint HEI partners, develop Degree and Masters programmes/modules, develop kite marks. Delivery:- 50 Industry Degree students.		The Higher Education Working groups for the Industrial degree and the Masters modules are progressing well. 50 places are on offer for the Industry Degree before year end. Four of the Masters modules have been developed.
Workforce development	Two strand offers: Skills for Growth, aimed at smaller companies and Gold Standard awards which are technician/operator level.		Both are proving popular and likely to be oversubscribed. At end Q2 240 starts had been achieved against a 250 target. There are learner data collection issues that might affect claimed numbers.
Careers	Set up: - Programme team established, Employer advisory board and careers network established, STEM career charter produced, programme launched, website established, careers adviser STEM programme developed.		Progressing well. 2726 people have accessed careers advice. STEMNET have been successful in tendering to manage the SIP Ambassador programme. Specialist training is in development. The first Careers Fair and Industry/Science centre visits have taken place.

The Tech Partnership

Work stream	Work stream description (target for March 2015)	*	Comments
1	"Tech Industry Gold". Industrial partnership employers will oversee the design, delivery, quality assurance and certification of new programmes including apprenticeships.		Early successes include development of new apprenticeship standards as a leading trailblazer group, with work being led by employers from the IP other than Cisco
2	Employer CPD Skills fund. Employers are able to access a skills fund that provides (up to 50%) financial support for Continuing Professional Development		Slower start due to setting up the skills fund, but on track for delivery to agreed timescales. Applications have been invited for the first tranche of delivery as on 20th Nov 2014
3	"Skills Hubs". The creation of three Tech Skills Hubs, the first of which is to be established by March 2015, that provide a focal point for employers to work together on addressing emerging skills needs in areas such as cyber security and big data. These hubs will have a geographic focus, but act as a national centre to identify what employers can do collectively and signpost to specific solutions provided through the industrial partnership		The Tech Partnership has worked with Sunderland Software City to establish the first Tech Skills Hub in the north east of England. The Hub has already put in place a teacher CPD pilot with teachers and small companies, and created an employer group working together to offer apprenticeships in a new model where training is delivered by multiple employers and training providers working together.
4	Industry Gold degrees, conversion courses and graduate training programmes. These programmes will be designed to ensure that graduates develop up to date skills and are employable in the industry. They will be delivered by universities who will be licensed to deliver Industry Gold programmes		New 'Apprenticeship degree' launched and gained national publicity. Students, employers and university staff from the IT Management for Business degree programme gathered in Manchester a Student/Employer Event.

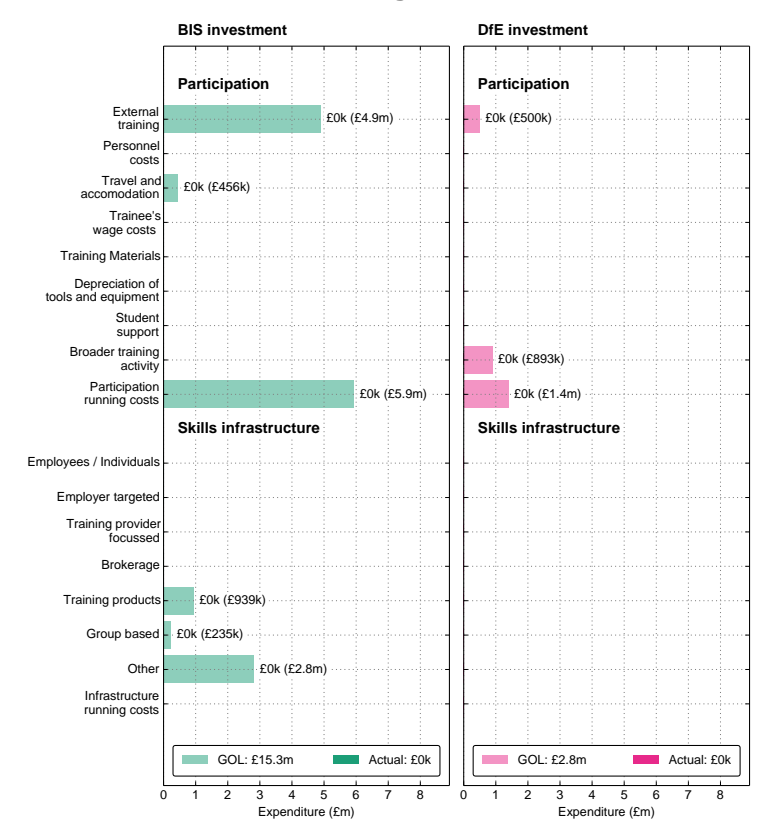
5	Industry-backed Massive Open Online Course to be developed & an IT platform containing resources that are open for anyone to use.		Development is on-going but no known issues in achieving timescales and targets. The IP has experience of providing this type of solution to schools already
6	Development of a Continuing Professional Development programme for teachers to improve their subject knowledge and teaching		In progress
7	Employer led support to careers education, information, advice and guidance for young people with the aim of making 40,000 people more likely to take up technology related education or jobs		In progress

