



scienceindustrypartnership.com

# Science Industry Partnership Operational Plan 2016



**Cogent skills**  
for science industries

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## Foreword

I am delighted to have Chaired the SIP Board since its inception in 2013. We have progressed the SIP from a shadow entity which had an early sector vision for skills, to a strong and effective employer-led partnership that has become the lead strategic forum for science industry skills.

Huge progress has already been made; we've developed and rolled out SMART apprenticeships; a successful Industry Degree Scheme and a Modular Masters in Formulation Science.

Indeed the SIP will have delivered over 5,400 learners in just 18 months, including 1,245 apprentices – realising the potential for a transformational approach to growing future talent across the Sector.

We now need to ensure that the SIP has an ongoing and clear plan to address the considerable skills challenges the science industries face in the coming years.

Our Operational Plan sets a number of defined targets, including an ambition for 20,000 apprentices over the next 5 years, supporting the Government in meeting its own 3 million target.

But the plan is not just about the numbers, it also considers our Vision, our Governance Structure, how SIP Membership will work and how companies will maximise return from their levy investment.

Thanks to our employer members for their continued support in growing the UK's scientific talent base and we look forward to working with our partners in education and skills, as well as in Government to realise our ambition.



**Malcolm Skingle, Director,  
GSK and Chair of the SIP Board**

# 1. Introduction

The Science Industry Partnership (SIP) is a successful partnership of employers from across the science industries.



The Science Industry Partnership (SIP) is a successful partnership of employers from across the science industries. Over 350 companies are currently active in the wider SIP network, taking up programmes to support their businesses. During 2016 the SIP will complete the transition to become a membership organisation. This will ensure it continues to create value for the wider science sector and its members; for example by ensuring best value from the levy for its members, developing innovative approaches to learning, engaging new companies, expanding training and Apprenticeship take up, changing perceptions and creating job opportunities and opening up collaborations between employers the public sector and academia.

The SIP was established in 2014 through the Employer Ownership Pilot (EOP) with co-investment from employers and Government, and is supported by Cogent Skills as the expert skills partner.

The SIP has proven to be an excellent model for delivering the vocational skills industry requires. It has facilitated the shift to a demand-led system putting employers in control of purchasing skills for the first time, delivering a total of 5,482 learners including 1,245 new science apprentices for science employers in the last two years.

## Employers on the SIP Board include:

UCB Celltech

Ecolab

Becton Dickinson

Green Biologics Ltd

MedImmune

Pfizer UK

Thermo Fisher Scientific

Unilever

Takeda Cambridge Ltd

Eisai

Fujifilm Diosynth

Biotechnologies UK Ltd

Sera Laboratories International Ltd (SLI Ltd)

Novartis

GlaxoSmithKline (GSK)

SABIC UK Petrochemicals Ltd

Lotte Chemical UK Ltd

3M UK Plc

Huntsman Tiioxide

Croda

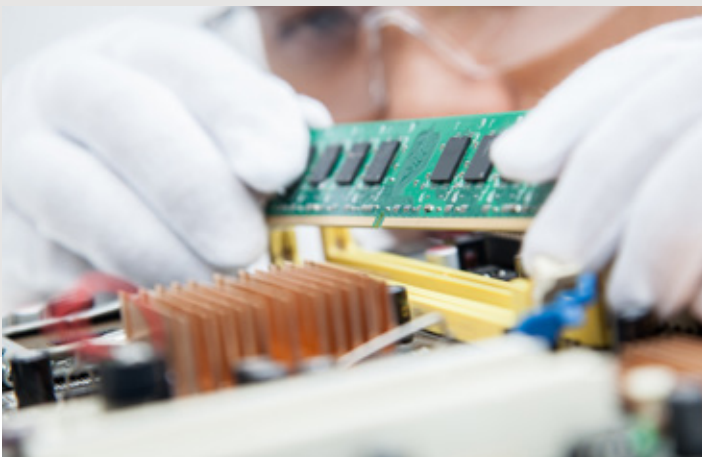
Johnson & Johnson Ltd

SHPL

NHS England

AstraZeneca

Victrex



## 2. Vision & Objectives

The SIP Vision is for employers to take ownership of the skills needed to generate innovation and growth in the UK science industry.



