

Employer Ownership of Skills

Industrial Partnerships:
Achievements and
Successes

March 2014 - March 2016

June 2016

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Introduction

In March 2016 the UK Commission for Employment and Skills (UKCES) invited the eight industrial partnerships to submit a short report describing their achievements and successes from the Employer Ownership of Skills Pilot (EOP) funding. To support the process UKCES provided a light touch guidance document and some example infographic documents. This paper draws these reports together.

This report sits alongside 'Testing the power of collaborative approaches'¹ which highlighted that the businesses committed to the partnership were able to put competitive differences to one side and share resources and expertise to realise their ambitions. Released by UKCES in January 2016, the report examined the progress made by the industrial partnerships and included case study material describing qualitative outcomes in a range of areas.² These included 'Developing business driven apprenticeships'; 'Assuring quality in training provision' and 'Developing skills and building capacity in the supply chain'.

Industrial Partnerships: Achievements and Successes concludes UKCES' reporting of the partnerships giving an account of actual deliverables, successes and achievements and future plans.

Background

The partnerships agreed their EOP scheme offer letters with the Department for Business Innovation and Skills over a period between 31st March 2014 and February 2015. While the partnerships expected their funding to continue to March 2017, following a change in administration, they were advised their EOP funding would end in March 2016. It was agreed by exception, that a small amount of funding would continue into 2017 in order for some partnerships to complete and close down specific activities. Where apprenticeships were funded via EOP the Skills Funding Agency worked with the partnerships to transfer these onto mainstream arrangements, thus ensuring apprentice training was not interrupted.

Despite the shorter than expected delivery period the partnerships demonstrated the value of employer collaboration, testing new and innovative approaches to tackling sector specific skills needs and their readiness to put 'skin in the game' through a minimum 20% cash contribution in addition to any in-kind investment. However it should also be noted that the shortened timescale will diminish the partnerships capacity to demonstrate return on investment as in some instances the third year was needed to embed sector infrastructure or secure continuing employer confidence in this approach.

Across the partnerships the total allocations as agreed in the original scheme offer letters were: EOP funding £131m, employer cash commitment £70m and employer in-kind £153m: a combined total of £354m.

The actual EOP funding accessed by the partnerships by the end of March 2016 was in the region of £72m: 55% of the original EOP allocation.

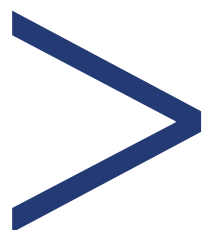
The following pages contain the reports from the Industrial Partnerships, starting with Aerospace.

¹Testing the power of collaborative approaches: UKCES, February 2016 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/497295/Employer_Ownership_of_Skills_-_testing_collaboration_through_industrial_partnerships.pdf

²The information contained within the Industrial Partnerships' reports has not been validated by the Department for Business, Innovation and Skills (BIS) or the Skills Funding Agency (SFA).

Industrial Partnerships:

The eight individual
reports



Aerospace Industrial Partnership

In 2013, the Aerospace Growth Partnership (AGP) published “Lifting Off – Implementing the Strategic Vision for UK Aerospace”. It set out the strategic objectives to be met for the UK to maintain its position as the number 1 in Europe and 2nd largest Aerospace market in the world.



As Mark Stewart Chair of the AGP Skills Working Group (SWG) and General Manager and HR Director explains “to enable this goal to be achieved skills and skills development was put at the heart of these objectives alongside Technology and improving the Supply Chain.” In 2013, the SWG was made up of 15 employers and stakeholders representing large, medium and small sized employers. The initial priority was to scope and prepare the tender for the Employer Owned Pilot (EOP) contract. Many of the employers had been involved in sector-wide forums before but the work carried out to define the specific priorities and the agreement of the individual projects for the EOP contract provided a focus and a level of collaboration not previously seen. The SWG then became a catalyst for other challenges to be collaborated on such as increasing diversity in the sector (Women in Aviation Mentoring Scheme) and a targeted bursary scheme aimed at attracting and retaining talent within the Aerospace sector (MSc Bursaries). This saw employers and the Regional Aerospace Alliances working hand in hand with The Royal Academy of Engineering, The Royal Aeronautical Society, SEMTA, the Department of Business Innovation and Skills and the Skills Funding Agency to deliver a broad range of actions aimed at improving the skills challenges the sector faced.

The EOP contract was awarded and signed in November 2014 and the projects started soon after. The projects were classed under 5 work streams and reflected the priorities identified through Lifting Off.

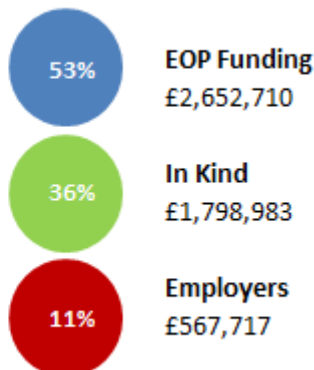
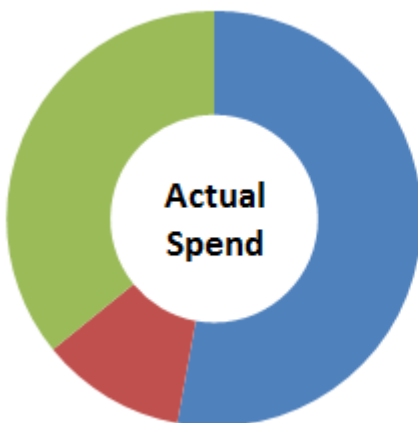
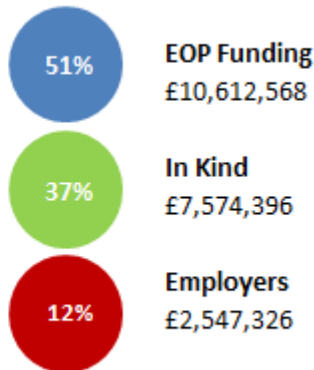
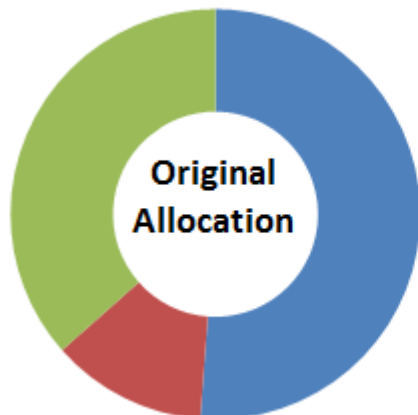
- *Develop and pilot Master level specialist skills training courses (Specialist Skills)* – for Landing Gear, Fatigue & Damage Tolerance, Fuel Systems, Systems Engineering, Design & Analysis and Manufacturing Process and Control of Composites.
- *Engage with young people and education providers to promote the Aerospace sector (Early Careers)* – to engage with young people through work experience, Traineeship, Apprenticeship and Graduate Intern programmes and with schools through Teacher Training programmes.
- *Develop 11 Trailblazer standards*
- *Develop and promote project management skills (Project Management)* – identified as a particular weakness in a sector that requires strong project management capabilities.
- *Capture and document critical skills (Knowledge Management)* – an aging employee profile means that critical skills must be captured so they are not lost to employers and the sector

At September 2015, the learning outcomes were behind schedule but planned to be exceeded by March 2017. Formal notice was then received that the EOP contract would be finished early.

The EOP contract has been a success. The Specialist Skills courses were developed and piloted with at least one cohort of learners. The Project and Knowledge Management work streams have engaged new employers and identified processes and best practise that will continue after the contract has finished. Relationships with schools, Further Education Colleges and Higher Education Universities have been enhanced. There was some success stories too in the Apprenticeships and Traineeships with new employers engaged who hadn't worked with these programmes before.

The strategic objectives in Lifting Off still apply and the SWG continues to work to meet them. New employers have joined the SWG since mid-2015 who represents the smaller employers in the supply chains. New priorities for 2016 and 2017 have been agreed providing short term focus and impetus. These reflect existing priorities, for example, the Aerospace sector engaging with young people and new priorities such as the Apprenticeship Levy and the need for the firm data on which to articulate the sectors future needs.

