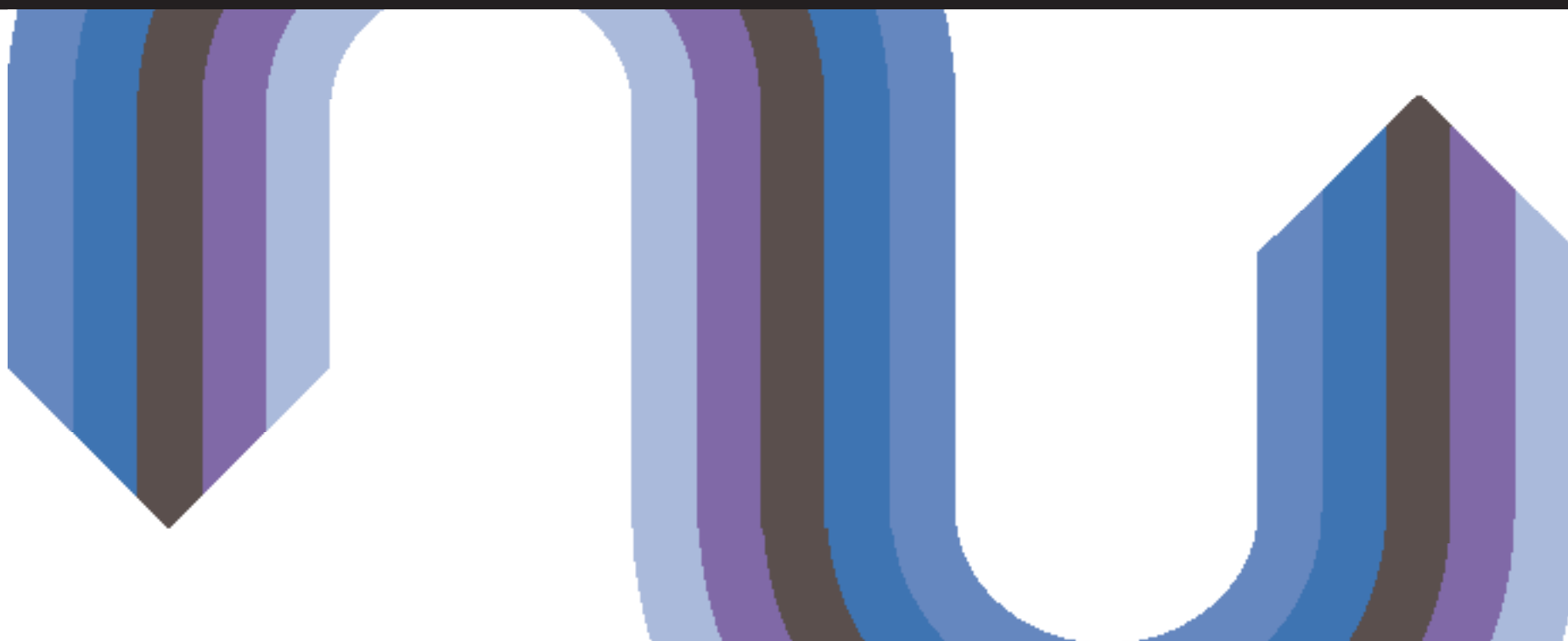

UK Futures Programme

Investing in innovative
approaches to tackle skills
and employment challenges



UK Futures Programme

“The UK Futures Programme will co-create with industry to research, develop, pilot and scale innovative solutions to tackling current and emerging workforce development issues that restrain business performance.”

Scott Waddington, Chief Executive of SA Brain & Co Ltd and UKCES Commissioner.

At the UK Commission for Employment and Skills (UKCES), we have a driving ambition to encourage more and better investment in skills and employment opportunities for people in the UK. This is crucial to enhancing the UK’s global competitiveness and to providing good jobs, and people with the capabilities to enable businesses to thrive and grow. Critically, fostering greater collaboration amongst businesses and understanding ‘what works’ in addressing workforce development issues, are important steps to achieving that ambition.

