

IMPLEMENTATION AND DELIVERY PLAN

Project Name: Low carbon and high-level skills development programme

Name of Organisation submitting: Proskills UK

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Declaration:

I confirm that the information given in this plan is correct. I further confirm that all partner organisations mentioned have been consulted and have agreed to take part in our Joint Investment Programme and that they have understood and agreed to their roles, responsibilities and the financial implications for their organisations in taking part. In submitting this plan we commit to leading all aspects of this implementation plan.



Signature:

Name: Terry Watts

Position: Chief Executive

Organisation: Proskills UK

Date: 10 September 2010

This plan has been agreed by Geoff Russell, Chief Executive of Skills Funding Agency for implementation during the academic year 2010/11

17/09/2010.

SECTION 1: VISION AND PROGRAMME SUMMARY

1a. Joint Investment Programme Overview

The Joint Investment Programme (JIP) for Strategic Skills is designed to bring together public and private investment to support training and skills in areas where new skills are required in the workforce to capitalise on business and economic opportunities presented by growth sectors.

Taking part in the JIP will enable Proskills UK to engage employers in a co-funded agreement with Government. Proskills UK will work with the Skills Funding Agency, employers and training providers to negotiate, agree, implement, monitor and evaluate relevant skills solutions against specific and identified industry needs.

1b. Joint Investment Programme – Low carbon and high-level skills development programme - Vision

Our vision is that this bid will bring together for the first time a coherent programme that addresses the low carbon agenda in our footprint, delivers measurable performance improvements for individuals through quality assessments, and drives up higher level skills.

Recent work completed by Proskills, including the SSC Low Carbon Cluster Report in December 2009 and the Proskills Sector Skills Assessment in January 2010, identified 4 major drivers which our employers say are key for their industries as they adapt to a Low Carbon economy:

1. the reduction of energy use,
2. the decarbonising of industrial processes and operations,
3. the reduction of waste in the manufacturing process, including recycling,
4. the manufacture of carbon reducing materials for new and retrofitted buildings.

Proskills' research also identified that there will be a growing need for higher levels skills in these areas across the industries that we represent. With regard to the adoption of Low Carbon practices, the critical skill needs will be in management and leadership, process control and improvement including reducing wastage, and detailed knowledge of materials, design and the supply chain.

This Joint Investment Programme will provide an opportunity for employers to address these issues as they start to come out of the recession and build for the future. This will take place in two ways:

1. Proskills will be working in partnership with employers and training providers to construct a systematic programme to deliver training and qualifications in low carbon areas. Whilst Proskills has had good relationships with training providers built up over many years, JIP has provided the catalyst for a much closer partnership. Through Proskills' Academy, management systems will be introduced a) to ensure quality delivery to address employer needs, and b) to support providers to develop a strong business model that it is commercially viable for them to work within the diverse industries within the process and manufacturing sector.
2. The qualifications listed in this Plan provide the basis for employers to address the issues they face within the Low Carbon Agenda. Many well-established qualifications, such as Business Improvement Techniques and Management, will enable candidates to focus on processes and systems to tackle the four drivers relating to low carbon identified by employers, whilst other relatively new qualifications will tackle new areas – such as the Certificate in Logistics Operations to improve transport efficiency, and the specific qualifications in carbon management.

The aims of the Programme are:

1. 3542 learners will acquire new skills that will help to tackle the implementation of the low carbon agenda across the Proskills sector, and to drive competitiveness and growth in the future;
2. 3183 qualifications (90% achievement rate) as specified will be delivered.
3. A network of providers will be developed who will be able to deliver training and qualifications in this area, and partnerships strengthened for future work.
4. The flexibility and choice offered by the QCF will be fully exploited;
5. Equality of opportunity and diversity will be promoted through the implementation of the programme.
6. Provide a qualification based approach to measuring business impact through a standardised set of measurement tools and methodology

2. Investment

Academic Year Split	Skills Funding Agency Contribution	Employer Contribution	Total
10/11 – Starts and Completions	£1,484,991	£3,573,832	£7,147,664
11/12 – Completions only	£2,088,841		

The Skills Funding Agency 11/12 contribution detailed in this table will be funded from the year 2 budget as set out in the original expression of interest. The detail and information in this plan relates to activity starting in the academic year 2010/11 only.