Tunneling and Underground Construction Industrial Partnership

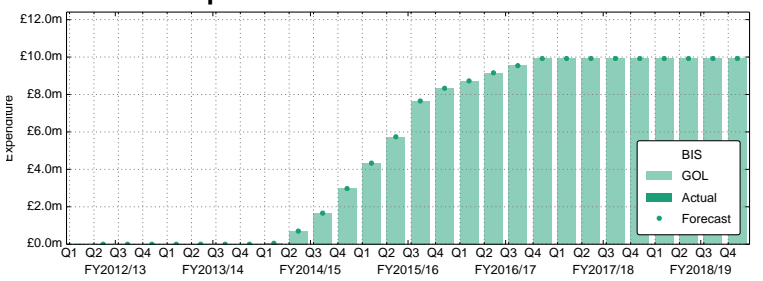
Work stream	Work stream description (target for March 2015)	*	Comments
Start up	Industrial partnership established. IDP and IAP meetings. Project team in place. Evaluation organisation procured. Action research set in place. Providers briefed.		Project Manager yet to be recruited. Data and Claims training booked for December. Delivery Partnership has met; next Advisory Panel meeting in February.
Apprenticeship development	Apprenticeship Module development and accreditation: - Maritime, Construction and Engineering Modules		Spray Concrete Lining (SCL) programme review is underway and almost complete. Maritime work has yet to commence. Initial conversations have taken place around construction and engineering modules.
Apprenticeship delivery	5 Intermediate and 5 Higher level starts on Maritime Apprenticeships.		Higher level apprenticeships have not yet been developed. Plant maintenance apprentices at L2 have commenced. Concerns around evidence required in order to claim as training has not been provided.
MSc/MEng modules	4 modules developed and accredited and an online delivery system developed.		Not started yet.
Workforce development	Development of Tunnelling specific training modules at levels 1, 2, and 3		NVQ Modules have been developed and are being delivered
Workforce development delivery L1	Environmental/safety short courses, Tunnel Entry qualification, Tunnel Safety Card (780)		Delivery has commenced. Data/Claims training has been delayed. Serious concerns that claim evidence will be insufficient. Contract review/revision booked 18 December.
Workforce development delivery L2/L3/L4	Technical skills, lean construction, NVQ in Tunnelling, underground construction and plant, specialist up skilling programme, ILM L&M, Trainers and Assessor awards (1119)		Delivery has commenced. Data/Claims training has been delayed. Serious concerns that claim evidence will be insufficient. Contract review/revision booked 18 December.

