



**MARITIME SKILLS
COMMISSION**

MARITIME SKILLS COMMISSION ANNUAL REPORT

OCTOBER 2020



**MARITIME
UK**



Foreword

I am delighted to release our first Annual Report for the Maritime Skills Commission. The Department for Transport and Maritime UK have established a Maritime Skills Commission to lead the sector's work in ensuring that the maritime sector has a pipeline of talented people to serve all parts of the sector covering shipping, ports, leisure marine, engineering, science and professional services.

We know that Coronavirus has had a huge impact on the economy, and we applaud the maritime sector for keeping Britain supplied during this time. My first year as Chair has been unique and I express my thanks to the Commissioners, and sector, for their commitment and support. Since we launched the Commission in July we have met three times (virtually) to discuss how we can support our people and future skills as we move through the current pandemic and Brexit to ensure we have a diverse workforce with a pipeline of skilled, individuals now and into the future.

1. Understand the skills needs of the sector, including the effects of technological change, and to make recommendations for action
2. Ensure that no part of the sector suffers from serious skills shortages or skills gaps
3. Ensure that the sector has the apprenticeships and qualifications it needs
4. Ensure the sector has the training provision it needs, (including the use of technology to engage learners and keep costs down)
5. Provide employers and individuals with clear information about career paths and re-training options
6. Ensuring that employers have good quality recruits for their vacancies through effective promotion of maritime careers
7. Ease exports of maritime education and training

In September, we released a Scheme of Work to support the Minister's objectives in line with the recommendations detailed in the Maritime 2050 People Route Map and to better understand the impact Covid-19 has had on the sector.

We are committed to working closely with the Maritime UK Diversity in Maritime Taskforce, Careers Taskforce and wider sector. The Commission is committed to communicating with and listening to the wider sector via a range of channels including evidence gathering workshops, quarterly newsletters and regular updates on our Maritime Skills Commission portal found at: www.maritimeskillscommission.uk

Graham Baldwin Chair, Maritime Skills Commission





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Background

Maritime UK and the Department for Transport have established a Maritime Skills Commission to lead the sector's work in ensuring the maritime sector has a pipeline of talented people to serve all parts of the sector covering shipping, ports, leisure marine, engineering, science and professional services.

The Department for Transport first announced the Commission in its Maritime 2050 strategy in January 2019. In September 2019 it published its People Route Map with more detail.

On 1 July 2020, the Minister provided a Tasking Letter which stated the Commission's job is to:

1

Understand the skills needs of the sector, including the effects of technological change, and to make recommendations for action

2

Ensure that no part of the sector suffers from serious skills shortages or skills gaps

3

Ensure that the sector has the apprenticeships and qualifications it needs

4

Ensure the sector has the training provision it needs, (including the use of technology to engage learners and keep costs down)

5

Provide employers and individuals with clear information about career paths and re-training options

6

Ensuring that employers have good quality recruits for their vacancies through effective promotion of maritime careers

7

Increase exports of maritime education and training

The Commission report jointly to the Maritime Minister and to Maritime UK's National Council.

Graham Baldwin, Vice Chancellor of the University of Central Lancashire, was announced as chair of the Commission by the Maritime Minister in January.

Maritime UK's Diversity in Maritime Taskforce and Careers Taskforce will work closely with the Commission to ensure their work programmes reflect the latest labour market intelligence produced by the MSC.



Membership

In March 2020, the Chair released the below membership guidance:

On the few occasions to date that I have had a chance to discuss the work of the Maritime Skills Commission I have emphasized the need for it to be truly representative, to make a real difference and to add value to work already underway. I'm sure everyone understands that creating a such a Commission is a challenge and through discussions with colleagues I have given it a lot of thought. Now in the spirit of openness I want to share the criteria I intend to use in identifying the right group of Commissioners.

Department For Transport Guidance

My starting point is the Department for Transport's People Route Map which offered two pieces of guidance:

- the Commission "must be kept at a manageable size so that meetings are meaningful and outcomes achievable";
- it should ensure that it "has representation from all parts of the sector including DfT, MCA, academia, specialists, employers, the unions and those organisations on the fringes of maritime training discussions"

Membership Criteria

A key consideration will be appropriate coverage of the five sectors covered by Maritime UK:

- Shipping
- Ports
- Professional services
- Marine engineering and science
- Marine leisure

I recognise that there is considerable variety within each of those sectors, so I'm looking for the right balance of knowledge of, and acceptability to, each one.