3. Skills to be delivered

a. Specific levels to be covered by the programme, and volumes for each

Skills	Approximate Volumes
Level 3 target-bearing (full) qualifications	2480 learners over 23 qualifications
Level 4 target-bearing (full) qualifications	1062 learners over 8 qualifications]

b. Specific qualifications / units to be funded in the programme including likely volumes

Award in Sustainable Energy	3
Certificate In Carbon Management	3
Certificate in Coatings Technology	4
Certificate in Glass Related Operations	3
Certificate in Glazing	3
Certificate in Logistics Operations (QCF)	3
Certificate in Sustainable Energy	3
Combined Working Practices	3
Diploma in Business Improvement Techniques (QCF)	3
Diploma in Carbon Management	3
Diploma in Design in the Furniture, Furnishings and Interiors Industry	3
Diploma in Finishing Furniture	3
Diploma in Fitted Furniture and Interiors	3

Diploma in Furniture Making	3
Diploma In Mining Electrical Operations	3
Diploma In Mining Mechanical Operations	3
Diploma in Restoring Furniture	3
Diploma in Sustainable Energy	3
Diploma in Upholstery and Soft Furnishings	3
Laboratory and Associated Technical Activities	3
Laboratory and Associated Technical Activities	4
Management of Recycling Activities	3
Management of Recycling Activities	4
Master Print Certificate	4
NVQ Certificate in Fabrication of Glass Supporting Structures (QCF)	3
NVQ Certificate in Management (QCF)	3
NVQ Diploma in Health, Safety and Environmental Management for the Extractive and Minerals Processing Industries (QCF)	4
NVQ Diploma in Managing Basic Processing Operations for the Extractive and Minerals Processing Industries (QCF)	4
NVQ Diploma in Managing Complex Processing Operations for the Extractive and Minerals Processing Industries (QCF)	4
NVQ Diploma in Managing Standard Processing Operations for the Extractive and Minerals Processing Industries (QCF)	4
NVQ Diploma in Supervision in the Furniture, Furnishings and Interiors Industry (QCF)	3

4. Providers Engaged

Lead Provider agreements will be implemented with the following organisations:

- Webs Training Limited
- West Nottinghamshire College
- Leicester College
- The Manchester College
- The Vocational College
- Oxford and Cherwell
- XR Training (Barford Education & Training)
- Didac Limited
- Axia Solutions
- British Printing Industries Federation Ltd
- Mineral Products Qualification Council (MPQC)
- More Training
- Stoke on Trent College
- Hull College
- The Leeds City College

5. Employers Engaged

Type	Volume
SMEs	116
Large Employers (1000+)	18

SECTION 2: IMPACT AND SUCCESS

The following measures are those which Proskills UK will use to assess the JIP's impact and success in the sector against the anticipated outcomes of the programme.

We will measure the aims described in Section 1 as follows:

Quantitative measures:

1. Learners starting and completing qualifications as set out in this Plan
2. Learners' profile including ethnicity, age, and gender compared against industry and UK averages
3. Impact of the JIP on the low carbon agenda using Productivity and Competitiveness metrics.

Qualitative measures:

1. Employers' and learners' views on what difference the training and qualifications have made, and what they thought of the qualification structures they used.
2. Providers' views on management arrangements associated with JIP, delivery methods, and employer relationships.

The table below shows the targets for carbon related reduction savings that we expect to achieve from JIP.