Counterparty: G547165: SEMTA

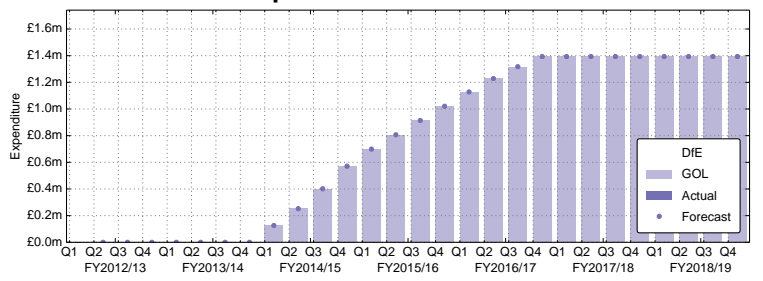
Sources and uses of funding



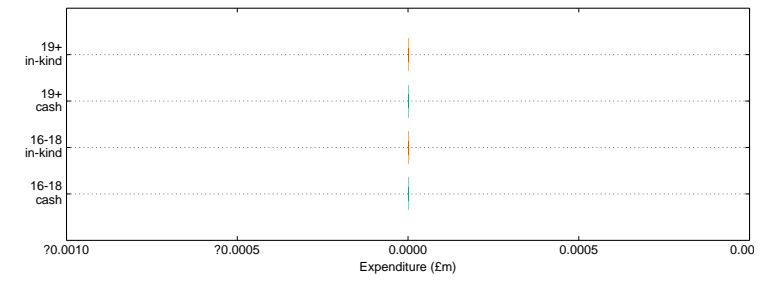
BIS investment profile



DfE EOP investment profile



Cash / in-kind investment



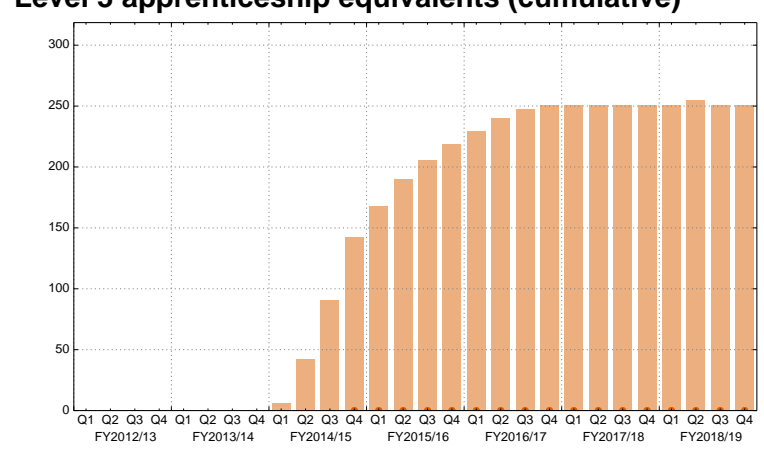
Participation (gross benefits)

Starts: validated (GOL target)

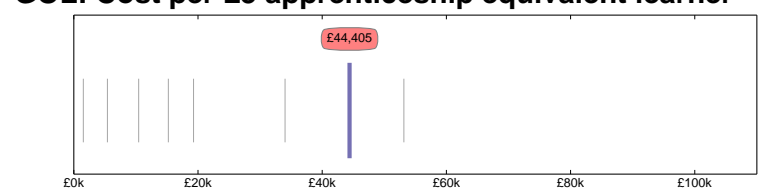
Level	Under 18	19 – 23	24 Plus	GLH
Apprenticeships				
Level 2	0 (0)	0 (0)	0 (0)	0 (0)
Level 3	0 (0)	0 (0)	0 (0)	0 (0)
Level 4	0 (0)	0 (0)	0 (0)	0 (0)
Non-apprentices				
Level 1	0 (5,460)	0 (0)	0 (0)	12 (12)
Level 2	0 (0)	0 (225)	0 (54)	89 (89)
Level 3	0 (0)	0 (0)	0 (335)	363 (363)
Level 4	0 (0)	0 (25)	0 (732)	434 (434)

Note: Guided Learning presents the applicant's estimate of the number of hours training at each level. Hours of learning has been used as a proxy for the amount / quality of training provided. Where GLH have not been reported by the account manager, the GLH estimates from the application / GOL have been used.

Level 3 apprenticeship equivalents (cumulative)



GOL: Cost per L3 apprenticeship equivalent learner



Actual: Cost per L3 apprenticeship equivalent learner



Comparison: validated and (AM reported) starts

Level	Under 18	19 – 23	24 Plus
Apprenticeships			
Level 2	0 (0)	0 (0)	0 (0)
Level 3	0 (0)	0 (0)	0 (0)
Level 4	0 (0)	0 (0)	0 (0)
Non-apprentices			
Level 1	0 (5,460)	0 (0)	0 (0)
Level 2	0 (0)	0 (225)	0 (54)
Level 3	0 (0)	0 (0)	0 (335)
Level 4	0 (0)	0 (25)	0 (732)

Project

SEMTA
14 Upton Raod, Watford, WD18 0JT

Contact

Sarah Sillars
0845 643 9001
Ssillars@semta.org.uk

Account manager

Wendy Chadwick
Email
Tel



Description

- The project has 4 work streams including infrastructure activity
- The main participants are young people / pre employment (5685: £2.2m); existing workforce (946: £3.8m) and mature new recruits (200 £1.4m)
- Infrastructure activity (£4m) focuses in developing industry-led / agreed standards; targeting skills "hot spots" and promoting careers to young people

Policy links

- Driving Growth- Industrial Strategy

Visits

Media / Press interest

Parliamentary Questions

Qualitative assessment of initial application

Summary

- Links with the Automotive Industrial Strategy.
- Key deliverables are an industry standard "jobs framework"; identify Job "hot spots"; promoting automotive careers to young people and working with the Sector Skills Council to accredit new qualifications

Employer ownership

- The delivery method for the project will see JLR and 5 project champions from the supply chain take ownership of a skills challenge. They will work with their own supply chains to develop and refine the solutions. This appears a truly employer led system where employers are owning and delivering the skills and training they need.
- Some employers named for the project board but not sure if all of the Project Champions have yet been identified.

Quality and rigour

- A Project Board Group will monitor the quality of the Programmes, reporting to the Steering Group each quarter.
- At an operating level, a 'training forum' for employers will be established, similar to MIIRG (Motor Industry Industrial Relations Group), to openly share training knowledge and best practice solutions.
- Quality assurance will be covered through three main aspects to ensure that skills training is fit for purpose and delivered professionally

Innovation

- The proposed innovation meets a need within the project with project champions and workshops among a number of innovative propositions.