The Partnership in Numbers



The lower financials, in part, reflect the late start and early finish of the EOP contract. Two other important factors were the under-performance of the Apprenticeship strand and also that the initial cost estimates in many cases were higher than the actual cost incurred so the cost per learner was significantly lower than that in the original contract.

4 projects – Apprenticeships, Graduate and 2 Specialist Skills projects – will continue to be funded during 2016/17.

Targets and Development

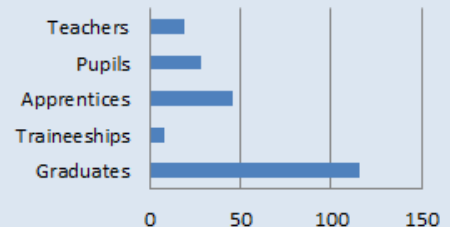


Getting In (Development):

The 20 standards originally identified were merged into 11, all approved by BIS.



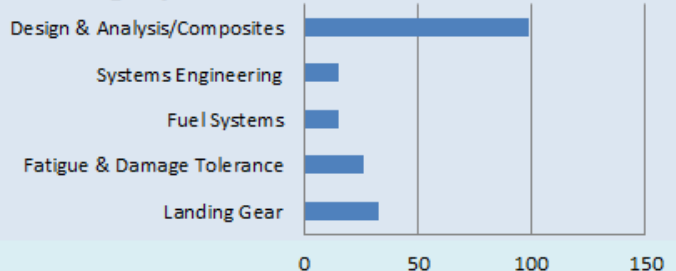
Getting In (Delivery):



Getting On:

22 Project Management
152 Knowledge Management

Moving Up:



6 courses developed and 210 learner starts

The Automotive Industrial Partnership



The UK automotive industry is thriving. 2015 was the best year in a decade for car production with 1.59 million vehicles produced and volumes are forecast to reach an all-time record of 2 million by 2020.

At the same time the rate of technological change in the industry is accelerating with new advancements, such as autonomous vehicles and connected system innovations, changing global manufacturing operations.

Ensuring the industry's workforce can keep pace with this rapid growth and innovation has been a key objective of the Automotive Industrial Partnership, as Jo Lopes, Chair of the Partnership and Head of Technical Excellence at Jaguar Land Rover explains.

Employers driving the partnership include: Bentley, BMW, Ford, GKN, Honda, Jaguar Land Rover, Nissan, Toyota and Vauxhall, supported by employer-led skills organisation Semta, trade association the Society of Motor Manufacturers and Traders (SMMT) and Unite the union.

Contract holder and project manager: Semta

"The Automotive Industrial Partnership was established as an industry and government collaboration to address the skills challenges facing our industry. Despite being commercial and competitive organisations, we have all recognised the benefits of working collectively to future proof our industry and taking a collaborative approach to workforce recruitment and development.

One of our first priorities was to conduct industry wide skills research on an unprecedented scale to strategically determine what our priorities should be. Two detailed reports were produced. The [first](#) surveyed a wide range of UK based automotive vehicles manufacturers and suppliers (representing 50% of direct UK automotive manufacturing employment) to identify the Top 10 most

critical training requirements for the industry now and in the future. The [second](#) analysed the training provision currently available to meet our training needs. Collectively, this research has provided us with an invaluable foundation to jointly develop solutions to tackle the issues head on and ensure our activity and resources are more strategically focussed.

Through the Automotive Industrial Partnership we have been taking action now to address skills challenges at all levels, from encouraging more young people to consider careers in the industry to supporting upskilling, progression and the retention of talent in the sector.

We have introduced a range of innovative approaches to address our skills challenges including:

- Launching the [Automotive Apprenticeship Matching Service](#) – to redirect high quality talent from over-subscribed automotive apprenticeship programmes to other companies within the sector that have opportunities.
- Supporting the development of new apprenticeship trailblazer standards to meet the technological demands of the industry



Jo Lopes, Chair of the Partnership and Head of Technical Excellence at Jaguar Land Rover

- Developing a [job framework](#) to bring consistency across the industry and showcase the diversity of automotive career opportunities available and the potential for progression or lateral moves.
- Producing 119 detailed template [job descriptions](#) – to provide a common understanding of job roles and their skills requirements, and support supply chain employers with their recruitment activity.
- Piloting Industrial Cadets and [Art of Manufacturing](#) school outreach activity to encourage more young people to join the industry.
- Piloting new up-skilling training solutions – including [advanced problem solving](#) and [leadership and management](#).

Across the sector we have already invested heavily in workforce development and are extremely proud of what we have achieved through the Automotive Industrial Partnership.

However, we recognise that there is more we can do collectively as industry (and with appropriate support from government and the professional institutions) to amplify our individual efforts and ensure we have the pipeline of talent we need now and for the future. That is why we are delighted that the Automotive Industrial Partnership will continue as the voice for skills in our sector, playing a vital role in developing and delivering our sector's industrial strategy on behalf of the Automotive Council."

The Partnership in Numbers

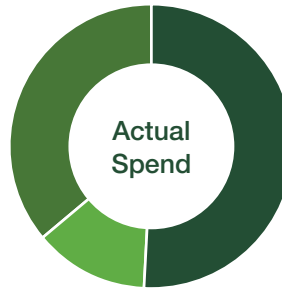


37% EOP Funding
£11.3m

9% Employer Cash Funding
£2.8m

54% Employer In-kind Funding
£16.4m

TOTAL £30.5m



51% EOP Funding
£5.3m

13% Employer Cash Funding
£1.3m

36% Employer In-kind Funding
£3.7m

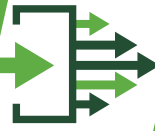
TOTAL £10.3m

Achievements

The Automotive Industrial Partnership journey...



A guide to funding developed



An Automotive Apprenticeship Matching Service launched, set to support

10,000

apprentice candidates p.a.

7 New Trailblazer Apprenticeships developed



- 1 Mechatronics Maintenance Technician Level 3
- 2 Product Design and Development Technician Level 3
- 3 Tool making, Tool and Die Maintenance Level 3

- 4 Control/Technical Support Engineer Level 6
- 5 Electrical/Electronic Support Engineer Level 6
- 6 Manufacturing Engineer Level 6
- 7 Product Design and Development Engineer Level 6

Delivered **521** new Trailblazer Apprenticeships

8 new industry qualifications developed:

Advanced Problem Solving
Art of Manufacturing
Bespoke 19+
Industrial Cadets

Maintenance Leadership
Maintenance Upskilling
Management and Leadership
ProLead



9,424 industry approved qualifications delivered:

1,932 at Level 3+

Automotiveip.co.uk website created



8,116

individuals accessing careers information

Two automotive skills research reports produced



119 industry standard job descriptions

available to supply chain



> £10 million

quality cost savings generated for supply chain through the Advanced Problem Solving programme

Industry approved job framework developed



Industrial Partnership for the Creative Industries Legacy Report



1.1 Narrative

In 2014, a Creative Industries coalition committed to significant collective investment in the development of world-class skills and talent and since then a total of £36.1 million has been successfully invested. The investment comprised £13.3 million from creative industries businesses (37% of the total), leveraging £23.3 million of public investment from the Department for Business Innovation and Skills (BIS) and Department for Education (DfE)