Impact Measure	Reduction	Estimated Saving
Not right first time		
Includes wasted materials, energy, resources	12%	£14,000,000
Delivery schedule achievement		
Reduced special deliveries, fuel usage, packing materials and scrappage or rework	14%	£16,000,000
People productivity		
Non-value added, non productive work reduced	10%	£11,000,000
Overall equipment effectiveness		
Combines three elements: availability, productivity and quality of the production process and associated plant energy and material reduction	12%	£14,000,000
Value added per person		
Includes number of people to produce product vs revenue generated	12%	£16,000,000
Skills Management Efficiency		
Includes tools, techniques and system linking learning activity to NOS and qualifications and ultimately to business impact.	10%	£8,000,000
Total impact	12%	£79,000,000.0
Return On Investment Ratio		13:1

SECTION 3: ADDITIONALITY

The learning that will be funded and supported through the Joint Investment Programme and delivered through our providers will be additional to that which the employer would normally invest in as part of its normal business activities. It is the Sector Skills Council's responsibility to make providers in their delivery network aware of the importance of this element of the Joint Investment Programme.

In addition to the anticipated impact and success set out in Section 2, and as a result of this arrangement with Government, the JIP will enable the following:

The activities included in this Joint Investment Plan are encouraging partnerships between employers, providers and Proskills to deliver training solutions which would not otherwise have happened. JIP has provided the incentive for these partnerships to be established, and for a really effective provider management model to be established through the Academy. Trust and credibility is being established, with important consequences for the future (see section 5 below).

JIP is enabling strong employer engagement with the low carbon skills agenda that would not have happened as quickly or with such wide participation without a similar programme. Some 134 companies of all sizes with 3542 learners have committed to training and qualifications in low carbon related topics within an unprecedented short period of time. This situation has arisen partly because of a focused campaign on low carbon issues. But it is also due to the public funding contained in the JIP offer, which has no restrictions on age or previous qualifications.

We will encourage employers to assess the impact of the training on the low carbon agenda and to review its value for money and impact on the business. This information is critical to demonstrate the impact of JIP throughout the sector. Some employers have their own measurement systems already in place and will be able to use this data. Where a company wishes to measure its carbon reduction, we will offer employers a straightforward system for assessing the impact of the training based on the Performance and Competiveness model (PAC) which is well established, and which is described below.

We anticipate that JIP will be a significant first step in embedding the principle of assessing the impact of training within the Proskills footprint as the benefits of determining a return on investment for training become apparent; why should investment in people be treated any differently to investment in any other part of the business?

We are using the opportunity presented by JIP to offer employers more systematic and effective ways to improve the way they identify skill needs and manage their training, such as Proskills' "Profile" system which links skills to qualifications and training solutions. We will also be asking those employers that have not already done so to make a Skills Pledge

JIP will help embed a learning culture within the participating companies. Many employers have a piecemeal approach to training, responding to immediate needs when they arise. JIP, with its strategic focus on low carbon and planning training, will encourage a more long term approach to training and development as part of the business planning process.

JIP will help encourage awareness in employers and stakeholders of the benefits of flexibility and choice offered by qualifications within the Qualifications Credit Framework (QCF).

SECTION 4: MONITORING AND MEASURING THE PROGRAMME

Monitoring and measuring the performance of the programme will require Proskills UK to meet frequently with the Skills Funding Agency to discuss progress towards the aims and outcomes of the programme. To support this the Skills Funding Agency will supply us with information regarding take-up extracted from the ILR at set points in the academic year. This information will be reconciled with information collected by ourselves from our Providers and Employers and will underpin a quarterly narrative report.

Proskills UK will monitor the delivery of the programme and measure the outputs as detailed in the Vision and Programme summary (section 1), Impact and Success (section 2) and Additionality (section 3) in the following way:

Proskills will establish a JIP project within its management systems. There will be an overall project manager based with the SSC, with the training providers being managed through the Academy. There will be designated administrative support for JIP, including customer and provider support.