	EOP	LEV	L3S	CPL	RAG
GOL	£11.32m	0.00:1	255	£44.4k	○
Profile	£0.00m	N/A	91	£0.0k	○
Actual	£0.00m	N/A	0	N/A	●

- The bid sets out strategic fit with companies surveyed by JLR agreeing the need for standardised training solutions, aligned to the specific skills gaps identified across all levels of the supply chain.
- This will require flexible, accessible programmes to suit companies of all sizes within the UK supply chain, regardless of the commodities being produced.

Impact

- The proposal explains how the design and development of innovative, scalable training programmes will be developed across a range of supply chain companies to ensure relevance to specific employer needs.
- Employer consultations have identified 6 key skills challenges that will need to be addressed if the opportunities this growth presents are to be met.

Feasibility

- The bid provides an overview of the key activities and timescales of the plan but doesn't outline likely resources. However they then identify lack of resource as a project risk.
- The risks identified are fairly high level and lack detail which is not unreasonable as the ultimate shape of the proposal is not clear until the end of the initial pilot phase. In mitigation of the lack of detail at this stage are the plans outlined to both identify and monitor risks.
- High level description of project provided with realistic timing and resource. Project risks have been identified and plans for managing these have been set out.

Future prospects

- The bid provides a limited consideration of how the solutions could be replicated. A consideration that is perhaps restricted anyway because until the pilot phase is over, the exact nature of the solutions will not be known.

Monitoring report

- Summary**
 - Brief description of current position
- Governance**
 - Level of Employer Ownership of leadership and management functions.
- Programme management**
 - Is the project plan being followed and adjusted in response to events.
- Financial management**
 - Are there management accounts? Does the employer steering group look at these?
- Participation**
 - What is new, different, more effective.
- Innovation**
 - Is the programme doing anything new / different / better.
- Future prospects**
 - How is the programme going to become sustainable.

Annex 7: Employers participating in Industrial Partnerships as of 1 December 2014

Aerospace Industrial Partnership

ADS Group	Finmeccanica	Rolls-Royce
AgustaWestland	GE Aviation	Royal Academy of Engineering
Airbus	GKN	Safran (Messier/Bugatti/Dowty)
ATI	Marshall Aerospace & Defence Group	Spirit Aerosystems
BAE Systems	Qinetiq	Thales
BNP Paribas	Regional Aerospace Alliances	
Bombardier		

Automotive Industrial Partnership

Aston Martin	General Motors	North West Automotive Alliance
AVL	GKN	SMMT
Bentley	GSM Automotive	Tata
BMW	Honda	Toyota
Delphi	Jaguar Land Rover	VW
Ford	Nissan	UTAS

Creative Industries Partnership

104 Film Productions	Beakus	Creative Media Skills
422.tv	BECTU	Crimzn
65 Wilding Films	Bill and Ben Productions	Crossover Labs
A W Hainsworth	Blue Hippo Media	Crystal Knitwear
Aardman	Blue Zoo	Dan Films
Absolute Radio	Bold Creative	Digital Fiction Factory
Activision	Boss Level Games	Dinamo
Allied Textiles Ltd	Bristol Uniforms	Dock 10
Amiable Consulting Ltd.	British Council	Dreamfinder Productions
Animation UK	British Footwear Association	Eidos
Antich and Sons	Broadcasting, Entertainment, Cinematograph and Theatre Union (BECTU)	Elstree Studios
Applecross Productions	Buckley Lamb	Endemol
Arri	CC4 Ltd.	Entertainment One
Arts Alliance	Cinema Exhibitors' Association (CEA)	Escape Films
ASOS	Cinesite	Evolutions
Atticus Digital	Cirencester Saddlers	Failbetter Games
Baby Cow	Clusta	Fashion Enter
Bait	Collingwood O'Hare Productions	Fettle Animation
Bankside Films	Courtalds Legwear	Film Distributors' Association
Baseblack	Creative Access	Film Export UK
Bauer Media		Fly Films
BBC		Folded Wing
BBC North		Four Door Lemon