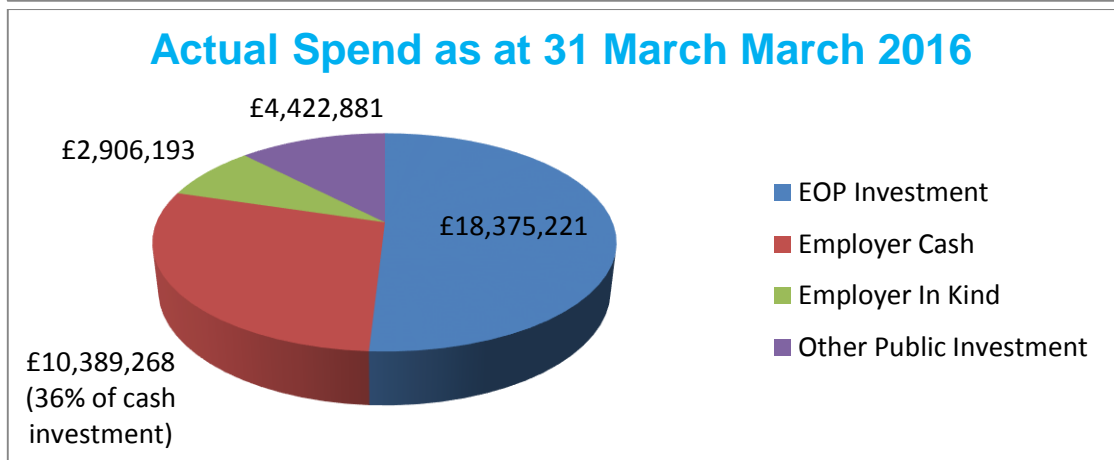
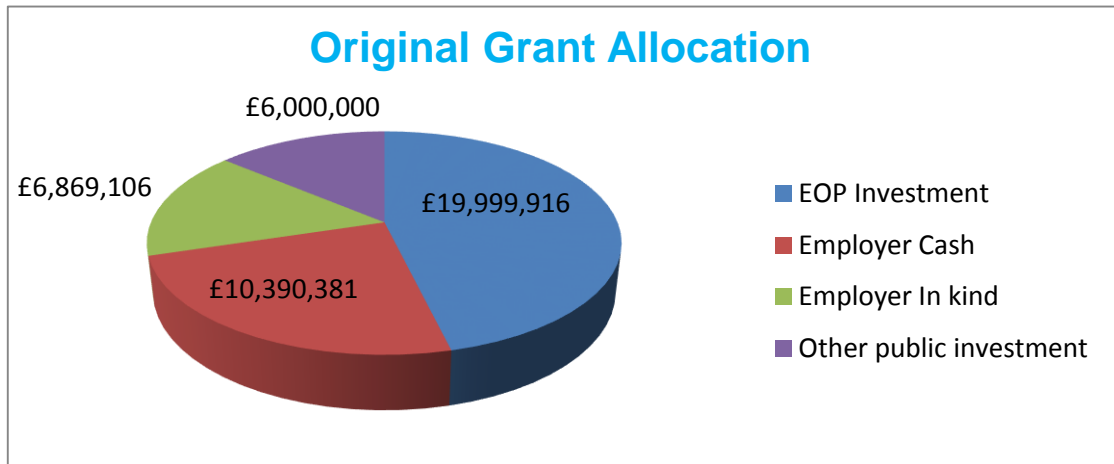
The investment resulted from the second round of the Employer Ownership Pilot (EOP2), developed to respond to, and to help drive, the education and skills recommendations of the Creative Industries Council's strategy, Create UK. The strategy included a plan for businesses and Government to work together in order to maintain the UK's position as a world leader for the Creative Industries.

The EOP programme was successfully managed by Creative Skillset on behalf of over 500 creative industries employers and partners. It was the largest ever cross-sectoral initiative, spanning the entire creative industries footprint – with the aim of delivering ground-breaking initiatives across film, TV and radio, animation, games, VFX, publishing, creative digital media, advertising & marketing communications and fashion & textiles. The EOP objectives were designed to complement other UK talent and skills development initiatives – such as the Skills Investment Funds – delivered through established partnerships co-ordinated by Creative Skillset.

The EOP delivered significant outcomes in terms of development opportunities across creative industries career lifecycles: from education initiatives, through online learning, continuous professional development and executive programmes. Almost 11,000 people benefited from direct face-to-face training, a further 2,500 embarked on placements, internships or bursaries and an additional 13,500 learners completed one of 8 MOOCs developed as part of the programme (see section 1.3 below). These communities of learners represented people from all backgrounds, ages and stages – with a particular focus on improving diversity and social inclusion across the creative industries.

The programme has left a significant legacy. Examples include products such as Trainee Finder, Hiive, the Executive MBA and MOOCs – all of which will continue to provide benefits. The IP will build on this legacy by maintaining and developing the key products and services, including maintaining the commitment to improving diversity and social inclusion.

1.2 Financials



1.3 Targets and Outcomes

	Original Target	Revised Target	Achievement
1. Getting in			
Developing			
Online careers advice material			□
Employer/school curriculum development and engagement with 250 schools	250	250	1458
Apprenticeship Trailblazer Standards	6	6	8
¹ Trailblazer Apprenticeship delivery	490	-	0
Developing and Delivering			
² Other Accredited Apprenticeships	365	15	15
Placements, internships and, bursaries	2,088	2,503	2,539
2. Getting on			
Developing			
Sub-sectoral and spatial networks			□
'Tick' assessment of 250 training courses	250	236	295
Developing and Delivering			
Industry-specific CPD opportunities	7,790	7,171	7,306
Suite of MOOCs and trialling assessment	12,500	11,809	13,510
Other CPD - not specified	2,362	3,031	3,134
3. Moving up			
Developing new MBA/MSc			□
Delivering studio management programme	50	42	48

The chart shows the achievements compared with the original indicative contractual targets, plus the redefined targets at 1 October 2015


¹ It was decided to amalgamate Apprenticeship targets, conceived as 'brokerage' into overall learner delivery numbers, as delivery outputs became the focus. The Apprenticeship targets were subsequently taken out of the contract by BIS and SFA last year as part of the project closure process instigated by BIS.


² See above



“At the start of this journey we set out our ambition to take a radical new approach to recruitment and skills. We have succeeded in creating a cross sector CEO level IP Council, which has sustained beyond the life of the EoS pilot and through this collaboration, we are helping employers to work together to set the skills agenda. We have implemented new and simplified approaches to recruitment, skills, workforce development, training delivery/ assessment and a new Procurement Accord with our supply chain.”

Mr Steve Holliday, National Grid & EEIP Chair

 67 Employers signed up to the Energy and Efficiency Industrial Partnership committing to co-invest with Government to deliver a £115.5 million change programme that would transform the skills system for the sector. With the early closure of the EoS pilots this has reduced to under £50 million but the partnership remains committed to the deliverables and to a long term collaboration that will continue to drive a joined up and simplified approach on careers for the sector.

 Two cross sector employer groups (CEO Council and an Operations Board) oversaw the programme, setting priorities and driving performance/spend. The Council also set up an Independent Quality Board to ensure appropriate focus on the need for quality to be designed into the infrastructure being developed. Of the 67 Employer partners who signed up, 47 formally contracted to deliver learner participation.

 The EEIP programme set out to deliver:

- A diverse and vibrant talent pool and pipeline of people from different backgrounds including young people and competent workers from other sectors
- Flexible ways to join the industry and become competent in an appropriate timescale considered recognised across the industry
- Quality – at a high level, brought together into a single system that is trusted and valued
- Supply chains and sectors working together
- Funding targeted at the areas of greatest strategic priority and administered in a way that is both effective and efficient

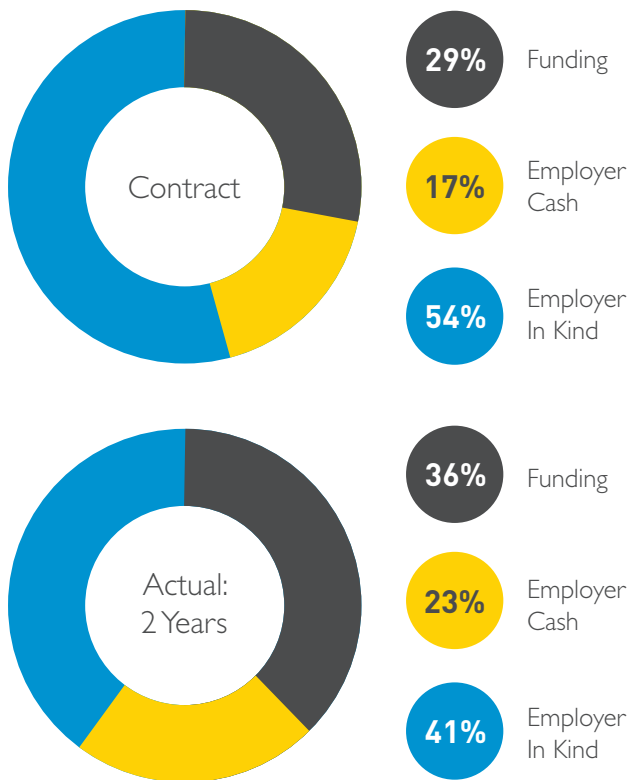
REGIONAL PILOT PROGRAMME

- Priority to engage young people who were in the NEET category.
- Programme designed by the employers in the pilot.
- Pilot rolled out in the NW in 2014 and then extended in 2015 to NE London and Midlands.
- 113 young people have been supported through the pilots with up to 87% going onto education or work.
- **Approved by the** Independent Assessment Service
- Lead by Employers, developed and assured by Quality assurance specialists.