Geographical coverage:

The Commission's remit covers the whole of the UK, so again I am looking for both appropriate knowledge and acceptability

Seniority:

People who are senior enough to follow through, in their own organisation or network, and who carry colleagues' respect

Business:

I interpret "employers" to mean those who really want and need talented people to drive the success of their business, i.e. their focus is the good of their business, and they are not necessarily experts in HR or skills. I recognise that the interests of small businesses are not always the same as those which have national or international scope

Knowledge of HR and the current skills system:

Balancing that, the Commission's recommendations must be realistic and link effectively with existing activity

Interest in, and knowledge of, the impact of change:

Particularly technical change - automation, digitisation, and so on

Ambassadors:

People who are well-connected, who will help to sell the Commission's work within their networks.

In terms of how I would like the Commission to go about its work, I'm also looking for:

'Big picture' people with a good strategic sense and the courage to ask difficult questions which challenge the status quo, so we can make more progress

Fresh perspectives

A mix of personal styles, so we get a rich conversation between us, and better results

Diversity ideally 50:50 gender balance

People willing to put in some time and effort to make the Commission a success.



Commissioners



Graham Baldwin Chair/Vice Chancellor, University of Central Lancashire

Graham is the Vice-Chancellor of the University of Central Lancashire having previously been the Vice-Chancellor of Solent University, Southampton for five years. Prior to joining Solent, he also worked at the University of Central Lancashire in a number of senior-management roles, culminating in the role of Deputy Vice-Chancellor. He also had a mid-career secondment into the nuclear industry where he worked as the National Skills Research Director for the Nuclear Decommissioning Authority.

He is Chair of the Maritime Skills Commission, Chair of the Lancashire Innovation Board, Deputy Chair of the Universities and Colleges Employers Association (UCEA), the Treasurer of Million Plus, the Association for Modern Universities, and sits on the Board of the East Lancashire Hospitals NHS Trust. He has extensive Board experience including various charities and companies with a range of functions from a dental clinic to scientific consulting.

He has a First Degree in Sport Studies from the Madeley School of Physical Education, a Master's Degree in Sports Science from Loughborough University and a Doctorate in Exercise Physiology from the Faculty of Science and Engineering at the University of Wales, Bangor. He is a qualified teacher of Physical Education with a PGCE from the University of Wales.

He is an Honorary Professor at Hebei University and a Visiting Professor at the National Academy of Education Administration in Beijing. In 2014 Hebei Province, China conferred on him the title of 'Outstanding Foreign Expert'.

A lifelong sports enthusiast, Graham played rugby until injury forced him to retire and turn to the gentler pursuit of cycling, which he still does today.



Lucy Armstrong Chair, Port of Tyne

Lucy is Chief Executive of The Alchemists, which works with high growth mid-corporate businesses to accelerate their development and success by focusing on shareholder and management development and succession. Her experience ranges from funding start up and early stage manufacturing businesses in the North East through to mergers and disposals of international operations. The organisations she is currently engaged with include Port of Tyne, Tyneside Cinema and Caspian Learning.

Her early career was in private equity, corporate development and headhunting with 3i plc, Courtaulds Textiles and Tyzack. She was Chair of Capital for Enterprise, responsible for over £4bn of government backed debt and equity support to private and family UK businesses and Chair of the CBI's national Small Business Forum. Lucy is chair of the independent Professional Standards Council, which oversees the asset based finance industry in the UK and also the national Enterprise Research Centre, focused on the study of growth in private and family businesses. She is a former Chair of Northumbria University.

Lucy was educated at Oxford University and holds an MBA and an MSc in forensic psychology and criminology. She continues to chainsaw, scuba dive and ring church bells when not swimming or drinking red wine.