**The SIP Board has defined two strategic objectives:**

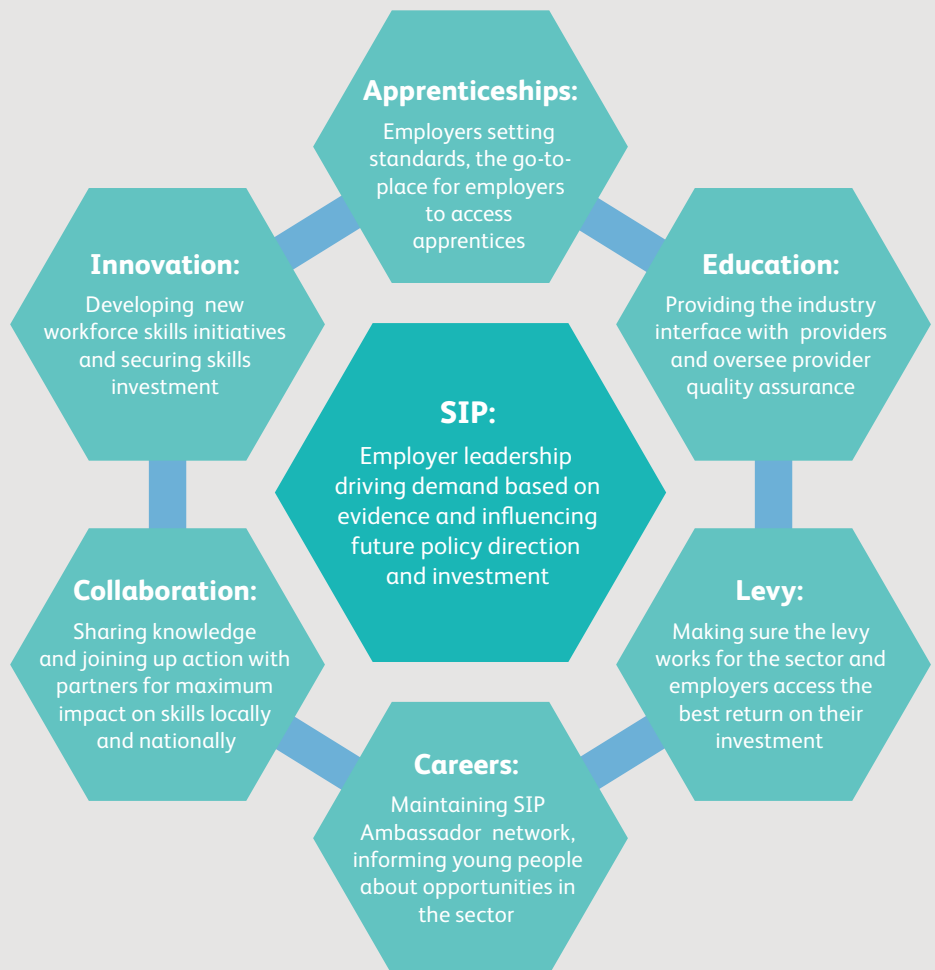
- To have a pipeline of young people with the capability, drive and ambition to build a globally competitive science based industry in the UK.
- To support the development of the workforce to acquire the skills it needs to adopt new technologies and develop innovative new products and services.

**The SIP will continue to deliver against these objectives through a range of operational strands and has longer term ambitions such that by 2020 the SIP will deliver:**

- 20,000 Apprentices into the science sector
- £3m of new investment in regional skills initiatives
- 1,000 SIP Ambassadors for industry
- 300 new science industry placements per annum
- A collaborative relationship between Industry and Higher Education to supply the graduates industry needs
- A suite of standards for workforce competence

Under the new membership model the SIP will execute the functions as identified in the diagram below under the direction of the Employer Board and with support from Cogent Skills as expert partner, delivering value to SIP member companies.

The SIP has demonstrated that employer collaboration and putting employers in control is the right vehicle to deliver change.



### 3. Overview, Board and Governance Structure

The SIP is a non-legal entity membership organisation.

The SIP is a non-legal entity membership organisation. The SIP governance structure is an employer-led arrangement for engaging in skills development and delivery with the SIP Board, nominated by the members, as the driving force. As a membership organisation going forward the SIP Board will set direction, lead policy and communicate with the wider science industry community on skills.