PROCUREMENT ACCORD

- The Council identified that a new consistent way of incentivising the supply chains was required to generate the necessary capacity and capability the sector needed.
- The Accord sets out a series of commitments designed to promote and lock in sustained investment in the skills the sector needs most.
- Starting with 5 major client organisations and 23 of their supplier partners the accord has now been signed to pilot the initiative during 2016.

THE PARTNERSHIP IN NUMBERS



FINANCIALS

The total funding investment in the EEIP was to be **£115.7 million**.

The closure of the EoS pilots has meant that a total investment will be made of **£41.6 million** after two years of delivery. Employers have increased their cash investment by **6%**.

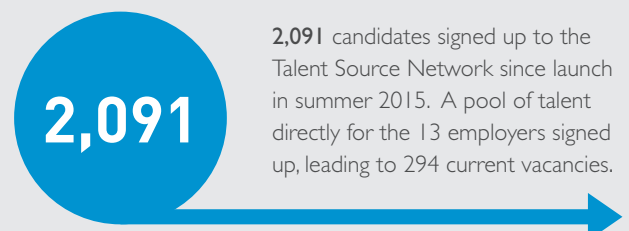
TARGETS & DEVELOPMENT

Over the two years of the programme, significant progress has been made, and the EEIP Employer partners have committed to sustaining the infrastructure developments post EoS pilot.

GETTING IN - DEVELOPING



GETTING IN - DEVELOPING



GETTING IN - DEVELOPING

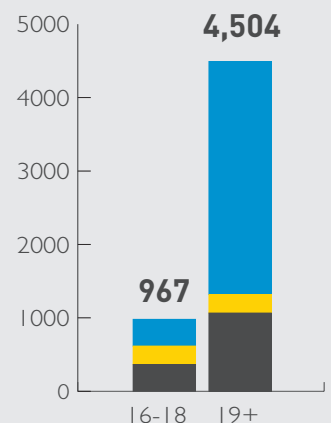
Energy & Efficiency Independent Assessment Service (EEIAS)

The EEIAS has created a quality framework which assures the providers and programmes developed and delivered under the EEIP.

73 providers have completed the assessment for 247 programmes, registering 12,255 learners.

GETTING IN - DELIVERING

- Apprenticeships
- Traineeships
- Non-Apprenticeships



The Nuclear Industrial Partnership

The Nuclear Industrial Partnership was established with the aim of helping to deliver 'a high performing, high quality' workforce to support the nuclear programme with the highest standards of nuclear professionalism, safety and competitiveness.

Who has been involved?

Led by Magnox Ltd and managed by NSAN, representing over **120 employers**. Guided by an Employer Programme Board including representatives from nine different nuclear employers with ECITB and Prospect. Utilised nine delivery partners from across the country.

The approach was specifically designed to reach all stages of the talent lifecycle, ranging from education of what the sector has to offer to those still at school to upskilling and reskilling those already in the workforce and developing the subject matter experts of the future.

Success stories

Traineeships have not been used in the sector before. However, under the Nuclear IP two bespoke programmes were developed through partnerships between employers and providers. The feedback from the delivery teams and the young people attending has been incredibly positive. The employers have been so impressed with the cohorts that more than 50% of the trainees have moved immediately on to apprenticeships and the remainder have since gone on to other apprenticeships or further training. Those on apprenticeships have so far proven to be more driven and more reliable than those selected through traditional methods and employers are keen to continue this new route in to the sector.

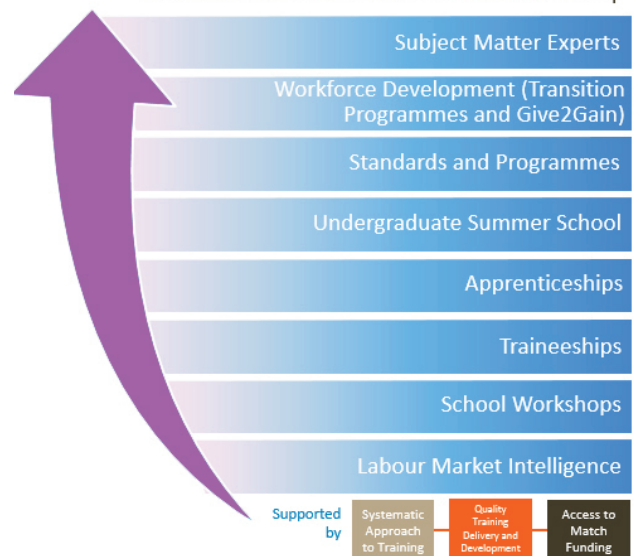
The Capability Model has been developed with employers alongside a Maturity Assessment Tool, a benchmarking tool for employers to use to analyse their skills and training needs and to then direct them to suitable skills solutions. This has enabled them to implement a 'Systematic Approach to Training' based on real business needs.

New partnerships have been created during delivery of the Nuclear IP; now these have been established they are able to continue beyond the life of the IP creating added value for those involved and the wider sector.

The legacy – what next?

The Nuclear IP has been a driver to begin initiatives within the industry; it has been an opportunity to try new things and where these have been successful it is hoped these will be able to continue. Groups within the nuclear industry are currently looking at follow on plans for Labour Market Intelligence, Traineeships, Competence Set development, Give2Gain and Subject Matter Experts.

Deliverables of the Nuclear Industrial Partnership



"The Nuclear Industrial Partnership has been a fantastic opportunity to address some of the staffing challenges facing the industry. We took advantage of NSAN's existing employer-led structure to enable us to act quickly and gain buy-in from a wide range of employers and providers within the sector.

Each of the streams we have developed has proved to be popular and successful, with the most surprising achievement being the realisation of the benefits a traineeship can bring to both the employer and the young learner. It gives an opportunity to assess a trainee's capabilities and provide that hugely important first step towards a career in nuclear and broader technical industries.

Despite significant challenges with the early conclusion of funding we have continued to overachieve on our deliverables. With the structures already embedded in nuclear we are able to continue the legacy of the work that has been done providing added value to the inputs from Government and industry."

Tony Handley, Magnox - Nuclear IP Chair

“It’s helped us to make a better business case to the owners to invest more and more confidently in the nuclear business.”
IP Board Member

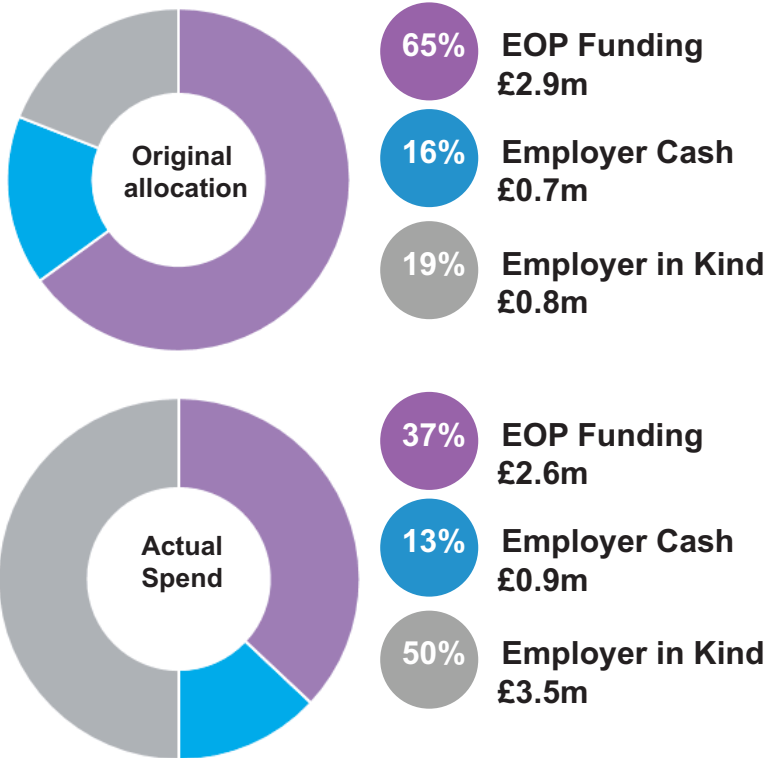
Financials

The change from the original allocation to the actual spend demonstrates the huge employer commitment made to the Nuclear Industrial Partnership, with the employer contributions being 28% greater than originally planned.