Framestore
Frontier Developments
Game Republic
Gamesbrief
GBCT
Global Radio
Gorilla
Grant Thornton
Greater Birmingham & Solihull LEP
Halo Films
Hartswood Productions
Headon Quarmby
Henri Lloyd
Henry Poole
Herbert Parkinson (part of John Lewis Group)
Hide and Seek
HIT Entertainment
Hobbs
Hollywood Classics
Hot Property Films
House of Curves
Huntley Film Archive
Hurricane media
Industrial Light & Magic (ILM)
Initialize Films
Institute of Practitioners in Advertising (IPA)
International Safety Products Ltd
iShed
ITV (Emmerdale and Coronation Street)
ITV North
Jellyfish
Joe Dunton & Company Ltd.
John Lewis
John Smedley
Johnsons Apparel Master
Juice
Kilogramme
La Belle Allee
Lancashire Textile Manufacturers Association
Laundry & Dry Cleaning Sector Advisory Board
Lee and Thomson
Lime Pictures
Lion TV
London Enterprise Panel
London School of Media Make-up
Loose Moose
Mackinnon and Saunders

Magic Light
Magnified Pictures
Mainframe
Marketing Agencies Association (MAA)
Mentorn
Met Film Productions
Metrodome Group
Mind Candy
Missing in Action Films Ltd.
Molinaire
Morris Angels Costumiers
Mote of Dust Films
MPC (Moving Picture Company)
Mulberry
Musicians' Union
National Union of Journalists
New Economy/ Greater Manchester Chamber LEP
New Look
Nine Lives Media
Numiko
Nvisible
Once Were Farmers
One of Us
Oxheys Mills Studios
PACT
Park Circus
Passion Pictures
Paternoster Ltd
Pearson Plc
Perini Networks
Picture Production Company
Pinewood Studios Group
Pointing's Saddlery
Prime Focus
Production Guild of Great Britain
Professional Footballers' Association
Quantum Clothing
Quark Films
QVC
Rare Day
Rare Ltd.
Red Kite Animations Ltd
Redeye-The Photography Network
Reed Medical
Reef Television Ltd
Remode Studios
Revolution Software
Rights TV
Rock Steady
Roland Mouret

Rushes
Saddler's Den
Savile Row Bespoke
Sega
Sharp Futures
Shaun Morre Design
Sheffield Doc/Fest
Sheffield Media and Exhibition Centre
Shoot Media
Silverfish Productions
Sixteen Films
Skatta (on-line TV channel)
Soda Pictures
Somethin' Else
Sony Computer Entertainment Europe
Sound Women
Sounds Creative Ltd.
Sparklab Productions
Spilt Milk Studios
Square Dog Radio
Stateless Films
StretchLine UK
Studio of the North
Suffield Imaging
Sumners
Sumo Digital
Teebster
Th1ng
The Archives and Records Association
The Bureau
The Character Shop
The Farm
The Mill
The Other Planet
The Sharp Project
The Society of Master Saddlers
The VFX Company
TIGA
Tiger Aspect
Timeline
Touch Productions
True North
TT Fusion
Tuna Technologies Ltd.
Two Four productions
Ubisoft Entertainment Ltd.
UBM
UK Fashion & Textile Association
UK Screen Association

UKIE
Unite
Vertigo Films
Vevie
Vicarious Dreams
VID Communications
Vision Thing Communication Ltd.
VTR North

W T Johnson
Wacoal Evedon
Warner Bros. Europe Production
Warp Films
Waters Technical Services
Webra Multi Media
Wellington Films
Westwood Yarns

Wildseed Studios
WoE LEP
Women in Film & TV
Working Title Films
Writers' Guild of Great Britain
Zoe Mode

Nuclear Industrial Partnership

Alstom Power
Amec
AREVA
BNS Nuclear Services
Cavendish
Costain
Doosan Power Systems
EDF Energy
Horizon

Jacobs E&C Ltd
JGC Engineering & Technical
Services
LLWR
Magnox
MOD Nuclear
National Nuclear Laboratory
NDA
NIS Ltd

Nuclear Decommissioning Services
Oil, Gas and Process Ltd
PPS Electrical
Redhall Nuclear
Rolls Royce
Sellafield
Shepley Engineering
Studzvic

Energy and Efficiency Industrial Partnership

3Sun Group
ABB
Affinity Sutton
Agrivert
Alstom
Amec
Amey
Amicus Horizon
Anglian Water
Areva
Balfour Beatty Utility Services
Barhale
Biffa
British Gas
Cambridge Water
Circle Housing Group
Clancy Group
Cory Environmental
Devon & Cornwall Housing
Association
E.On
EDF Energy
Enserve
FCC Environment Services
G4S Utility Services
Galliford Try
Grosvenor Power

Groundwork UK
Grundon Waste Management
Hyde Group
L&Q Peabody
London Waste
Lowri Beck Services
Morrison Utility Services
MWH
National Grid
NDG Ltd
Northern Gas Networks
Northern Powergrid
Northumbrian Water
Places for People
RES
RWE npower
Scotia Gas Networks
Scottish Power
Severn Trent Water
Siemens
Smart Development Solutions
South East Water
South Staffs Water
South West Water
Southern Water
SSE
Sterling Group