Mark Dickinson General Secretary, Nautilus International

Mark Dickinson joined the British Merchant Navy in 1978 at the age 16. He has been involved in the maritime industry for over 40 years having started his career as a Navigating Cadet with the Andrew Weir company, the Bank Line. Following studies at the University of Wales (UWIST) he spent twelve years with the International Transport Workers' Federation where he was responsible for the federation's maritime activities. During a yearlong sabbatical he studied Industrial Relations at the London School of Economics. In January 2000, he then went to work for the National Union of Maritime, Shipping and Transport (NUMAST) which eventually became Nautilus International.

In May 2009, Mark was elected as the General Secretary of the world's first trans-boundary trade union – Nautilus International – representing British, Dutch and Swiss professionals in maritime and inland waterways.

He hails originally from the Wirral and now lives in London and is married to Keiko and they have a daughter (Mimi) and a son (Kai). He is a keen motorcyclist.

In 2018 Mark was awarded the Merchant Navy Medal for meritorious service to seafarers' employment, training and welfare.



Nick Hine Second Sea Lord and Deputy Chief Naval Staff, Royal Navy

Vice Admiral Nick Hine CB, Second Sea Lord and Deputy Chief of Naval Staff. Nick Hine was commissioned in 1985. A warfare officer with a predominantly submarine background, he has served in a variety of diesel and nuclear submarines, as well as undertaking a number of surface vessel and Staff appointments.

He was the first submariner to have completed the inaugural Specialist Navigation course, was awarded the Howard-Johnston Memorial Sword in 1993 and was the top student of his Submarine Command Course (“Perisher”) in 1998. He was selected for promotion a year early to Lieutenant Commander in 1996, to Commander in 1999 and to Captain in 2007. He was promoted in post to Commodore in 2014, a year later to Rear Admiral and in 2019 to Vice Admiral.

He has a wide range of operational experience from tours in Northern Ireland, Kosovo and most recently Iraq in 2009, where as an Acting Commodore he was responsible for the reconstruction of the Iraqi Navy. He was awarded the US Bronze Star and Army Commendation Medal in recognition of his efforts.

He previously commanded the patrol vessel HMS BLACKWATER during the period immediately prior to the Northern Ireland ceasefire in 1995, the first submariner to do so. As the Executive Officer of HMS SPLENDID he fired the first Tomahawk missiles from a Royal Navy submarine during operations in Kosovo in 1999, and in Command of the nuclear attack submarine HMS TALENT he conducted

several specialist patrols throughout 1999-2000. His most recent Command appointment was in HMS WESTMINSTER where he conducted patrols in support of maritime security in the Middle East in early 2012. He has completed tours in Equipment Capability procurement in the MOD, on the Directing Staff of the Defence Academy responsible for the delivery of the Advanced Command and Staff Course, as the Assistant Director of the Maritime Change Programme in DE&S and within Navy Command HQ where he was the personnel lead for all Warfare Officers and Ratings. This was followed by appointment as the Defence Policy Advisor to the Chancellor in HM Treasury and most recently as Assistant Chief of Naval Staff Policy.

A graduate of the in-service degree programme, Advanced Command and Staff Course and the Royal College of Defence Studies, where he was awarded the Seaford House prize for his dissertation, he took up his present appointment in April 2019.



Kerry Hourihan Head of Maritime Skills and Training, Department for Transport

Kerry joined the Department for Transport’s (DfT) Maritime Directorate as Head of Employment, Pensions and Training in September 2012. She has had a wide range of maritime roles since then including managing the first London International Shipping Week, introducing and running the Merchant Navy Medal State Award and since 2016 has headed up the team responsible for maritime skills, diversity and career promotion. Since March, Kerry has been leading the Maritime Directorate’s COVID-19 Communications and Briefing team but is still the lead official for maritime skills.

Prior to that Kerry started her career in the civil service 20 years ago on their graduate programme and has had a number of roles across several Government departments including the Department for Business, Innovation and Skills, Department for Communities and Local Government and being a member of an interdepartmental team working for the Office of the Deputy Prime Minister, HM Treasury and the Department of Trade and Industry. Kerry has worked in a range of areas including policy, communications and stakeholder management, bill work, finance and project work.

