**UK Futures Programme**

**Management and Leadership Webinar – 9th July**

**Questions and Answers**

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| **Question** | Answer |
| What is the definition you are using of a UK prime? | Our definition of a UK prime is a business that sits at the head of a supply chain or supply network |
| Does the prime need to be the lead on the project or can it be those in the supply chain? | Really, the expectation is that it is through primes that the leadership for the whole project will come. As outlined by Nigel (UKCES Competition Lead), we would expect them to be the ambassadors and champions for the project. The lead contractor, if an intermediary or employer in the supply chain, must be able to show the leadership of the prime. |
| You ask for Primes with UK based supply chains. Some of the supply chain we are working with are UK based but their head office is in Europe. Is this ok? | That's fine as long as the supply chain businesses are UK based and are the beneficiaries |
| Is it ok to just focus on one part of the process such as the research or pilot phase or do you want reference to the other stages and how they would be envisaged? | We are expecting the majority of bids to only focus on one area. However, if you feel that there is potential for your project to progress to another stage, it would be helpful to highlight this in the application |
| I was wondering how detailed you consider innovation in terms of core management skills or also the technical skills that can also influence management approaches. | The project is looking for innovative approaches to tackling management and leadership skills needs rather than innovation expertise as management and leadership skill. |
| Will we see the questions from other participants or will they be available later? | On Friday, we will circulate the presentations and all the questions from both the webinars. |
| Would a Wales based project be acceptable? | The Programme and all the competitions we run including this one) will be open across the UK (unless stated otherwise for further competitions) |
| Do the people submitting the application need to be a prime or could it be their representative body the application together | The organisation submitting the application can be either the prime or a representative body. The key thing is that the prime would be the driver/champion in the leadership for the project (there must be strong employer leadership and governance). |
| Has the futures programme been publicised to Primes? | The competition has been promoted to a range of businesses and intermediaries including EEF, CBI and Local Enterprise Partnerships. We've also been in contact with relevant businesses via the Industry Partnerships and existing business relationships. We are always keen to promote the competition further; please contact James Counsell on 0207 2277844 or via enquiries.futuresprogramme@ukces.org.uk to discuss. |
| Do you know if there are any Welsh companies who have been briefed? | No, we haven't had contact with specifically Welsh companies, but we have alerted organisations who do work in Wales. Do you have a list of organisations that you would like us to approach / you could help us to approach? |
| Could two separate bids be made? One covering research/development with a further bid to address piloting? | If the bids are related we would be expect the "whole story" to be presented in the application form. If the bids are unrelated we would welcome two separate bids. |
| How will you be looking to measure the impact of the projects? Especially, if some are only covering research and development phases and implementation is not included within the scope? | The measurement of impact will necessarily be different to other types of initiative. We are looking to test new ways of working, innovative solutions, and in the timeframes we have, we are looking for projects to be able to describe the 'potential for impact'. We will develop means of assessing success on a more qualitative basis than usual and success will include how we have been able to take on board the learning - good and bad - as much as, if not more than, quantitative measures of tangible skills improvement, particularly in the short term. We are defining these processes now and will continue to develop as projects are established. |
| Is there any restriction on the size of the supply chain/network that the prime heads up | There are no restrictions on the size of the supply chain. The important thing is the quality of the collaboration, not the number of employers involved in the project. |
| Can you confirm timescale of project and if all funding needs to be spent by March 2015? | Management Institutes, we would hope, will provide support for framing new approaches. In some industries e.g. Legal, the role of Primes is not so obvious, whilst in manufacturing the supply chain, led by a prime, is more established. In all cases we expect to see a strong lead from Employer(s) UKCES Funding needs to be drawn down by March 2015 although projects can extend beyond that date. We do have a further £500k that we can use to extend projects beyond this date and will be considered on a case by case basis |
| . If successful at first stage would you be allowed to develop bid further to bring along to second stage. | There is no expectation that proposals would deliver against more than one stage within the timescale. However, if you believe that your project has the potential to progress between stages, please explain that in your original application. |
| If proposal is led by prime can we choose partners who will support delivery or do we need to go out to tender? | You can choose you would want to work with: who have a good understanding of the problem you are seeking to address and can get you to the right solution. |
| Would you recommend or prefer a specific range of partners within project team such as Universities, FE etc. | You (or the org leading the proposal) are best placed to know who should be involved in your project. If you think FE / unis will bring additional things to the table and strengthen your proposal, you should include them in your proposal - from our point of view, it is important that the organisation leading the proposal has identified why particular partners are involved and has a strong rationale for what they will add to the project. |