The Nuclear IP was able to reduce costs by accessing alternative delivery and thereby using less funding, whilst overachieving on delivery. **The funding draw down reduced by 12% from profile yet the programme delivered 3.5% more training instances than planned.**

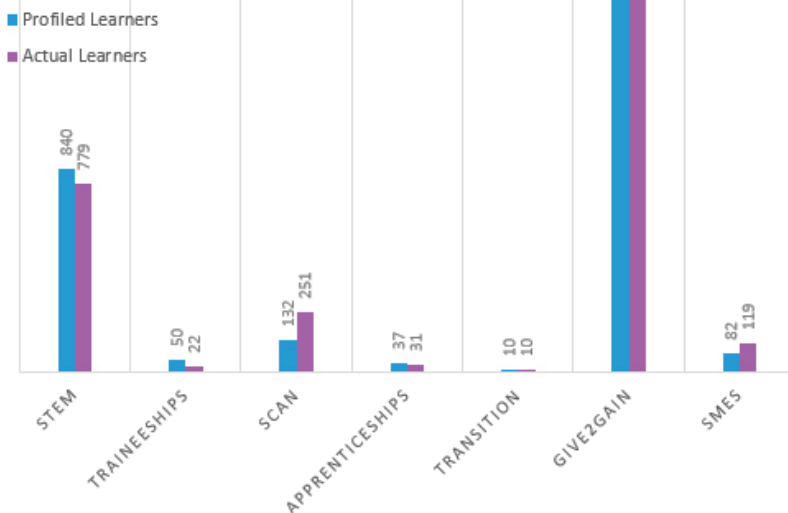
The rates per learner specified in the revised contract were achieved, or in most cases overachieved, for all workstrands by March 2016.

NB: figures taken from original contract to September 2015 and revised contract from October 2015 to March 2016



Targets and development

LEARNER DELIVERY



“It creates an accelerator effect of the funding incentive – people are more skilled quicker.” IP Board Member

2,871

2,871 learning instances were delivered as a direct result of the funding provided through the Nuclear IP

- Direct involvement from **87 different nuclear employers** on the programme
- More than **50% of the Trainees went on to an Apprenticeship** place in their chosen field
- The SME workstrand aimed for 10 visiting fellows yet achieved 16 for the **same funding**
- Eight competence sets were planned under the Nuclear IP but **nine have been delivered**
- Of the STEM workshop respondents **47% stated they would work harder** at school as a result of the workshops
- **26% of the young learners** taking part in the Nuclear IP were **female**, on the SME workstrand this increased to 42%.

The Science Industry Partnership – Two Years On



“I am delighted to have Chaired the SIP Board since its inception in 2013. We have progressed the SIP from a shadow entity with an early sector vision for skills, to a highly effective, employer-led member organisation. Huge progress has been made in building a talent pipeline; we’ve developed and rolled out new style SMART apprenticeships; a successful Industry Degree Scheme and a Modular Masters in Formulation Science, targeting priority skills needs. We also put in place a major Workforce Development programme, driving up levels of sector competence, as well as a national Careers Ambassador Network.”

Malcolm Skingle, Director GlaxoSmithKline & Chair of SIP Board

Employer Leadership

The SIP’s Vision remains employers taking ownership of the skills needed to generate innovation and growth in the UK science industry. Throughout the initial pilot, the **24 strong SIP Board** has grown and evolved, with membership drawn from across the science industries including medical technologies, chemicals, biotechnology, pharmaceuticals and industrial biotechnology.

Influence and Impact

The SIP has, above all, provided a clear sector-led approach aimed at ensuring Government investment is channelled into the best value-adding jobs for the benefit of the wider economy; it has also incentivised employer involvement and investment in skills – a total of **£28.3m**.

Key achievements in 2 years

The SIP has:

- **Established an influential Employer Partnership** for the science industries, which takes direct responsibility for sectoral ambition on skills. **700** employers engaged.
- **Designed and implemented 6 new** skills programmes which have driven increased productivity, business growth and job opportunities.
- **Shaped the skills landscape with 4 new Trailblazer Standards**, a flexible ‘SMART’ approach to Apprenticeships and a **120+** strong Assured Training Provider Network.
- **Provided a unique interface for skills and training** which has seen over **461** employers putting learners through programmes.
- **Trained 6055 individuals** through employer-designed learning programmes.
- **Stimulated uptake** – bringing new employers to Apprenticeships, with **43%** taking them for the first time.
- **Boosted purchasing power** by providing access to learner funds which allowed employers to buy solutions to meet their skills needs.
- **Made it simple for SMEs – 66%** of companies who participated in SIP are SMEs – the SIP became the route for smaller employers to find the support they needed.
- **Become a recognised authority on science industry skills** through a comprehensive Skills Strategy.

Looking Ahead

The SIP is now the lead strategic employer member forum for science industry skills. Our continued ambition is to ensure we are producing home grown talent to meet the sector demand for a skilled workforce at every level.

We have set out a clear and ongoing Operational Plan to address the challenges the science industries face in the coming years, to include:

Apprenticeships: we will continue to drive the take up of apprentices; our ambition is for 20,000 apprentices into the sector over the next 5 years.

Apprenticeship Levy: we will be involved in the development of the new Apprenticeship system on behalf of the sector and provide a support service to members.

Project Funding: we will unlock new project funding opportunities and have secured £348k so far.

Careers and attraction: we will continue to build an active network of SIP Careers Ambassadors, with an ambition for 1000 in the next 5 years.

Higher Education: we will build an active dialogue with HE providers to ensure they are responsive to employers and will place 300 practical student Placements, with industry, per annum.

Provider Network: we will continue to build an effective network of providers and science provision nationally.

Innovation in skills: the SIP will establish a responsive web-based platform to deliver e-learning.

Workforce Development and CPD: we will continue to develop a portfolio of competence services, underpinned by the Industry Gold Standard for Skills.

Skills Strategy: the SIP will own the Skills Strategy for the Sector and publish an annual update, monitoring emerging needs and working with partners to take the recommendations forward.

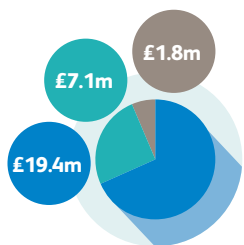
Voice to Government: the SIP will continue to act as the expert skills partner to the relevant Ministerial Councils.

Any future needs identified by employers will be considered and reviewed by the SIP Board; if there is demand these will be taken forward, if suitable funding can be identified.

The Science Industry Partnership – Two Years On

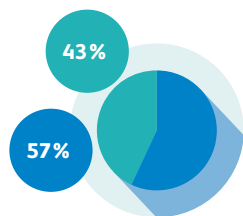
The Science Industry Partnership Board of employers has now reported on the second year of the SIP deliverables, as funded under the Employer Ownership of Skills Pilot (EOP) – which spans April 2015 - March 2016. This summary sets out the considerable achievements to the end of the pilot across 2 years.