Through the UK Futures Programme, UKCES will co-invest with industry to identify ‘what works’ in tackling existing or emerging skills issues. All successful projects will test innovative ways of working and the shared learning can be applied to wider policy and practice.

The Programme brings an ‘R&D’ approach to skills development. Testing new products is the life-blood of many businesses. Businesses would not launch a new service or product without developing and piloting it adequately. The UK Futures Programme brings these principles to skills development.

Highly specified and targeted competitions will be issued in response to specific areas prioritised through our research and Commissioner insight. This is essential to facilitate shared learning within the projects and then to wider applied policy development.

All successful projects must show a willingness to share learning; demonstrate that their project will actively test something innovative, either in whole or in part; have the right balance of public and private contribution to meet the project goals; demonstrate strong employer leadership and engagement and clearly show how the project has the potential for impact. Given the nature of the Programme, demonstrating a clear understanding at the outset of how the project could address problems is a critical assessment criteria.

More information on the UK Futures Programme can be found [here](#).

UK Futures Programme Competition 4: Skills for Innovation in Manufacturing

“I am really excited about these five projects, which are truly innovative in their plans to work with manufacturers, employer bodies, and universities to ensure the skills for innovation are capitalised on throughout their industry.”

Paul McKelvie, UKCES
Commissioner

Skills for Innovation in Manufacturing is the fourth learning theme in the UK Futures Programme, which offers opportunities for businesses across the UK to develop innovative solutions to long-standing or emerging skills issues.

About the competition

Innovation is vital for our national prosperity due to its critical role in productivity and job creation. There is broad consensus that securing the increases in productivity required for sustainable growth in a post-industrial economy requires innovation in the broadest sense.

Through our research and consultation with key stakeholders we have identified that there has been less of a focus on those skills which support the innovation process, aside from technological skills (i.e. Science, Technology, Engineering and Maths – STEM). Such skills include those required to undertake the management of the innovation process and then commercialise an innovative product or service. It is these non-STEM skill areas which are the focus of this competition.

About the five successful projects

Through the UK Futures Programme, UKCES has selected five proposals, each of which has demonstrated strong employer leadership, involvement and commitment to addressing these challenges. These proposals aim to develop, pilot and implement a rich variety of solutions to encourage innovation within and between organisations, including combining job design and the incentivisation of innovation to improve productivity at a major manufacturer, through to developing programmes aimed at improving vital innovation-relevant management and commercialisation skills for small and medium sized enterprises.

More information about each of the five projects can be found overleaf.

This toolkit will hopefully give you everything you need to join in with communications and social media around the launch of these five successful projects. If you have any questions, please email: press.office@ukces.org.uk or ken.manson@ukces.org.uk.

UK Futures Programme Competition 4: project descriptions

The five projects that have been awarded funding are:

BAE Systems Maritime Naval Ships Schedule Based Working

BAE Systems Maritime Naval Ships is piloting a new way of incentivising innovation and enhancing discretionary effort through the introduction of schedule-based working (SBW) into a complex manufacturing facility in Glasgow. SBW, which was developed in conjunction with the Trade Unions, empowers people to work more efficiently and innovatively by rewarding teams for their level of output, rather than for their attendance. This project builds on previous small-scale pilots and seeks to understand the impact of introducing these innovative working arrangements into a complex manufacturing environment as well as how to encourage greater engagement and productivity from employees. IPA Involve are partnering with BAE Systems to develop this initiative.