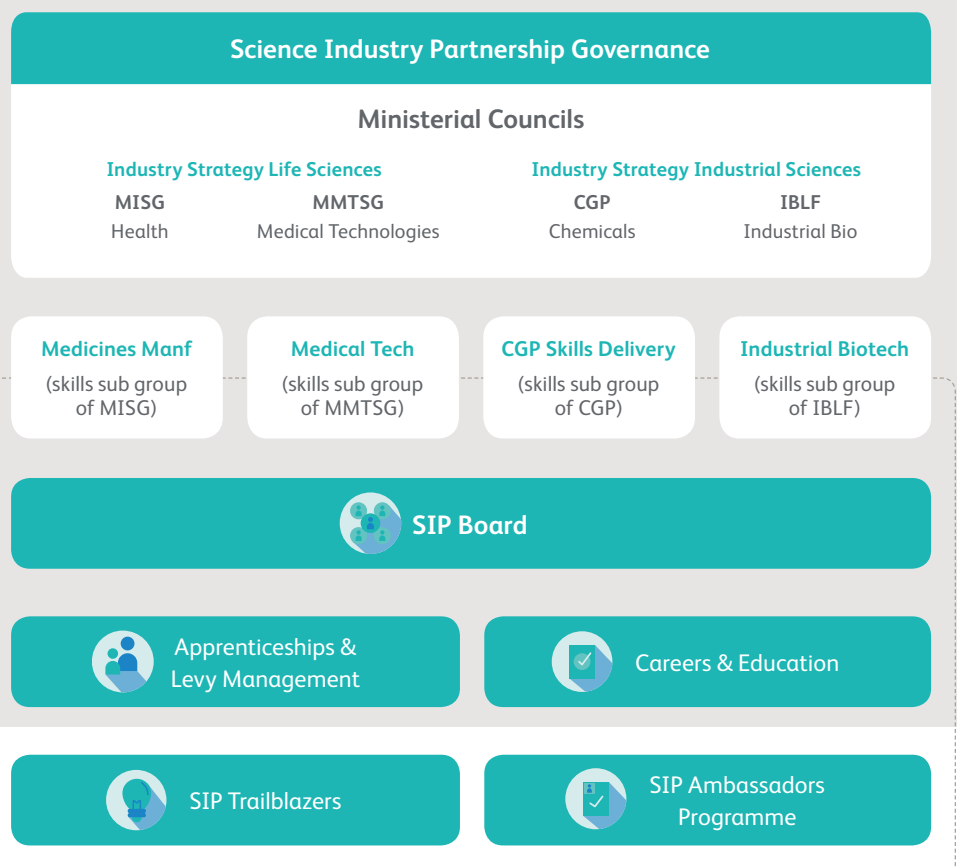
The SIP governance structure includes dedicated forums for engagement with employers to lead on Apprenticeships and the implementation of the Apprenticeship Levy, and Careers and Education opportunities. It also allows for regional engagement with employers where there is an interest and commitment to skills. The SIP Board is the recognised expert skills group working with the Ministerial Industry Strategy Group (MISG), Ministerial Medical Technology Strategy Group (MMTSG), Chemistry Growth Partnership (CGP) and the Industrial Biotechnology Leadership Forum (IBLF) Ministerial Councils.

**Through this structure and extensive collaboration the SIP provides the mechanism to:**

- Provide strategic employer engagement in skills
- Ensure value for employers from the Apprenticeship Levy
- Set and maintain Apprenticeship standards
- Access and secure funding for workforce development
- Manage quality of delivery
- Understand and determine skills gaps
- Develop and commission innovation and skills solutions
- Deliver sector careers information
- Provide oversight of the skills system and its effectiveness for the sector

Through a member's website and e-news the SIP will communicate with the whole science sector. The SIP will produce regular policy briefings for members and ensure that the employer voice is co-ordinated and well presented to Government and other partners.

[www.scienceindustrypartnership.com](http://www.scienceindustrypartnership.com)



## 4. Member Benefits

Members will have the opportunity to influence the skills arrangements for the sector.