SIP by Numbers



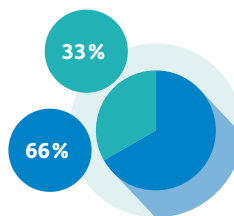
£28.3m co-investment in skills

- EOP Funding
- Employer Cash Investment
- Brokered mainstream apprenticeships



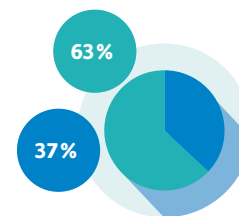
6,055 learners engaged

- Industrial Sciences
- Life Sciences



SIP Employers by size

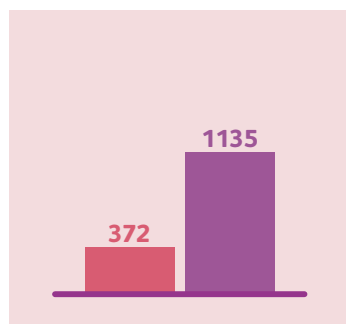
- SME
- Large Business



461 Employers engaged with SIP

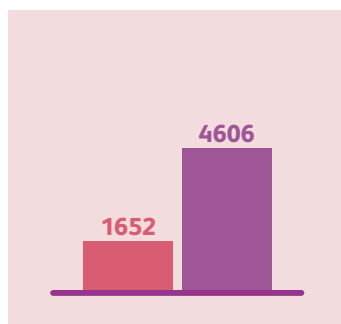
- Industrial Sciences
- Life Sciences

Innovative SIP Programmes



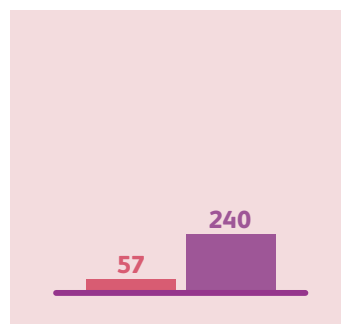
Apprenticeships

Learners (Y1) Total Learners by Pilot End (Y2)



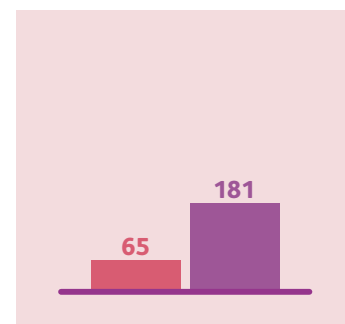
Workforce Development Learners

Learners (Y1) Total Learners by Pilot End (Y2)



Higher Level Learners (Industry Degrees/Modular Masters)

Learners (Y1) Total Learners by Pilot End (Y2)



SIP Ambassadors

Ambassadors (Y1) Total Ambassadors by Pilot End (Y2)

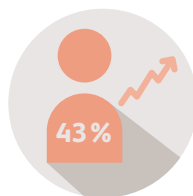
Transforming the Skills Landscape



Employers leading on demand-led programmes



New Assessment Body established & operational (SIAS)



SIP Employers employing apprentices for 1st time



Skills Strategy published March 2016



124 SIP Endorsed Training Providers

The Tech Partnership



“The Tech Partnership is a true partnership of employers, collaborating to create the skills for the digital economy. By working together for the good of the sector, we have demonstrated the difference employer action can make: action that is sustainable and makes a substantive impact at scale. We are proud of our achievements under the Employer Ownership of Skills Pilot, and we look forward to continuing to transform the UK skills landscape.”

Phil Smith, CEO, UK and Ireland, Cisco and Chair, the Tech Partnership

Success, Achievement, Impact

Throughout the period of the EOP, real progress has been made in meeting the Partnership’s strategic goals of inspiring young people – particularly girls – about tech education and careers; developing the strategic digital skills needed for growth; accelerating the flow of talented people from all backgrounds into digital careers; and raising quality, by setting industry standards and accrediting education and training that meets them. For example:

- Over a quarter of England’s secondary schools are now using industry-backed resources brought together through the Tech Partnership;
- Training supported by the Tech Partnership Training Fund created an average proficiency gain of 35% for each individual trained. This translates into a GVA increase of £27m p.a. from investment of £1m.
- Twelve new apprenticeship standards have been delivered, to support thousands of new apprentices.
- In a breakthrough of industry / higher education collaboration, the first degree apprenticeship was developed and launched in less than a year, with over 40 employers recruiting 300 new degree apprentices onto programmes delivered in partnership with nine universities.

Tech Industry Gold accreditation is helping employers to identify and invest in high quality training with, for the first time, a level playing field for colleges, private providers and universities.

Looking to the future

Aided by the impetus of the Employer Ownership of Skills Pilot, the Tech Partnership has laid solid foundations for its future. It has clearly demonstrated the desire and ability of employers to collaborate to build digital skills, owning ambitious targets and delivering against the needs of the economy. Employers are collaborating on an unprecedented scale to set standards, raise quality and improve skills supply to drive growth right across the economy.

The Tech Partnership Boards: shaping and driving the agenda

The Tech Partnership is led by two Boards: the Industry Board, formed of employers whose primary business is in technology; and the CIO Board, formed of employers of tech professionals across the economy. Both Boards have been strengthened since the Industrial Partnership’s formation: for example, they now include the CEOs of Google, Samsung and CGI and the CIOs of Asda, DWP and HMRC. Setting aside competitive tensions that may exist in the marketplace, the Boards meet regularly, both separately and together. They set the Partnership’s direction, and collaborate to ensure that the Tech Partnership serves the interests of the entire digital economy.

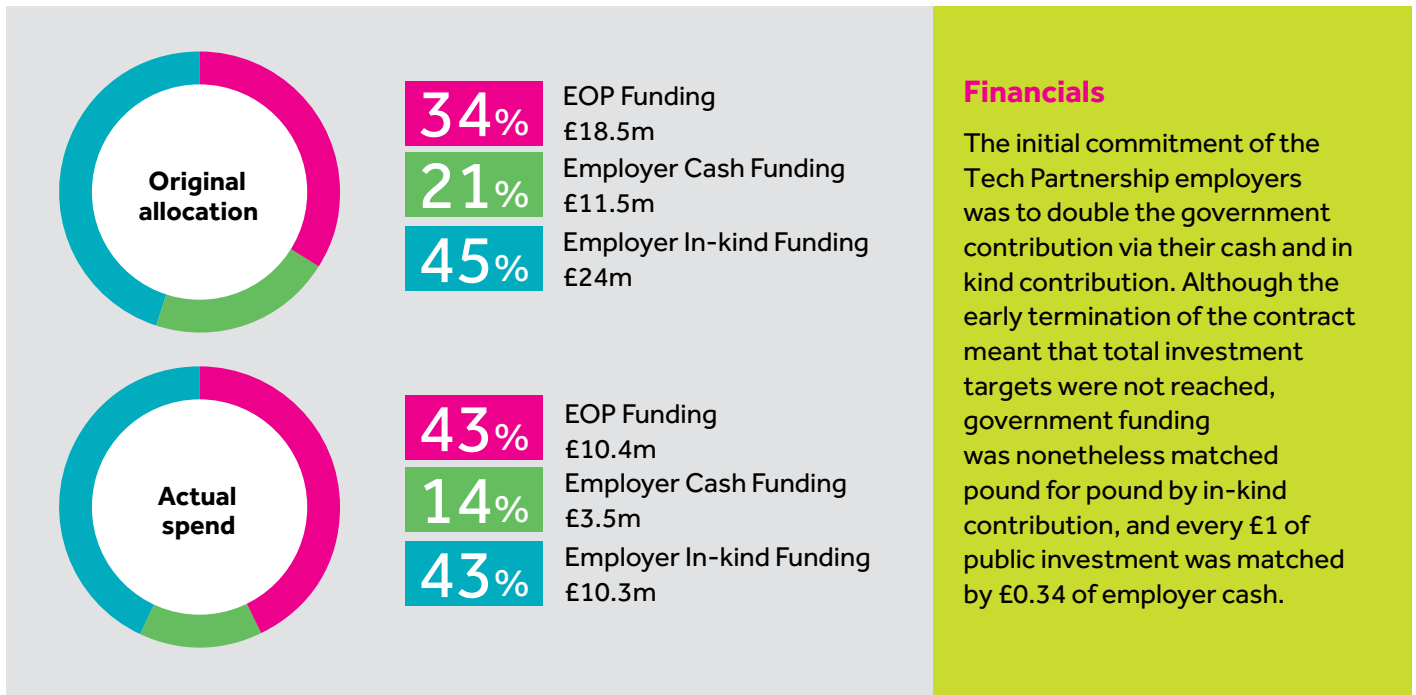
Working across the whole tech sector

The Tech Partnership comprises more than 800 companies, two thirds of which are SMEs. This is well ahead of the original ambition of 400 by March 2017, and illustrates the strength of employers’ belief in the power of collaboration. The companies forming the Partnership employ over a quarter of the one million employees in the tech industry.