BAE Systems (Operations) Ltd Innovation in Manufacturing and Engineering (IME)

BAE Systems (Operations) Ltd, in conjunction with Lancashire University, is building on the university's flagship leadership and management programme, LEAD, to focus on developing the innovation capacity of SME owner-managers, in the Advanced Engineering and Manufacturing sector, in the North West of England. Innovation in Manufacturing and Engineering (IME) will develop strategic thinking, innovation capacity and leadership and management skills through masterclasses, workshops, innovation challenges, action learning groups, as well as supporting access to regional and national innovation infrastructure, such as the Advanced Engineering & Manufacturing Technology Exploitation Centre (AEM-TEC) at Samlesbury/Warton, Lancashire. The project should improve SMEs capacity for innovation as well as explore how to encourage SMEs to

gain a better understanding of, and ability to exploit, market opportunities.

Swansea University Skills for Innovation in Manufacturing

Building on its successful leadership programme for SMEs, LEAD Wales - which closed in June 2015 - Swansea University is developing a programme which focuses on increasing the innovation management skills and knowledge of leaders and senior managers, to help them develop the innovation culture of their organisations. Supported by Industry Wales and the EEF, the project will help manufacturing firms in Wales understand the challenges of encouraging and exploiting innovation for commercial ends. It will also provide a model to help them develop their commercialisation skills and knowledge and practices around the incentivisation of innovation. A key way this will be achieved is via experiential learning – participants will learn through first-hand experience.

Cardiff Metropolitan University Enhanced Flexible Innovative Supply Chain

This project is led by Cardiff Metropolitan University's International Centre for Design and Research (PDR), which is supporting the creation of a new innovation-focussed supply chain. The four-tier, healthcare supply chain Prism, Equipment Building Services Ltd, RTLS, and ABM University Health Board's Rehabilitation Engineering Unit), will work together to pilot a 'Unified Innovation Model' approach to new product development - where the insights of designers, manufacturers and end users are brought together and shared throughout the entire process of developing the novel products targeted at the high-value UK medical device marketplace. This should ensure the co-creation of relevant novel products and develop organisational learning cultures which mutually support innovation.

UK Futures Programme Competition 4: project descriptions

Northern Ireland Polymers Association Skills for Innovation in Manufacturing through Innovation Management and Market Exploitation

The Northern Ireland Polymers Association, in conjunction with CITB Northern Ireland, is collaborating to develop innovation skills between the polymers and construction industries in Northern Ireland. Both industries have complementary skillsets and have identified learning from each other's strengths and weaknesses, something which has not been attempted before. 24 employers, of all sizes, from both industries, will be brought together to define innovation issues and the interventions required in 'petri-dish' working groups. These will 'drip feed' information between each other to develop solutions before all participants test and share their findings. The project will provide insight into how two compatible, yet distinct sectors, can collaborate and whether the resulting innovation process could be deployed to other sectors.

How to get involved - main messages, PR & blogs

Main messages:

Ultimately, the aim of the UK Futures Programme is to learn what works and what doesn't work in tackling this problem, and how what works might then be scaled up. In this competition, we aim to identify learning that can help embed and capitalise on non-technical innovation in manufacturing firms.

These employers (collaborations) have stepped forward to lead change in the sector and attempt to tackle skill deficiencies which are holding their industry back.

Press release

A press release will be published on the website, and issued to UK, national, regional and trade press contacts on 27 August 2015.

If you are one of the successful projects, you may want to use the suggested press release template (overleaf) in your communications.

This template will be sent to UK, national, and regional press lists with individualised quotes (where supplied) and descriptions for respective projects. These are:

- North-west England: BAE Systems (Operations) Ltd
- Scotland: BAE Systems Maritime Naval Ships
- Wales: Cardiff Metropolitan University **and** Swansea University
- Northern Ireland: Northern Ireland Polymers Association

If you have contacts in your area you wish us to contact please send them to [Ken Manson](#).

Blogs

We will publish blog posts to help promote the successful projects and to provide a deeper understanding of the projects and the issues they are trying to address.

The [first blog post](#) will be by Paul McKelvie (lead commissioner for this competition), posted on announcement day - Monday 24 August - talking about the issues our research identified and how the five projects aim to find learning objectives to solve these.