Members will have the opportunity to influence the skills arrangements for the sector, making sure that businesses are able to benefit from access to a world class skills base in the UK, and to obtain value for their own company.

### The benefits of membership include:

- Getting the maximum value and return from your levy contribution
- Setting and maintaining Apprenticeship standards
- Direct involvement in the development of new skills solutions and priority access to new funding opportunities
- Access to a network of SIP STEM Ambassadors
- Access to a quality Assured network of Training Providers
- Influence over Government policy through a clear, coordinated sector voice
- Priority access to a range of skills products and services provided through Cogent Skills Services at member rates (5% discount) and expert assistance to maximise value from these services
- An allocation of member days (dependent on the level of membership) to give access to skills expertise and training solution design and development

These services will free up employer internal resources and deliver increased value.

Each SIP member will be allocated a Member Manager who will work with the member company to ensure the benefits of membership are fully realised, and all relationships and points of contact between the Member company and Cogent Skills are managed and simplified.

**SIP is targeting an estimated ROI of £5 for every £1 invested. An example is attached at Annex 2.**



## 5. SIP Ambitions and Objectives for 2020 and 2016

Product/Service	Action	Ambition for 2020	Objective for 2016
<b>Apprenticeships</b>	To drive uptake of apprentices and to deliver more Apprenticeship pathways. To ensure we have a comprehensive set of Apprenticeship standards and frameworks for industry  To deliver a quality assessment service through SIAS for SIP employers	20,000 apprentices into the sector over the next 5 years (from 2016-2020 inclusive)  10% of all science Apprenticeships assessed through SIAS for SIP employers	2,500 apprentices into the sector in 2016  200 apprentices enrolled by SIAS for SIP employers
<b>Levy</b>	To establish a system to manage the Levy on behalf of the sector	Maximising investment, minimising bureaucracy for employers i.e. companies get back at least what they put in	A clear and agreed role for SIP as the 'go to place' for employers to access apprentices
<b>Regional Investment</b>	To use knowledge and expertise of local networks to unlock new collaborative funding opportunities.	Up to £3m of new investment in regional skills initiatives achieved	£500k of new skills investment through new funded projects
<b>Careers</b>	To utilise specialist SIP Ambassador training to create a strong recruitment pipeline	Active network of 1,000 SIP Ambassadors	Active network of 250 SIP Ambassadors.  Review of existing Careers materials
<b>Skills Strategy</b>	To work with key partners to provide a whole sector skills strategy to inform investment and growth	Recognised as the authoritative employer voice on UK skills. Industry sponsored annual publication	SIP Skills Strategy published. Action Plan for implementing recommendations agreed
<b>Higher Education &amp; Placements</b>	To build an active dialogue between industry and HE  A supply of work ready students with knowledge of business processes and industry experience	A network of HE providers directly responsive to Employer demands  300 science placements per annum	Network of science HE providers linked to the SIP across the 4 nations  150 Science Placements achieved
<b>Innovative Online Service</b>	To develop an online innovative 'community of practice'	A diverse selection of courses and solutions offered. All e-solutions responsive to both business needs and personal development	Establish a self-sustaining web based platform to deliver e-learning offer
<b>Providers</b>	To have an effective network of providers and science provision nationally	National Provider network offering quality assured SIP provision that is fit for purpose and meets business needs	National Provider network offering quality assured SIP provision that is fit for purpose and meets business needs
<b>Workforce Development</b>	To increase industry capacity to implement and assure effective competence management processes	A comprehensive suite of competence management and assurance products, services and quality assured courses  Gold Standards established as the industry competence framework	A clearly defined portfolio of competence management and assurance products and services in place and used by industry

Any future developments and needs identified by employers will be considered and reviewed by the SIP Board. If considered appropriate these will then be taken forward if suitable funding can be identified.