Additionally, over 400 private, public and third sector organisations have joined the Tech Partnership Stakeholder Alliance, including training providers, colleges, universities, professional bodies, trade associations, and exam boards.



The Tech Partnership in numbers



Financials

The initial commitment of the Tech Partnership employers was to double the government contribution via their cash and in kind contribution. Although the early termination of the contract meant that total investment targets were not reached, government funding was nonetheless matched pound for pound by in-kind contribution, and every £1 of public investment was matched by £0.34 of employer cash.

Targets and development

Getting in

15292 students and 1550 teachers from 1273 schools have used the Tech Partnership's resources, including TechFuture Classroom and TechFuture Girls. 46 employers are directly involved.

More than 35,000 individuals have accessed TechFuture Careers, and 200 industry volunteers have visited schools.

300 employers have collaborated on 12 Apprenticeship standards, and over 3000 apprentices are on Tech Industry Gold accredited apprenticeship programmes.

Getting on

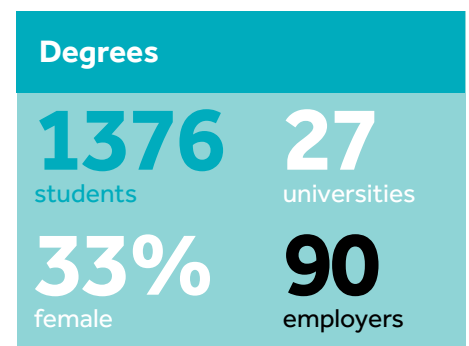
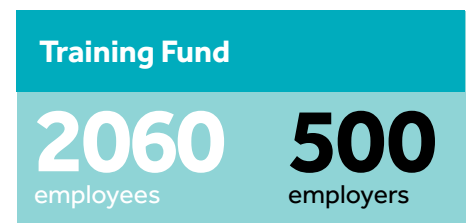
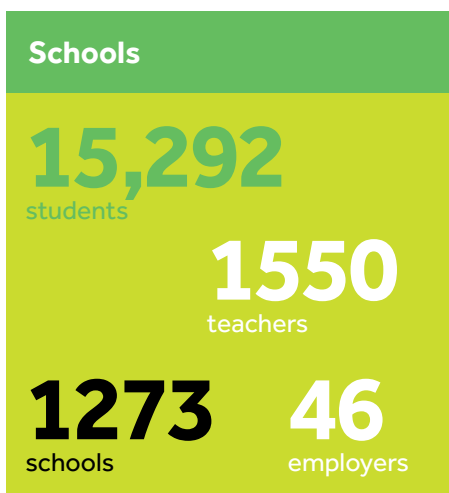
1376 students are on Tech Partnership accredited degree programmes at 27 universities. 90 employers are directly involved. 33% of students are female.

300 degree apprentices are on Tech Partnership accredited degree apprenticeship programmes, at 9 universities. 40 employers are actively involved.

Moving up

500 employers were supported to upskill 2060 employees through the EOP training fund.

The first Tech Partnership accredited masters degree programme was launched.



Tunnelling Talent

Industrial Partnership led by Crossrail Ltd



The Tunnelling Talent project, part funded by the Department for Business, Innovation & Skill's Employer Ownership of Skills (EOS) Pilot fund; was developed out of the need to bring together employers in a coordinated way to upskill the tunnelling & underground construction industry.

Crossrail's EOS pilot worked to make skills training more demand-led and responsive to the needs of employers. By placing the funding with employers and driving up employer's own contributions, the quality and relevance of the training for the sector was increased, resulting in more effective and targeted learning outcomes with better value from available public funding and employer investment.

Since commencing two years ago, the Tunnelling Talent EOS Pilot has delivered 2,200 training outputs. There has been a clear focus on qualifications at Level 3 and above for the second year of the pilot with clear progression pathways for learners. The Tunnelling Talent EOS pilot has also developed frameworks for marine and materials apprenticeship, with the new qualifications delivered to 12 learners.

The Tunnelling Talent pilot was overseen by an Industry Advisory Panel (IAP), consisting of 20 employer and client representatives from the tunnelling industry and the supply chain. Membership of the IAP has grown by 25% from the original membership of 16 employers. Representation of the IAP spans the tunnelling and underground construction industry and involves large employers; small and medium enterprises; and social providers.

A second forum, the Industry Delivery Partnership (IDP) was established with the responsibility of determining future skills needs and bringing together employers to collaborate, develop and deliver skills and training solutions for the industry. The IDP partners' inputs included the development and delivery of learning programmes; cash contributions; sponsorship and staff resources for development of training and sharing of best practice.

A key output of the IDP was the development of the new Tunnelling Operative Trailblazer which is being led by an IDP member, Morgan Sindall on behalf of Tunnel Skills. The IDP is also clear on the need to continue to drive higher skill provision and is also developing a Tunnel Surveying programme.

Looking forward, employers involved in the EOS pilot will continue to collaborate with the facilitation of Tunnel Skills. The Tunnelling & Underground Construction Academy (TUCA) will continue to be a specialist centre of excellence for training provision supporting the sector to deliver innovative and relevant qualifications.

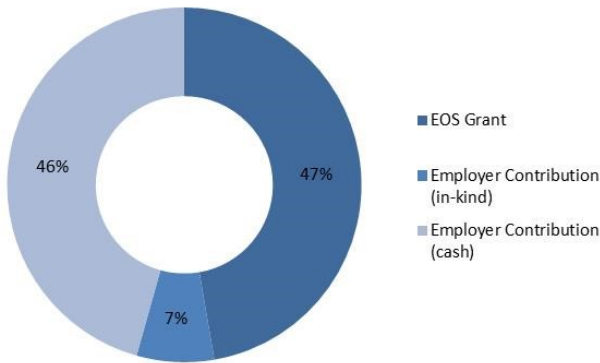


Outcomes Delivered:

- Industry Advisory Panel established to oversee/advise on TUCA strategy and direction
- Industry Delivery Partnership established to drive the curriculum and innovate training solutions to fit sector needs
- Development of Marine (Level 3) and Materials Testing apprenticeship frameworks with delivery to 12 learners
- 476 Level 1 courses (including Tunnel Safety)
- 1,038 Level 2 courses incl. NVQs and Diplomas
- 684 Level 3 courses incl. Institute of Leadership and Management (ILM)
- Frontline Leadership Programme developed for new entrant supervisors and their mentors
- Enhancements to existing Level 3 and Level 4 ILM programmes in Construction
- Tunnelling Operative Trailblazer standard under development

Tunnelling Partnership in Numbers

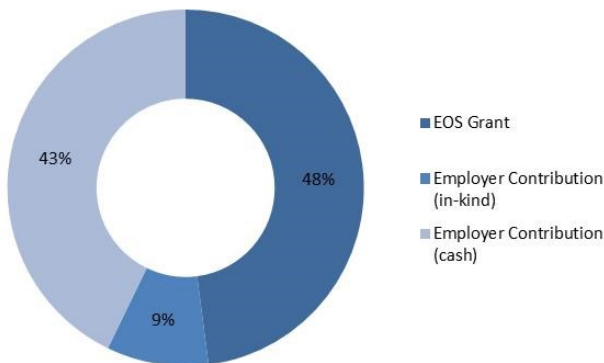
EOS Grant Allocation



Crossrail Limited received £1.1 million from the SFA under the original three year grant offer. Employers who were part of the Tunnelling Talent EOS pilot provided £1.06 million in cash, as well as £164k in in-kind contributions.