However, with a background in mathematics and education, Kerry spent many years working in a variety of economic policy roles with a focus on skills and employment at both the regional and local level, including regional economic policy, cities policy and working on the introduction of Local Enterprise Partnerships.



Brian Johnson CEO, Maritime and Coastguard Agency

Brian graduated in chemical engineering at Cambridge University and worked at Imperial Chemical Industries for 15 years doing research work, technology development, site production management and business restructuring leadership. Whilst working in Louisiana (USA) in the early ‘90s, he led the design and commissioning of the world’s first industrial scale plant making ozone friendly refrigerants.

After a short spell at Tate and Lyle, he moved to Remploy for 4 years, a company employing 6,000 disabled people in its

extensive manufacturing activities around 80 UK sites, where he was Operations Director. The introduction of intensive personal learning activity and full engagement of factory teams in improvement work created productivity gains of up to 60% and gave many of the employees the confidence to find employment outside Remploy.

He moved to the affordable housing sector where he was CEO of 3 companies over 13 years. Most recently of Metropolitan. Over 5 years, he led a team that turned around Metropolitan from near collapse to a sector high performer—substantially increasing its annual profits from a break even position, re-establishing a large new build programme, and making significant, lasting improvement to the personal resilience of 17,000 customers per year.

Brian joined the Maritime and Coastguard Agency as Chief Executive in October 2018.

Brian is married with two girls – one finishing school and the other at university. He enjoys sailing the gaff cutter that he built several years ago in the Solent.



Monica Kohli Senior Lawyer, FD&D, Gard (UK) Limited

Monica Kohli is a solicitor specialising in Maritime law. She is dual qualified in India and England & Wales and has been practising shipping and trade law for the past two decades; as a barrister in India, and as a solicitor in UK.

For the last 11 years she has been a Senior Lawyer in Gard (UK) Ltd, the largest of the Protection and Indemnity Clubs,

advising Ship Owners, Charterers and Traders on legal issues pertaining to shipping and trade worldwide. Monica comes from a shipping background and her family is also working within the maritime sector, in oil majors and off shore. Her clients and members are based in London, Oslo, Dubai, Istanbul, Singapore, Hong Kong and Mumbai.

Monica read maritime law at the University of Southampton, UK and studied for an MBA (Shipping and Logistics), at Copenhagen Business School. She speaks at events in the city and abroad on legal tech, gender, diversity and shipping law. She is the President of "Women in Shipping and Trade Association" (WISTA UK) and the Chair of Indian Maritime Association, UK (IMA, UK).



Douglas Lang Group Managing Director, Anglo-Eastern (Offshore)

Douglas Lang is Group Managing Director of Anglo-Eastern (Offshore) which is part of the Hong Kong based vessel management group.

Douglas started his career as a Naval Architect. He graduated from the University of Strathclyde in 1980 and spent the first ten years of his career with DnV in Oslo specialising in the research and development of floating offshore structures.

He also holds an MBA from the University of Strathclyde Business School, obtained in 1988. In 1990 Douglas joined Denholm Ship Management where he held several management posts.

After the merger between Anglo-Eastern and Denholm in 2001 Douglas took overall responsibility for the enlarged Anglo-Eastern (UK) services until in January 2017 he was promoted to the newly created Group offshore position.

Douglas has published papers on a wide range of ship and crew management issues. He is a regular contributor to the Galbraith's Shipping Course. In addition, he is a member of the BIMCO Marine Committee, Chairman of the INTERTANKO Safety & Environmental Committee (ISTEC) as well as serving on several regional classification society committees. In addition, he is the first Chairman of the Scottish Maritime Cluster, formed in 2017.



Iain Mackinnon Secretary, Maritime Skills Alliance

Iain Mackinnon is the Secretary to the Maritime Skills Alliance, a UK-wide body funded by its members who work together primarily to create and promote flexible qualifications and apprenticeships. He has spent almost all his working life in the skills field, mostly at the point where Government works to encourage businesses to act. He joined the civil service after graduating, working in both field management and national policy roles, including a spell in the Secretary of State's office, then ran a Government training agency and a training charity, and since 1999 has run his own consultancy. He joined the MSA in 2013.