| Do you have specific outcomes that you want to achieve, if we knew what these were, we could work backwards and see what requirements we needed to implement to enable these to happen which would hopefully result in a successful application... | In the spirit of this competition, we are looking to industry to identify the problem and define the solution. We have outlined the challenges generically in the Competition brief. It is up to applicants to put forward applications which identify how they would propose to address these challenges. |
| You must have an idea of what you actually want from each market sector - are you in a position to share this information on a sector by sector basis? | We do not have a fixed idea of the projects we would like to see in each sector. We firmly believe that employers are best placed develop innovative ideas that suit their needs. Employer leadership is at the heart of the Futures Programme. We appreciate that this is a different approach to previous UKCES activities, and hope that you can see the value of looking to the market to resolve skills problems |
| You are looking for "primes" to lead; what involvement is expected from other social partners such as management institutes | Management Institutes we would hope will provide support for framing new approaches. In some industries e.g., Legal, the role of Primes is not so obvious, whilst in manufacturing the supply chain, led by a prime, is more established. In all cases we expect to see a strong lead from Employer(s). |
| Is there a minimum match ratio for project applications? | Information about cash/in-kind ratios can be found in one of the guidance documents we have produced for the Programme. Please search for "UK Futures Programme: Guidance documents" and this should sign post you to the information. |
| I am from the Skills Factory, an employer led project looking to address skills shortages. We have a group of large supply chain companies interested in making an application. Will the Skills Factory be able to put in the application as the "Prime" with signed support from the various supply chain companies? | The Skills Factory can submit an application but this is not what we would define as the 'prime'. We mean 'prime' as in those employers at the heads of supply chains or networks. We would recognise you as an 'intermediary' facilitating a bid which is led by prime employers, seeking to enhance management skills and practices in their supply chains. Therefore we would advise that a prime employer fronts the application. |
| please could the consortium include academia | Academic organisations are fine to include in any collaboration/consortium, as long as they are adding something to the proposal - it is up for you and the other organisations leading the proposal (if applicable) to decide who you want to work with to achieve the aims of the project |
| Does the funding follow EU or TSB or EPSRC roles for prime and Academic partners? | This competition is acting independently - please see the assessment criteria and wider guidance documentation |
| how many partners should be in the proposal | There is no fixed number of partners that has been decided. It is a matter of making sure that the partners involved in the project make a valuable contribution. We are looking for quality over quantity. |
| Would a consortium of legal and accounting firms = a PRIME. | We would expect to see a Lead employer as part of a consortium to provide the Leadership for the project, in the spirit of the UKCES approach to encourage Employer Ownership |
| Please what are the key success factors of a proposal from your point of view? | We are looking to industry to identify the problem and define the solution. The key success factors include strong employer leadership/engagement, a clear path from problem to solution which demonstrates the potential for impact, innovative approach to this, building in testing and shared learning and a balance of public and private contributions appropriate to the project. |
| Could our proposal focus mainly in developing training materials for a specific manufacturing sector | This competition is designed to encourage prime employers to develop innovative and experimental proposals to resolve skills issues in their supply chains. We also require applicants to share whatever learning is acquired through the programme. Any bid that fails to meet these criteria would not be successful. |
| Will the funding be transferred to a prime and then they distribute it to other partners? | The contract holder can be a Prime which distributes accordingly, or else the contract holder can be an appropriate intermediary. We will, however, expect to see an Employer led governance platform |
| Please what is the duration of the project | UKCES Funding needs to be drawn down by March 2015 although projects can extend beyond that date. We do have a further £500k that we can use to extend projects beyond this date and will be considered on a case by case basis |
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| Our proposal will involve several 'primes' working together in generating the solution and sharing best practise with each other. Does the application have to come from 1 prime (when several primes will participate) or can several primes make a joint application? | We're looking for demonstrable employer leadership in this competition. If a number of prime businesses want to use an intermediary, that's fine, but in the application we would expect to see confirmation from the prime that they back the proposal, and we would expect to see some form of governance arrangement whereby the intermediary is accountable to the prime for its performance. If you have multiple primes, you may be looking at trying different methods across them for enhancing management skills and practice, which could form an interesting testing ground for new ideas? |