Thames Water
The Crown Estate
Three Brothers
UK Power Networks
United Utilities plc
Veolia
Viridor
Wales & West Utilities
Welsh Water
Wessex Water
Western Power Distribution
Yarlington Housing Group
Yorkshire Water
Xoserve

Science Industrial Partnership

3 Circles Limited	Eisai Manufacturing Limited	Lucite International Speciality
3D Life Product Limited	Eli Lilly	Polymer & Resins
3M UK Plc	ESR Technology (Hyder Consulting)	Lucite International UK
AAC Structural Foam Ltd	Essar Oil & Gas, Stanlow	Lundbeck
ABS Laboratories	Manufacturing Complex	Magnesium Electron
Actavis Biologics Ltd	ExxonMobil	Mahle
Actelion	Fine Industries Limited	Matortho Ltd
Adamson-Jones	FL Limited	McBride plc
AES Limited	FMC Epax Pharma	Medartis Limited
Aesica Pharma	Formumetrics Limited	Medimunne (Astra Biologics)
Afton Chemicals	FujiFilm Diosynth Biotechnologies	Medvance Limited
AGC Chemicals Europe Ltd	UK Limited	Merck
Alliance Pharma	Full Support Healthcare Ltd	Mexichem Fluor
Alliance Technical Laboratories Ltd	Future Biogas	Molecular Profiles
Altana	Gabriel-Chemie UK Limited	Nestle
Ames Goldsmith UK Ltd	Gama Healthcare	Novartis Institutes for BioMedical
Amgen Limited	GEO	Research
Aptamar Solutions	George Utz Limited	P3 Medical Limited
AstraZeneca	GlaxoSmithKline	Partners for Endoscopy
Auden McKenzie	Green Biologics Ltd	Penlon Ltd
Bailey Instruments Ltd	Growhow	Pennine Healthcare Limited
Banner Chemicals	Hellerman Tyton Limited	Pentagon Chemical Specialities Ltd
Bard Limited	High Force Research Ltd	Pfizer UK
Becton Dickinson BioSciences UK	Horiba Limited	Pharmaserve
Bericap UK	Hosokawa Micron Limited	Phastar
Berwin	Huntsman Polyurethanes	Piramal
Bilerudkorsnas	Huntsman Tioxide	Pirelli Tyres Ltd
Biocatalysts	HW Anderson	Polymer Compounders Ltd
Biochemica	Incorez/Sika	Polypipe Building Products
Biochemica UK Ltd	INEOS ChlorVinyls Ltd	Polytherics (Abzena)
Boots Contract Manufacturing	Innovia Films	Premier Foods
(BCM)	Inspiration Healthcare Limited	Proplink Medical (Europe) Ltd.
BPR Medical Ltd.	Integral Pharma Solutions	QinetiQ
Brandon Medical Limited	James Cropper plc	Quadralene
Briar Chemicals	James Walker & Co Ltd	Quintiles
Bristol-Myers Squibb	Jaytee Biosciences Limited	Reckitt Benkiser
British Sugar	Johnson Matthey	Recticel
Broughton Labs	Journeyman Scientists	Redx Pharma
BYK Additives Ltd	JSC Rotational Limited	Reeves Green
Calachem	Kimberley Clarke	Regener8
Catalent Pharma Solutions	KP Snacks	RESINEX UK LTD
Chemoxy	KWS Biotest	Robinson Brothers
Chemtura Manufacturing	Leaffield Environmental Ltd	Rockwood Additives
Covance	Leica Biosystems	Rosti McKechnie Limited
Cristal Global	LINPAC	RPC Containers, Oakham
Croda	Lonza Biologics	SABIC UK Petrochemicals Ltd
Cyton Biosciences Ltd	Lotte Chemical UK Ltd	Sanofi - Aventis
DePuy CWM Limited	Louvoilte	Schoeller Allibert Ltd.
Easylink Limited	Lucideon	Sembcorp
ED&F ManTerminals UK Limited	Lucite Cassel Works	Sera Laboratories International Ltd

(SLI Ltd)
Shasun Pharma Solutions Ltd
Sicpa
Simon Storage
Smith & NePew Limited
SMS Technologies Limited
Sone Products Ltd
SSI
Stephan
Stolthaven Dagenham
Summit Medical
Synergy Health
Synergy Health Sterilisation Limited
Syngenta

Systogenix Limited
Takeda Cambridge Ltd
Tamar Energy Ltd
Tata
TemagPharma
Total Lindsey Oil Refinery
TradeBe Solvent Recycling
UCB Celltech
Unilever UK Limited
Univar Ltd & Distrupol Ltd
Urgo Ltd
Valhospitals Medical
Vectura Limited
VICTREX Plc