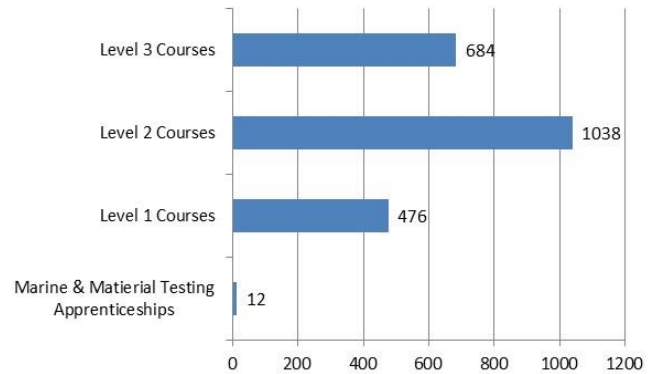
The original three year grant offer was terminated one year earlier than planned, on 31 March 2016. Funding and outputs under the grant offer was revised by the Department for Business, Innovation & Skills to reflect the earlier end date.

EOS Actual Spend



The actual spend for the Tunnelling Talent EOS Pilot totalled £1.59 million. Crossrail Limited drew down, £743k from the SFA under the EOS grant offer. Employers contributed £663k in cash and £143k in in-kind contributions. Employer contributions were 1% lower than the original grant allocation, however, the progress made by the Industry Delivery Partnership is showing a shift from provider-led to employer-led training provision.

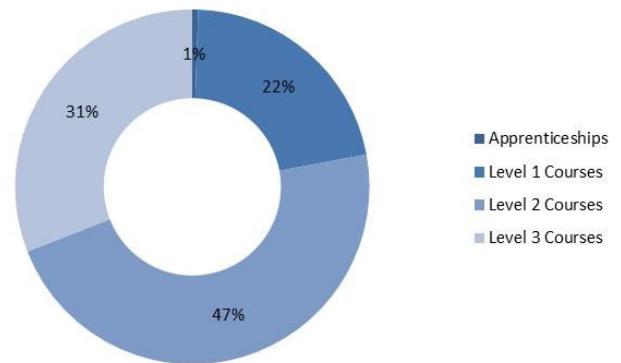
Training Outputs Delivered



2,198 training outputs at Levels 1-3 were delivered under the Tunnelling Talent EOS Pilot. In addition 12 apprenticeships were delivered under new marine and materials testing apprenticeship standards at Level 3.

The Tunnelling Talent EOS Pilot employers are also developing new qualifications, including the Tunnelling Operative Trailblazer, with plans underway to develop a new programme in Tunnel Surveying.

Qualifications Delivered — Proportion by Level



Courses delivered during the first year of the Tunnelling Talent EOS pilot were focused around entry-level qualifications (Level 1 & 2) aligning with the civil nature of the tunnelling and underground construction sector. Around one-third of the qualifications delivered under the Tunnelling Talent EOS pilot were Level 3, showing that there is a sufficient progression path for learners who have completed qualifications at Level 1 & Level 2.

Tunnelling Talent Partners



Conclusion

The reports illustrate the range of activities and novel approaches taken by the partnerships to tackle the skills challenges in their sectors and we congratulate them on their achievements and successes.

The EOP funding acted as a catalyst, bringing employers, often competitors, together to collaborate for the benefit of their sector and their current and future workforce. Looking to the future the Industrial Partnerships will continue to depend on the commitment of the participating businesses. The indication is that that these partnerships will endure beyond the end of EOP funding and we also now see similar partnerships forming in other sectors; rail and within construction, homebuilding are now following this collaborative way of working.

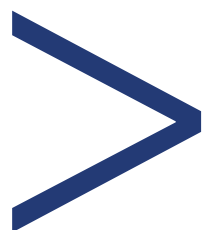
The Chairs, drawn from high profile businesses, continue to lead the direction and focus of the individual industrial partnerships. They are a source of knowledge and expertise that government and its agencies draws on. They remain a valuable stakeholder group; advising on the practical implementation of skills policies including the apprenticeship levy and the Institute for Apprenticeships.

The government's objective to achieve 3 million apprenticeship starts by 2020 and their quality and relevance will also be a focus for the partnerships but they are cognisant other issues hold significant importance, for example increasing the number of women in engineering, improving career paths for young people into supply chains and implementing sector-wide procurement models that deliver best value training provision.

The Chairs have shown a commitment to continue and drive their sectors skills agenda and an ambition to continue to engage and influence government and policy makers. Individually, how each partnership goes forward will be determined by the businesses and chairs that lead them. As detailed in the previous pages, for some this means becoming the skills pillar of a broader sector strategic planning function, for others an advisory body to shape industry standards and for all being the businesses-led skills voice for their sector will remain central to their purpose.

Appendix 1:

Associated reports and
links for wider reading



Appendix 1: Associated reports and links for wider reading

Employer Ownership of Skills: Securing a sustainable partnership for the long term (December 2011)

<http://bit.ly/1WEHf2Z>

This was the first document published outlining UKCES' long term vision for skills in England related to the Employer Ownership of Skills programme. The paper outlined why skills matter, issues in the current system, five high level principles for reform, proposals, benefits and a call to action to employers to come forward with their own bold propositions for how they would step up and take responsibility for training for employer-based training such as Apprenticeships.

Employer Ownership of Skills Pilot: Round 2 Prospectus (November 2012)

<http://bit.ly/1qwnHkC>

Under the Employer Ownership of Skills pilot, there were two rounds of which industrial partnerships came under Round 2. The first phase of Round 2 projects were announced in September 2013. The remaining Round 2 projects, including industrial partnerships were announced throughout 2014. This prospectus set out the rationale for the scheme in more detail.

Employer Ownership of Skills: Building the momentum (March 2013)

<http://bit.ly/1TpHix6>

The second publication in the series, this document makes eight recommendations for aligning skills investment with growth potential and developing a training system that is fully focused on both businesses and people. It was an update of the UKCES vision that was published in December 2011.

Industrial Partnerships: An Initial Assessment (December 2014)

<http://bit.ly/1Uja5RC>

This report highlights the initial achievements and challenges faced by the industrial partnerships. It examines issues of governance and leadership before making recommendations on the future of the partnerships. Section 5 of the report examines each partnership's early progress and outlines specific actions which UKCES should take to support the projects.

Appendix 1: Associated reports and links for wider reading continued

Industrial Partnerships: Key Facts (January 2015)

<http://bit.ly/1srtj14>

This report outlines important facts including skills challenges, funding breakdowns and industry hotspots, for each of the eight industrial partnerships.

Industrial Partnerships: Who are Industrial Partnerships Information Leaflet (March 2015)

<http://bit.ly/20WsnNI>

This information leaflet produced in 2015 explains more about what industrial partnerships are and gives more details on the eight partnerships that were set up under the Employer Ownership of Skills programme.

Employer Ownership of Skills: Testing the power of collaborative approaches through Industrial Partnerships (February 2016)

<http://bit.ly/1pg7PC4>

This report looked at the lessons learned and experiences of the industrial partnerships and offers observations on what worked well and what was less successful.

Industrial Partnerships Websites

Below is a list of the eight industrial partnerships and links to associated websites:

Industrial Partnership	Website(s)
Aerospace	http://theagp.aero/
Automotive	http://www.automotiveip.co.uk/ http://bit.ly/1SsEwXi
Creative Industries	http://www.creativeskillset.org
Energy and Efficiency	http://www.energyandefficiencypartnership.co.uk/
Nuclear	http://nsan.co.uk/nuclear-industrial-partnership-0 http://bit.ly/1rEDxut
Science	http://www.scienceindustrypartnership.com/
Tech Partnership	http://www.thetechpartnership.com/
Tunnelling	http://bit.ly/1wlMVzA

The UK Commission for Employment and Skills (UKCES) is a publicly funded, industry-led organisation providing strategic leadership on skills and employment issues across the UK. Together our Commissioners comprise a social partnership that includes senior leaders of large and small enterprises (including non-profits), trade unions, further and higher education institutions and representatives from the Devolved Administrations.

www.gov.uk/ukces
info@ukces.org.uk
[@ukces](https://twitter.com/ukces)