Proskills proposes quarterly meetings with Skills Funding Agency to review progress. A close working relationship between Skills Funding Agency and Proskills will be essential for the success of JIP in the sector.

Monthly reports will be produced, and a final report at the end of the programme which will include results from our Return on Investment model and our qualitative surveys, and conclusions and recommendations for further actions.

Providers

Proskills aims to work in close partnership with providers to help deliver JIP with its challenging targets and high employer expectations. Proskills recognises that providers are experienced in delivering vocational training, and the arrangements set out below are intended as a set of guiding principles behind the partnership between Proskills and providers.

1. All training providers and colleges involved in JIP will be invited to become accredited Academy providers, and as such will be subject to rigorous Academy quality assurance mechanisms
2. Contracts will be established between Proskills, Lead Providers and Sub Contractors, which will set out:
 - i) performance standards against their JIP learner and financial profile of activity;
 - ii) quality assurance systems to ensure learners are trained and assessed appropriately;
 - iii) reporting mechanisms;
 - iv) expectations for dealing with employers, including the invoicing and collection of learner fees;
 - v) contract termination processes
3. Providers will contract with employers to deliver the training and collect monies due from them direct.
4. Providers will also be invited to participate in Proskills' provider surveys to provide qualitative data.
5. Providers will be asked to supply complete and accurate information on all learner and employer activity within agreed timescales. Where possible and appropriate Proskills will encourage providers to utilise existing data collection systems.
6. Proskills will agree with providers a management and communications system which will

include:

- Monthly reviews;
- Appropriately timed progress tele/web conferences (webinars). Support visits by Proskills regional managers;
- At the start of JIP, we are planning a webinar for training providers, and plan to facilitate at least one conference towards the end of JIP;
- Providers will be encouraged to participate in surveys to evaluate the JIP programme;

Employers

1. We will be developing tri-partite learning agreements between Proskills, employers and providers to ensure that expectations can be met within JIP. These learning agreements will include:
 - i) Where appropriate, a system for assessing the impact of the training;
 - ii) Agreement on numbers of learners and a schedule of activity;
 - iii) Data collection expectations;
 - iv) Where appropriate and agreed to participate in a qualitative data impact survey.
2. There will be a schedule of support visits by Proskills regional managers to employers. We will produce reports for the Proskills Industry Boards (there is one Board for each of the 9 industries in the footprint) on progress to help maintain and build industry commitment.
3. We plan to have a section on Proskills website dedicated to JIP with the latest news, and to host regular webinars and provider network meetings during the course of the Programme to share good practice.
4. At the start of the Programme, we will schedule start-up visits/webinars in conjunction with Providers to facilitate a good start to JIP across the sector.

Assessing the Impact of JIP

Through data from learner starts and completions, we will have quantitative data on the outputs of the training. But the real challenge we face is how to assess the impact the training is having on the low carbon agenda and business performance. As mentioned in earlier sections, we will encourage employers to assess the impact of the training, using their systems if they already have them. We will invite companies to use a model which is based on the Productivity and Competiveness (PAC) process, with the 8 impact measures listed below.

Proskills has utilised the QCF Qualifications units to distil appropriate impact measures from. These measures will then be standardised so as an employer selects an award to complete, a set of award specific measures become available enabling the employer to measure their current performance. The identified measures across all of the awards within the Joint Investment Programme will be grouped into main themes for reporting purposes.

Impact Measure Grouping.

- Not right first time
 - Includes wasted time, resource and production time
- Delivery schedule achievement
 - Includes on time delivery, reduced special deliveries, reduced overtime, reduced scrappage or rework
- People productivity
 - Includes non-value added work reduced
 - Waste elimination
- Stock Turns
 - Inventory and ordering process, stock held
- Overall equipment effectiveness

- Combines three elements: availability, productivity and quality of the production process and associated plant
- Floor space utilisation
 - Includes revenue per square metre of plant
- Value added per person
 - Includes number of people to produce product vs revenue generated
- Skills Management Efficiency
 - Includes tools, techniques and system linking learning activity to NOS and qualifications and ultimately to business impact.