From 2005-10 Iain chaired the board of a large college of further education in London, and from 2010-17 he was a non-executive director with Pearson Education Ltd, which runs the Edexcel exam board.



Guy Mason SVP Global Head of Shipping, BP

Guy joined BP's petrochemicals business in 1986 at Hull after being awarded a first class degree in mechanical engineering from Loughborough University. He subsequently held a number of business management, commercial, finance and corporate roles in bp's Gas Power and Renewables business and Alternative Energy business including time spent building new gas and power businesses for BP in China and Italy.

Guy joined bp's Shipping team in April 2016 and has moved through a series of roles including chief financial officer and chief operating officer before being appointed into his current role to run the global Shipping team for bp early in 2020.

Guy is married to Nicky with 2 adult children now forging their own lives. He is a chartered mechanical engineer and a Fellow of the Institute of Mechanical Engineers.



Sam McBriar Director, Maritime Strategy and Marketing, Thales UK

Sam McBriar joined Thales UK as Director of Maritime Strategy in June 2017. As part of the Maritime Mission Systems (MMS) leadership team, her role is to develop the growth strategy and drive the actions to achieve it. She facilitates cross-cutting

strategic opportunities, including Maritime Autonomy and Digitisation. Sam is also responsible for setting the medium to long-term demand signal for skills and capability.

Before joining Thales, Sam led the growth strategy for QinetiQ's Cyber, Information and Training business. Sam spent 15 years in BAE Systems working on the Astute Submarine programme and in Surface Ship support, holding both engineering and business development roles. In 2004 she was invited to join the Global Combat Systems (Land) business to run the Strategy & Business Planning function, during the integration of the legacy Royal Ordnance and Alvis Vickers organisations. She was then Capture Lead for the Challenger 2 Training System upgrade and support contract.

Sam has a Bachelor's Degree in Materials Engineering from the University of Birmingham and a Master's Degree in Engineering Business Management from Warwick University.



Colin McMurray Director, Scottish Maritime Cluster

Colin's career began with BP Shipping in 1994 where he started as a Deck Cadet. After qualifying and continuing deep sea for a number of years, Colin joined Seacat Containers working on their Fast Ferries as Chief Officer and Fleet Training Officer. Colin moved ashore and joined Clyde Marine Training in 2004 subsequently becoming Managing Director in 2008, the same year Colin was part of a successful MBO. The company expanded to include a number of new business areas and was acquired by Northern Marine Group part of Stena AB in 2016. Colin remained as a director of the Clyde

Group and continued to expand the various strands of the business, including Clyde Training Solutions before exiting in 2020. Colin remains in the maritime industry through a number of Non-Executive roles and consultancies.

As well as being a Fellow of IMarEST and a past President of the Scottish Shipping Benevolent Association, Colin recently completed 5 years on the Board of Trustees for the Sailor Society and 9 years on the board of City of Glasgow College, seeing the latter through the merger and new £224m campus build.

Colin is a member of the Merchant Navy Training Board, Chair of the International Association of Maritime Institutions and a founding director of the Scottish Maritime Cluster and remains passionate about maritime education and careers.



Kathryn Neilson Director, Merchant Navy Training Board

Kathryn is responsible for the overall operation of the MNTB, overseeing and facilitating its technical work, new entrant training programmes, careers promotion strategy and managing the charitable work of the Maritime Educational Foundation.

Prior to joining the MNTB, Kathryn worked for Royal Caribbean International overseeing the Company's cadet training programme as well as being responsible for the Safety and Compliance of the fleet. Her background is in teaching and training development. Kathryn joined the MNTB in August 2017.



Linton Roberts Director Operations, Cammell Laird

Linton Roberts was born in Bangor, Gwynedd and was educated at Ysgol Friars before studying Naval Architecture and Offshore Engineering at the Department of Marine Technology of the University of Strathclyde in Glasgow.

Following his graduation in 1994, Linton joined Cammell Laird in Birkenhead as a Naval Architect and has since worked in various technical, production, project and senior management roles, including Managing Director of the company between 2008 and 2018.