A Plan for the Future Delivery Milestones for the achievement of the objectives in 2016 is attached at [Annex 1](#)

## Annex 1 – Future Delivery Milestones

Milestone	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Apprenticeships</b>	<p>Target Apprenticeship numbers agreed at 550 starts (based on Labour force survey)</p> <p>Lead Provider status achieved</p> <p>Ongoing dialogue with Government and key stakeholders to establish Group Apprenticeship Scheme (GAS). Connected to the 4 key Ministerial Groups as the sub-group on skills and skills policy.</p> <p>Dialogue with individual companies to explain the levy arrangement and opportunities to recruit Apprenticeships to maximise levy return</p>	<p>Target Apprenticeship numbers 575 starts (based on Labour Force Survey)</p> <p>Ongoing dialogue with Government and key stakeholders to establish Group Apprenticeship Scheme (GAS) and lead on sector skills policy</p> <p>Apprenticeship Standards Development Plan produced by Apprenticeship Working Group (AWG) and agreed by the Trailblazer Group.</p> <p>First phase of new flexible standards and Frameworks agreed and in development for industry by the SIP Trailblazer Group</p> <p>Continued dialogue with individual companies to explain the levy arrangement and opportunities to recruit Apprenticeships to maximise levy return</p> <p>Capability raising activities with Providers addressing both geographical coverage and skills gaps</p> <p>Provider day held</p> <p>SIP Provider Bulletin issued</p> <p>Review industry demand for science Apprenticeships</p>	<p>Target Apprenticeship numbers agreed at 550 starts (based on Labour force survey)</p> <p>Lead Provider status achieved</p> <p>Ongoing dialogue with Government and key stakeholders to establish Group Apprenticeship Scheme (GAS). Connected to the 4 key Ministerial Groups as the sub-group on skills and skills policy.</p> <p>Dialogue with individual companies to explain the levy arrangement and opportunities to recruit Apprenticeships to maximise levy return</p>	<p>Target Apprenticeship numbers agreed at 625 starts (based on Labour Force Survey)</p> <p>2,500 Science apprentices achieved</p> <p>Launch of GAS</p> <p>3 new Apprenticeship standards in place</p>
<b>Levy</b>	<p>Review SIP Operations to ensure that they are levy ready. Influencing government thinking to ensure that the new digital system is right for industry</p> <p>SIP to continue to lobby on behalf of employers to influence levy design</p> <p>Regular updates and policy briefings to members on implementation of the levy</p>	<p>Review SIP Operations to ensure that they are levy ready. Influencing Government thinking to ensure that system is right for industry</p> <p>SIP to continue to lobby on behalf of employers to influence levy design</p> <p>Regular updates and policy briefings to members on implementation of the levy</p>	<p>SIP ready to act as employer agent to receive and deploy levy vouchers on behalf of industry.</p> <p>Influencing Government thinking to ensure that system is right for industry</p> <p>SIP to continue to lobby on behalf of employers to influence levy design</p> <p>Regular updates and policy briefings to members on implementation of the levy</p>	
<b>Regional Investment</b>	<p>Regional investment achieved - £75k</p>	<p>Regional Investment achieved - £125k</p>	<p>Regional Investment achieved- £125k</p>	<p>Regional Investment achieved - £175k</p> <p>Total 500K new investment Collaborative bids successfully made and supported by regional partners and industry</p>



Milestone	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Careers</b>	Set up quarterly careers e-update to SIP employers	Active network of 150 SIP Ambassadors in place	Active network of 200 SIP Ambassadors in place Careers Materials reviewed by Careers Working Group	Active network of 250 SIP Ambassadors Review of SIP Careers materials completed and updated.
<b>Skills Strategy</b>	Skills Strategy published	Actions agreed for implementation of recommendations Year 2 report agreed with SIP Board	Review of Skills Strategy Action Plan SIP Year 2 Report Published	Review of Skills Strategy Action Plan
<b>HE &amp; Placements</b>	Virtual HE Employer Reference Group established	Uptake Table of Modular Masters modules published	Modular Masters offer extended nationally specifically to Newcastle, De Montfort, Strathclyde and Glasgow Universities	Active national network of SIP HE providers delivering Modular Masters established 150 Science Placements achieved
<b>Innovative Online Service</b>	Platform developed and established One Online Competence Assessment. E-workforce development solution developed and available for employers	Platform launched and publicised Two online Competence Assessments. E-workforce development solutions developed and available for employers	10 employers signed up and actively using the on-line service	Sector recognised e-learning platform seen as the 'go-to place' for employers to access a range of providers and skills services including MOOCs and e-learning activities 25 employers signed up and using the platform Total of four on line Competence Assessments. E-workforce development solutions developed and available for employers
<b>Providers</b>	Review current Provider Network Referral service operational Launch new SIP Provider offer	Provider event held	Six specialised delivery providers targeted to become expert delivery partners	National Provider network available for SIP Members offering quality assured provision that is fit for purpose and meets business needs
<b>Workforce Development</b>	Engage Medicines and Healthcare products Regulatory Agency (MHRA) and stakeholders to establish quality assured process for L4+ Pharma course provision Skills Health Check in place and available for members to identify overall competence management systems, training and skills requirements Competence management and assurance products and services portfolio clearly defined	L4+ training for the pharma industry with MHRA developed, industry stakeholder and employer support. 5 completed Skills Health Checks. Competence management and assurance products and services launched. 4 companies supported with in-depth Competence Management systems development. Pilot new Company and individual Gold Standard recognition and Awards	New L4+ Pharma course provision launched with 5 companies participating. 10 completed Skills Health Checks. 8 companies supported in-depth with Competence Management systems development. 4 Companies engaged for company or individual Gold Standard recognition and Awards	10 companies participating L4+ Pharma course provision 20 completed Skills Health Checks. 12 companies supported with in-depth Competence Management systems development. 8 Companies engaged for company or individual Gold Standard recognition and Awards