Proskills will have 4 levels of Impact Analysis which will enable companies to assess how the implementation of the qualifications selected will impact on the low carbon agenda.

1. Self analysis for smaller companies with limited numbers of learners
2. Self analysis for small/medium companies with larger numbers of learners
3. Assisted analysis (total 1 days specialist support) for medium sized companies with larger numbers of learners
4. Assisted analysis (total 2 days of specialist support) for medium/larger companies with larger numbers of learners.

The initial diagnostic data will be collected and reported upon by the Proskills research team.

Upon completion of the required learning activity, the impact will be measured using the same methodology and process as was used at the outset. This will ensure that the measurement process is the same and the result should be easy to identify and report on.

The main benefit of this approach is that employers will be able to assess the impact the training and achievement of qualifications in low carbon is having on key business performance indicators. Other benefits include:

- A report at the end of the programme assessing the impact of JIP on the low carbon agenda in the sector using common measures
- A proven methodology that provides employers with business indicators identifying success and areas for improvement
- Opportunities for identifying other areas for improvement and further training (see also section 5 below, Sustainability)

Qualitative surveys

To support the data from our Return on Investment process, we plan to implement surveys of providers and employers for qualitative information on how they feel the programme has benefited them and any related issues. We plan to use web-based surveys (which Proskills has successfully used previously), supported by feedback at our planned provider/employer meetings.

SECTION 5: SUSTAINABILITY

Proskills UK intends to sustain this activity in the following way:

As we have described in Section 3 above, JIP is providing the catalyst for a strong partnership between employers, providers and Proskills that would not otherwise have happened in such a short period of time. This partnership will, we believe, continue after JIP finishes in July 2011, and will provide the basis for further programmes. Including in this partnership will be effective management systems between Proskills and providers to ensure a good business case for providers to work within Proskills sector, and to develop innovative, cost-effective and quality

provision for employers.

We believe that the low carbon agenda will continue to shape the business plans of companies in Proskills' sector, and JIP will set in motion a number of innovative and exciting programmes. For example, biomass boiler systems are increasingly being considered by employers, and in addition to the existing qualifications in these areas, new training and qualifications will need to be prepared.

We see JIP as encouraging a learning culture to be embedded in companies that will continue after the programme has finished. We will maintain this momentum through our Industry Boards, and improved networking across the sector.

Our original Expression of Interest highlighted a strong demand for in-house provision by employers in the low carbon agenda. Building on the activity in the current JIP, the next stage of JIP will be to address that demand in partnership with our providers. This will be done in two ways: through the accreditation of in-house provision, and by exploring partnerships to harness the knowledge of people in companies in low carbon technologies for the benefit of the sector.

SECTION 6: FUNDING MODEL

The employer contribution will be collected in the following way:

It will be the responsibility of providers to collect the 50% contribution from employers. Proskills will be contracting with the providers and employers, and using the management processes outlined in Section 4 above and will ensure that employers pay the appropriate amounts.

FURTHER SUPPORTING INFORMATION

The Joint Investment Programme provides employers with a relatively straightforward mechanism to access qualifications, training and funding for a key strategic issue. It also provides an opportunity for providers and Proskills to develop relationships to deliver more effective training. The experience gained from implementing this JIP could initiate a new way of addressing skills issues in the process and manufacturing sector that will be simpler, more cost effective, and engage increasing numbers of employers.

The data provided from our Return on Investment model and our qualitative surveys will provide important conclusions on the impact of the training interventions contained within JIP. These conclusions will provide evidence for employers of the business benefits of skills development and related qualifications. The conclusions will also help shape a refinement of the JIP model for Proskills and policy-makers.