Linton's current role of Director of Operations has the responsibility for all project, production and infrastructure activities. The development and retention of a highly skilled workforce is a key part of this role.

Cammell Laird currently has a direct workforce of almost 800 which includes a number of trainees who are going through the company's award-winning apprentice scheme. On average 20-25 new trade apprentices are recruited each year and the company also boasts a long-standing Graduate Engineer Scheme.

As well as his role at Cammell Laird, Linton is member of the Lloyds Register Technical Committee and also sits on the Board of a community hydroelectric scheme, Ynni Anafon Energy Cyf. Linton lives in North Wales with his wife Philippa and their three daughters. His interests include sailing and mountain walking.



Alison Rumsey Chief HR Officer, Associated British Ports

Alison Rumsey joined ABP as Chief HR Officer in July 2019. Prior to ABP, Alison was Group HR Director and member of the Executive Committee at Network Rail.

As a Fellow of the Chartered Institute of Personnel and Development (CIPD), Alison has over 30 years' experience in providing HR leadership to major organisations for Infrastructure, Rail, Financial Services and Government.

Alison is proud to have been nominated for Chief HR officer of the year, EMEA leaders of distinction in 2017.



Helen Sampson Director Seafarers International Research Centre, Cardiff University

Helen Sampson is a Professor in the School of Social Sciences at Cardiff University. Since 2003 she has been the Director of the Seafarers International Research Centre where she has led a team of researchers dedicated to undertaking social science research on seafarers and shipping.

Helen has produced several short films relating to the work and lives of seafarers. She is the author of numerous peer reviewed journal articles and in 2014, she won the BBC/British Sociological Association ethnography award for her book International Seafarers and Transnationalism in the Twenty-First Century.

She has undertaken a number of advisory roles including as a specialist advisor to the UK government's 'Transport Committee' and as a member of the 'European Commission's Task Force on Maritime Employment and Competitiveness'.



Nikki Sayer Associate Director, Casper Shipping

Nikki is a driven leader with an unrivalled passion for the logistics, shipping and maritime sectors. She has worked for over 20 years in the Shipping industry both in the UK and around the world. In Maritime she currently holds the role of Associate Director with Casper Shipping Ltd where she proudly heads up their Customs Division. This function provides crucial Customs services to customers all over the world looking to import and export goods plus leading the way with EU Exit updates and communication.

Having grown with the business Nikki works with and through people to deliver excellence, totally embodying their ethos of 'Always On.' She is involved in the strategic direction of the business and has been instrumental in its unprecedented and consistent growth in recent

years. Her vast knowledge of the sector coupled with her ability to manage and drive people, always seeing things through to completion; are undoubtedly her key skills.

Until very recently she also occupied the role of Chair of the ICS, North East Branch. Nikki is honoured to have been appointed as the 1st female Chair of the ICS, North East branch. She believes in consistently raising the profile of the industry and the opportunities it has to offer the next generation.

Nikki founded the North East School of Shipping in 2019; who educate, engage and enable young people to best understand the career opportunities that exist and ensure that they are job ready.

Nikki's interests lie in the promotion of the maritime, logistics and shipping sectors; and all they have to offer for the next generation of talent as well as those interested in taking up a role in the sector. As well as founding the North East School of Shipping, she works with the High Tide Foundation offering unique insight and learning experiences by spending time with many of their students as a volunteer.

Nikki's desire for a real education in the sector is cemented by her background as a Technical Trainer of Logistics with Middlesbrough College. Nikki started her shipping and logistics career with British Steel, where she 'got the bug' for it and has never looked back. She successfully managed several key operational delivery projects, always remaining customer and quality focused. She quickly realised that her biggest asset would always be the team around her. This realisation has organically grown and now come full circle in trying to advise, educate and empower those with a desire to succeed in the Maritime sector.

Nikki is additionally: An active Board Member of the Stockton Riverside College Logistics Academy; Member of the Tees & Hartlepool Port Users Association; and Member of High Tide Foundation.



Alison Thompson Head of Learning and Development, Princess Yachts

Alison Thompson is the Head of Learning and Development at Princess Yachts and is recognised as a leader in developing talent management and learning solutions that deliver notable impact to business metrics and culture with broad expertise in facilitating leadership and talent programmes, behavioural and culture change, organisational design and executive coaching. Successfully delivering multi award winning apprenticeship development programmes.