Vita Cellular Foam (UK)
Vivo Smart Limited
Vivos (trading as Phastar)
Vopak UK Limited
Warwick Chemicals
Wavin Limited
Weinerberger
William Blythe
XCAM Limited
Yorkshire Process Technology
Youthforce Limited
Yukken Hydraulics

The Tech Partnership

3SDL
4ColourLearning
4PS Marketing
Accenture
Adatis
Advent IM
Air Products
American Express
Apple
Archeus Management
ARM
Atos
BA
BAE Systems Detica
Bango
Bank of England
BBC
Borwell
BP
BT
C2B2
CA Technologies
Cambrensis
Capgemini
Cassidian
CGI
Charcoal Hills
Cisco
CoderDojo
Collins Talent Ltd
Contentive
Credit Suisse
CSC

DCV Technologies Ltd
Deep Secure
Dell
Deloitte
Deutsche Bank
Direct Line Group
Doris Group
D-RisQ
DWP
Edge Seven
Encryption
enternships
Ernst & Young
FDM
Ford
Forgerock
Fujitsu
General Dynamics
Google
GSK
HMRC
HP Enterprise Services
HSBC
HSCIC
IBM
Infosys
InnovaSec
Intel
Jaguar Land Rover
John Lewis
Key IQ
Konetic
KPMG

Lighthouse Systems
Lloyds Banking Group
Lowe and Partners
Metropolitan Police
Microsoft Studios
Montvieux
Morrisons
National Crime Agency
National Grid
Network Rail
NHS
OberGINE
Oracle
PepsiCo
Post Office
Proctor & Gamble
Prospect
PWC
QinetiQ
Quiksilva
Raytheon
Royal Air Force
Royal Mail
Royal Signals
Ruby Horizons
Samsung
SAS
Save the Children Int.
SC Documentation
Serco
Shell
Siemens
Silverbear

Sophrosyne Ventures
Sopra Group
Steria
Tata Consultancy Services
techUK
Telefonica UK (O2)
Tesco

Thales
The Security Company
The Tech Partnership Ltd
The Test Factory
Ticketmaster
Titania
Venture Cyber Security

Verizon
Virgin Media
Visa
VMware
Weboo
Wellcome Trust

Tunnelling and Underground Construction Industrial Partnership

Alstom
Balfour Beatty
Bam Nuttall
Costain
Crossrail
Ferrovia Vieri

Fine Turrent
John Sisk and sons
Joseph Gallagher
Laing O'Rourke
Morgan Sindall
Murphy Group

National Grid
Thames Tideway
Thames Water
Transport for London
UK Power Networks

Annex 8 - Vision of Industrial Partnerships

The form and function of each industrial partnership will vary depending on the needs and make-up of different sectors. However there will be some key features that each will need to demonstrate:

Genuine business leadership rather than institutions: A voluntary coalition of leaders from high profile businesses that operate in the interests of the industry, not only their individual organisation. They are ambitious and active decision makers within the industrial partnership (as opposed to providing passive ratification).

Clear line of sight to industrial strategy / a broader growth agenda: industrial partnerships align recruitment, people development and management to wider industry challenges (e.g. trade, access to finance, innovation, etc.).

Activities determined by need and economic development: The functions and activities of the partnership are determined by market failures affecting the industry.

A 'whole' approach to workforce development: The activities of the partnership should encompass the supply, utilisation and demand of skills, for example by taking steps to encourage business growth, ambition and investment in people.

Exclusive rather than inclusive: industrial partnerships will not give economy wide coverage, they will emerge where there is the need and business leadership.

Mixed economy delivery: The form and functions of an industrial partnership will depend on the characteristics of the sector

Accountable to the entire sector/industry: Governance arrangements enable the partnership to be owned by the sector (i.e. democratic leadership).

Representative of employees: The partnership embraces union involvement and/or active employee engagement methods.

Take 'end to end' responsibility: The partnerships works together to ensure the sectors develops a pipeline of talent over the long term.

Ambitious: The partnership undertakes a broad remit, operating beyond what is publicly funded.

Able to generate finance: the membership of the partnership invests in interventions and services.

Note: where industrial partnerships are unable to demonstrate the above features immediately, plans should need to be developed for them to evolve over time.

The industrial partnerships that are forming through Round 2 of the Employer Ownership of Skills Pilot (EOP) are beginning to demonstrate the impact that they will generate over the long term:

High profile business leaders are collaborating with one another, allowing them to focus on solving skills issues at a sector-wide level, rather than just focussing on their own businesses interests – they are ambitious and are taking an active role in setting the remit for these partnerships. The way that the partnerships are being organised will mean that they are accountable to the whole sector that they represent.