## Annex 2 – Sample Return On Investment based on a company paying £10,000 membership

	Activity	Benefits	Estimated Monetary Value
Apprenticeships	Levy introduction will result in an extra cost to business of 0.5% of payroll. The SIP will ensure employers get best value from the levy	Working with the employer to create new apprenticeship opportunities e.g. for existing staff and for graduate intake to ensure funding supports CPD and new talent recruitment  Estimated value on this consultancy and saving on internal resource 30 days at £500/day =£15k	<b>£15,000</b>
	Roll out of New Apprenticeship Opportunities to ensure Levy is used	As a result of the development work above employers will be able to use apprenticeships in innovative ways including at degree level Estimate 3 new apprenticeship starts a year to benefit the business at £25k funding drawdown per apprentice over 3 years is equivalent to £25k per annum	<b>£25,000</b>
	Development of Apprenticeship Training Plans	Estimated value of this apprenticeship consultancy and saving on internal resource - 30 days at £500/day	<b>£15,000</b>
	Procurement Service – access to SIP procurement	Service for apprenticeships and other training through a Quality Assured Provider Network  Estimated 25 days internal resource saved at £500/day	<b>£12,500</b>
SIP Ambassadors	Ongoing Access to SIP ambassador resources and training of SIP ambassadors	Builds a strong pipeline for STEM in the local area and members will have the opportunity of direct and indirect time with prospective employees through this programme  Local STEM coordination 10 days per annum value - £5,000  5 Employer Ambassadors trained per year - £2,500	<b>£7,500</b>
Standards	Maintenance and updating of Apprenticeship, Gold Standards and Training Standards	Estimated benefit variable but overall, approximately 10 days in house resource saved per year at £500/day	<b>£5,000</b>

	Activity	Benefits	Estimated Monetary Value
<b>Funding</b>	Monitoring of local funding bidding into relevant tenders on behalf of local employers, priority access for SIP Members – SIP, through Cogent, would be undertaking all of the work involved in securing funding where available for SIP employers	ESF –managed locally by the local LEPs , opportunities for funding training European Projects – funding available for training development and vocational training Others e.g. Gatsby for STEM ideas Estimated value: variable, circa £15,000	<b>£15,000</b>
<b>Cogent Skills Services products &amp; Services – WFD benefits</b>	Priority access at member rates. This service would be expected to bring direct savings to members dependent on the service(s) used	5% Discount on Placement Service Apprenticeship service HR and Recruitment Service Competence Assurance Service Training Courses Estimate £5k benefit	<b>£5,000</b>
		<b>Total</b>	<b>£100,000</b>
		<b>ROI based on £10k membership</b>	<b>10:1</b>



Unit 5, Mandarin Court,  
Centre Park, Warrington, WA1 1GG

T: 01925 515 200

E: [info@cogentskills.com](mailto:info@cogentskills.com)

[www.scienceindustrypartnership.com](http://www.scienceindustrypartnership.com)

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