Alison is an accomplished and performance-driven leader with extensive experience in designing, delivering, and evaluating learning and development solutions for various UK and European industries with a strong knowledge of designing bespoke and innovative learning to meet business goals.



Karen Waltham Karen Waltham Consulting

Karen is a seasoned HR Professional and a chartered Fellow of the CIPD. Experience has been gained at both operational and strategic level, and her skills lie in establishing HR functions, managing complex and extensive Change Management programmes, Talent Management, Learning and Development, Industrial Relations, Business Management and Diversity and Inclusion initiatives.

In maritime she was Head of HR, Europe and Global Talent Director at AET, joining Spinnaker in 2014 to lead the HR Consultancy, specialising in maritime industry wage and pay benchmarking; sea and shore career development; and the provision of professional HR services globally.

Karen's interest in the development of Diversity and Inclusion strategies has continued since her time in Lloyds Banking Group, where she co-founded the Lloyds TSB Women's Network. In the 2019 Maritime UK awards, Karen with HR Consulting at Spinnaker, won the Diversity Award showcasing their work promoting diversity and inclusion throughout their leadership development programmes, at their annual Maritime HR Conference and through their gender pay gap analysis on behalf of the industry.

Karen has worked across the world with clients of all sizes to deliver flexible and cost-effective HR solutions from outsourced HR support to complex HR projects.

Recent projects include the design, development and delivery of successful Leadership Development programmes for both Sea and Shore, with focus on transforming leaders through behaviour change and personal leadership impact; Sea to Shore transitions; the development of talent pipelines; mentoring schemes; cadet development and an organisational change programme, which included reviews of people management practices, organisational structure, job descriptions, competency framework, personality profiling and training and development.

With 12 + years' spent in the shipping industry, Karen's passion is to support and drive change in the people arena. Key for her is making a difference, through the development and promotion of Human Resource capabilities and practices across the maritime sector globally.

Karen is additionally a Trustee on the Board of International Seafarers Welfare Assistance Network (ISWAN) and Maritime Careers Taskforce member.





Scheme of Work

On 2 September 2020 the Maritime Skills Commissioners met to agree the initial Scheme of Work and starting projects for the Commission.

The Scheme of Work is aligned to the **7** objectives outlined by the Minister in the Tasking Letter (page 4).

Objectives	Scheme of Work/Project
1 TO 7	Labour Market Intelligence Scoping Report Timeline February-August 2020
1 TO 7	Seafarer Cadet Review Timeline September 2020
1 TO 3	Future Workforce Research Timeline September 2020
7	Exporting Maritime Education and Training Timeline October 2020
4	Covid-19 and the Use of Technology in Learning Timeline Commencing late 2020
1 TO 4	Current and Projected Skills Survey Timeline Commencing January 2021
1	Autonomous Digital Timeline Commencing January 2021
5 TO 6	Project to be determined Timeline Commencing early 2021



Project: Seafarer Cadet Review

The Tasking Letter from the Minister requested the Commission to undertake a review of the SMarT scheme. Early discussions review led to a concern that the review might be too tactical/operational rather than strategic. This perception was driven partly by the title which gave the impression that the review was focused simply on the funding model. However, the review is clearly much more than that and will focus on identifying the numbers of cadets needed and any gap that exists or otherwise. It will consider whether maritime education and training competes successfully with other training opportunities and whether programme design is optimal to deliver the skills needed both now and into the future. It is proposed that it will also consider value and the return on investment from the funding. It has been renamed the Seafarer Cadet Review.

The Terms of Reference for the review were as follows:

What should UK seafarer education and training be expected to deliver?

- 1 Is the skills base necessary to meet the future needs of the shipping and maritime services sector in the UK being delivered?**
 - A** What number of officer cadets do we need now and in the future?
 - B** How many are there currently, what is the gap and how might we close it?
 - C** Is the sector competing effectively with other sectors for the best quality students – both for the degree and non-degree courses? **i.** Does the funding model in which it is a sponsoring company, not the student who receives grant help or hinder this? **ii.** Does the fact that it is often not the choice of the student as to where they study influence potential students perception?
 - D** Is there value in extending the learning on management/ leadership to broaden the value of the learning to the wider Maritime Services sector?
 - E** Do the qualifications have the necessary currency outside the sector? Does this affect students perception of seafarer training?