Please keep an eye out for these on the [UKCES blog](#), and share links or repost them on your own blogs. If you are a project lead and would like to write your own blog on your project, even better, and UKCES will be more than happy to post this and promote it. Please let us know if you'd like to do this by emailing Ken at ken.manson@ukces.org.uk

How to get involved - press release template

EMBARGOED - FOR RELEASE 0000 27 AUGUST 2015

Learning the objective as innovative manufacturers get government skills boost

The UK Commission for Employment and Skills (UKCES) has chosen five organisations to test new ways to develop innovation skills in the manufacturing sector. Each will run a trial programme expected to yield valuable learning that can be shared across the sector to improve innovation and productivity.

The successful organisations include a leading UK manufacturer, an employer representative body and UK universities. Projects are based in Belfast, Cardiff, Glasgow, Swansea and Lancashire. Each will test skills development in their workplaces as part of the UK Futures Programme, a series of learning programmes aiming to address specific workplace skills needs. Each project will receive co-investment from UKCES up to £150,000.

UKCES Commissioner and leader of the competition Paul McKelvie OBE said:

“I’m delighted to announce the successful applicants of our Skills for Innovation in Manufacturing competition. My team and I were impressed with the fresh thinking on display in these five projects, and we are excited to see what we can learn from their achievements.”

UK manufacturing is identified as highly productive and a key sector for exports, and this competition seeks to explore new ways of developing skills and practices needed to maximise the value of innovation.

McKelvie said:

“Innovation is vital for our national prosperity. It has a critical role in productivity and job creation, and nowhere is this true more than the manufacturing sector. It’s vital that that we learn how manufacturing firms can optimise their workplaces and processes to take best advantage of their high-skilled, highly productive workers.

“We will watch and learn carefully over the coming months, and we look forward to sharing the learning from these five projects to the manufacturing sector as a whole.”

The UK Futures Programme is a series of learning programmes that target specific emerging or persistent workforce development problems. This round invited employer-led proposals from businesses and other organisations in the manufacturing sector to run initiatives until summer 2016 that focus on skills to manage the innovation process and exploit innovative products or services for commercial value.

[YOUR QUOTES]

[DESCRIPTION OF YOUR PROJECT - IF APPLICABLE]

--ENDS--

Press release template - notes to editors

- The UK Commission for Employment and Skills is a publicly funded, industry-led organisation providing strategic leadership on skills and employment issues in the four home nations of the UK.
- The UK Futures Programme is administered by the UK Commission for Employment and Skills. It offers opportunities for businesses across the UK to develop innovative solutions to long-standing or emerging skills issues.
- The programme is offering co-investment with employers. The core prospectus, which sets out the programme as a whole is available at www.gov.uk/ukces.
- Skills for Innovation in Manufacturing is the fourth of the UK Futures learning programmes. This round targeted organisations in manufacturing to test and refine non-technological skills for innovation. [View the brief for Skills for Innovation in Manufacturing](#).
- The UKCES [Growth Through People](#) report is supported by CBI and TUC and sets out long-term priorities that underpin a shared ambition for growth through people. The context is of an improving economy and falling unemployment, but still of the pressing need to tackle deep-seated skills and employment challenges. Five priorities for action are identified: collective action by employers, focusing on productivity in the workplace, more 'earning and learning' opportunities, education and employers working better together and measuring success in the skills system by a wider set of outcomes than just qualifications.
- Press enquiries to: Ken Manson, UKCES press officer: 0207 227 7861 / ken.manson@ukces.org.uk

How to get involved - social media campaign

Social media campaign 27 August 2015

The social media campaign will start when the press release is issued on 27 August

Its aim is to announce the successful projects, ensuring people are informed and encouraging interest in the sharing of good practice and project learning/outcomes.

We hope to inspire other employers to think about their own business and how they can improve job design and other workplace practices to capture and capitalise on innovation in the workplace.