The partnerships are creating solutions that will be sustainable over the long term; by working together they will be better able to overcome the barriers that have restrained whole sectors from achieving their potential in the past.

The level of private investment that employers have pledged to the partnerships demonstrates the commitment whole industries are making to ensure that these partnerships succeed – it is encouraging to see that plans are in place to sustain the partnership over the long term by developing plans to become self-sustaining and finance generating.

The partnerships will enable employers to lead on and have control over the design and delivery of workforce development and recruitment solutions for their sectors, increasing rigour and responsiveness of the skills system.

Because the partnerships are representative of the wider sector in which they operate, the skills and qualifications that people gain will be aligned to the labour market and will be focused on ambitions of growth.

Through these partnerships employers will be able to build on what is working in their sectors, easing towards stronger industrial partnerships at a pace suited to their industry, clarifying roles and responsibilities and absorbing the current landscape, whilst reducing the scope for duplication and confusion.

The planned activities of the partnerships focus on growth and competitiveness for the sector they represent, rather than organisational growth and longevity or success in attracting public funds. This should help to diminish the productivity gap with competitor nations, and make UK industry world class.

Annex 9 - Industrial Councils and strategies

Industry Council	Industry Co -Chair	Government Co-Chair	Industry Strategy (published)
Aerospace Growth Partnership	Marcus Bryson (CEO GKN Aerospace and Vice President ADS for civil aerospace)	Michael Fallon (Minister for Business and Energy)	Lifting Off : Implementing the Strategic Vision for UK Aerospace (2103)
The Agri-Tech Leadership Council	Judith Batchelar (Director of Sainsbury's Brand)	Greg Clark MP (Minister of State for Universities, Science and Cities): BIS Lord de Mauley (Minister for Science): Defra	The UK Strategy for Agricultural Technologies (2013)
The Automotive Council	Prof. Richard Parry-Jones CBE (Formerly Vice President and Chief Technical Officer at Ford Motor Co. Now Chair of the Automotive Innovation and Growth Team and also Pro-Chancellor and visiting professor automotive engineering at Loughborough University)	Rt. Hon. Dr Vince Cable MP (Secretary of State for Business, Innovation and Skills)	Driving Success : a strategy for growth and sustainability in the UK automotive sector (2013)
The Creative Industries Council	Nicola Mendelsohn, Vice-President for Europe, the Middle East and Africa at Facebook	Secretary of State for Culture, Media and Sport, Sajid Javid, and the Secretary of State for Business Innovation and Skills, Vince Cable	Creative Industries Strategy
International Education Council	Prof. Sir Eric Thomas (Vice Chancellor – University of Bristol)	Greg Clark MP (Minister of State for Universities, Science and Cities): BIS	International Education Strategy: Global growth and prosperity (2013)
Information Economy Council	Victor Chavez (CEO Thales UK and President of TechUK)	Ed Vaisey MP (Minister for Culture and Digital Industries): DCMS	Information Economy Strategy (2013)

Industry Council	Industry Co -Chair	Government Co-Chair	Industry Strategy (published)
Construction Leadership Council	Sir David Higgins (Network Rail)	Rt. Hon. Dr Vince Cable MP (Secretary of State for Business, Innovation and Skills) Michael Fallon MP (Minister for Business and Energy)	Construction 2025: an Industrial Strategy for construction – government and industry in partnership (2013)
Ministerial Industry Strategy Group (Life Sciences)	Currently vacant; seeking new appointment to this role.	George Freeman MP (Under Secretary of State for Life Science): DoH	The Strategy for UK Life Sciences (2011)
Nuclear industry Council	Lord John Hutton (Chair of the Nuclear Industry Association):	Rt. Hon Edward Davey MP (Secretary of State for Energy and Climate Change):DECC,	The UK's Nuclear Future (2013)
Off Shore Wind Industry Council	Benj Sykes (DONG Energy Wind Power Country Manager	Rt. Hon Edward Davey MP (Secretary of State for Energy and Climate Change):DECC	The Off Shore Wind Industrial Strategy (2013)
Oil & Gas Industry Council	Gordon Ballard (Chairman and Country Manager Schlumberger)	Rt. Hon. Dr Vince Cable MP (Secretary of State for Business, Innovation and Skills): BIS Rt. Hon Edward Davey MP (Secretary of State for Energy and Climate Change):DECC	UK Oil and Gas: Business and Government Action (2013)
Professional & Business Services Council	Sir Michael Snyder (Senior Partner Kingston Smith LLP)	Viscount Younger of Leckie	Growth is Our Business: A strategy for Professional and Business Services. (2013)



UK COMMISSION FOR
EMPLOYMENT AND SKILLS