Twitter

We will be posting from the [@UKCES](#) Twitter account from 27 August. The key messages will be about how these projects solve the issues UKCES identified.

Some example tweets are provided below to help you get involved:

For project partners:

- [insert organisation/collaboration name/Twitter name] is among successful projects in #UKFP innovation in manufacturing competition: [ow.ly/FmeGt](#) #UKFP @ukces

For others:

- Five new projects announced to learn from manufacturers on innovation [http://ow.ly/xxxxxx](#) #UKFP
- What can we learn about embedding innovation in manufacturing? We've set five projects the challenge to find out [http://ow.ly/xxx](#) #UKFP
- Advanced manufacturing generated £72bn in 2013 (Annual Business Survey) – could innovation make it more? #UKFP
- Advanced manufacturing's £72bn GVA accounted for 7% of the UK total in 2013 – could this rise with innovation? #UKFP
- Manufacturing employs 3m UK-wide – advanced manufacturing counts for 1.3m of these – could innovative business improve? #UKFP
- Innovation drives advanced manufacturing – a market predicted to double by 2020. How could innovation grab more? #UKFP
- Tweets should the hashtag #UKFP
- Please reference @UKCES and use the hashtag where possible. This way we can share your messages with our audiences, and it also helps us to measure the impact of the campaign
- Project Twitter handles are: [@baes_maritime](#), [@baesystemsair](#), [@cardiffmet](#), [@swanseauni](#)

How to get involved - social media campaign

Other ways to get involved

You can post a link to the press release and/or blog posts on your website, share it with your external networks and stakeholders, and share it with your communications teams through internal communications.

If you issue a newsletter to subscribers, you can include a piece linking to the press release or blog posts. Whatever you do, please let us know - we want to help get the message out!

Please feel free to include the link to our animation explaining the UK Futures Programme in any of your publicity: <https://www.youtube.com/watch?v=8OLYCLGBRWI>

LinkedIn

We will also be promoting the competition announcement, press release and blog posts through LinkedIn status updates on [our company page](#).

Please reference @UKCES (select 'UK Commission for Employment and Skills' when drop down menu appears) so we can share your messages with our audiences and measure the impact of the campaign. Also feel free to reference the project partners as appropriate.

For project partners:

- [insert organisation/collaboration name] are pleased to announce they are a successful project in @UKCES UK Futures Programme - Skills for innovation in manufacturing. [insert organisation/collaboration name] and four other pilot projects will work to develop ground breaking new projects learning how to boost the skills and business practices needed to maximise the value of UK innovation.

For others:

- UKCES announces five new projects to develop novel ways of boosting skills for innovation in the manufacturing sector. The five projects will test a variety of skills solutions to support the management of the innovation process and its commercialisation. These cover job design, the incentivisation of innovation, broader organisational strategy as well as innovation-relevant management and commercialisation skills. Congratulations to BAE Systems (Operations), Swansea University, Northern Ireland Polymers Association, BAE Maritime Naval Ships and Cardiff Metropolitan University who will be leading projects.

Further information

About the UK Commission for Employment and Skills (UKCES)

The UK Commission for Employment and Skills (UKCES) works with industry and government to help achieve better outcomes in how people get in and on in work and how businesses succeed through the skills and talents of their people.

UKCES is a social partnership led by 30 Commissioners who are senior leaders of large and small enterprises, (including non-profits), further and higher education institutions from across the UK.

We believe that it is the talents and skills of people drive business competitiveness and economic growth. Our unique contribution and ability to create impact comes through the insights of Commissioners, our authoritative research and our approach of working with key industry sectors and wider networks of business leadership to galvanise action.

UKCES is funded by government as a UK non-departmental public body and Commissioners are appointed by government ministers.

Contacts

For more information about the UK Futures Programme Competition - Skills for innovation in manufacturing - please contact:

Enquiries.FuturesProgramme@ukces.org.uk

For further information or help on communications about the UK Futures Programme, or this competition, please contact:

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020 7227 7860

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