- F** How far can apprenticeships for ratings complement and supplement cadetships as means of attracting talented people to the sector

- 2 Is the education and training fit for purpose?
An increased supply of UK-based seafaring officers whose skills are in global demand and which will meet the needs of shipping as it transforms through automation and decarbonisation in the next 10-20 years.**

- A** Are most qualified UK-based seafaring officers able to secure roles after qualification – what might make them more attractive?
- B** Is Merchant Navy and Royal Navy seafarer education and training sufficiently integrated?
- C** Is the “at sea” experience that students receive always structured, positive and relevant – how might this be improved? Are the sector too reliant on sea time and not focussed enough on skills demonstrated – for example through simulators etc
- D** Is the education and training, whether pitched at “apprentice” or “degree” level seen by potential students as part of the wide spectrum of career/education choices that they have or as a niche associated with a low-profile sector?
- E** What needs to happen to the seafarer education and training system to implement changes in syllabus and education in a timely manner.
- F** Given that most former cadets do not stay at sea until they retire, could and should we do more to structure post-qualification experience at sea with an eye to future opportunities ashore?

- 3 Are we in a position to defend and reinforce the UK’s leadership of global seafarer training, leading to increasing share of the global seafarer training market.**

- A** Can the UK seafarer education and training sector move to improve content and teaching methods ahead of international competitors (eg Singapore)? If not, why not?

- 4 Value for money**

- A** Is the dropout rate too high? How might it be reduced?
- B** Is the funding system too complex?
- C** How does it compare in terms of £ per job outcome compared to apprenticeships and student loans?

Current Situation

The Seafarer Cadet Review is being led by Brian Johnson, CEO, Maritime and Coastguard Agency. A Working Group of Commissioners has been formed and includes:

- Lucy Armstrong
- Mark Dickinson
- Sam McBriar
- Kathryn Neilson
- Alison Thompson

The Review came at a request from the Maritime Minister in the MSC Tasking Letter. The following success criteria has been established for the Review:

- 1.** The UK strengthens its position as the best place in the world to educate seafaring officers
- 2.** The seafarer education system ensures that we have enough of the right people for long-term success
- 3.** The seafarer education system attracts the best of STEM students
- 4.** Oversight arrangements ensure that the seafarer education system anticipates and meets users’ needs, including timely adaptation to changing need
- 5.** The seafarer education system is designed to support a range of longer-term needs, not just the requirements of the first job at sea
- 6.** The system ensures that all trainees reach a consistently high standard
- 7.** The system provides similar value for money to other high quality professional and technical education.

The Review is expected to be completed by May 2021.



Project: Future Workforce Research

The ports proposed commissioning a collaborative piece of research on **what do the likely future ports workforce and ways of working look like and how can the sector transition from the position today**. The research will explore the three interlinked key dimensions of change, the relationships between them and how potential solutions for how they might be addressed. These solutions are likely to be at both a sector level and a generic company level, plus potentially have implications beyond the sector (e.g. any implications for Government policy).

The proposal was:

Situation

The modern port is a significantly different place to the port of history. It is increasingly shaped by forces such as globalisation of supply chains automation and digitisation. It is also shaped by external imperatives such as sustainability. We expect these trends to not only continue but to accelerate.

As noted in this summary this changing business and organisational environment has important implications for the people working in the sector – both today and tomorrow. Whilst there are important advantages in the future port workplace, such as safety and greater opportunities to deploy new sources of talent, and whilst some (perhaps many) future roles are currently unknown, there are undoubtedly substantial challenges to be addressed. This is not only in terms of staffing the future state, but also crucially in making the transition in a timely, efficient but also responsible manner.

Complication

The port sector could be described as having relatively traditional or legacy workforce characteristics for an industrial/distribution sector. Skills areas are manual and operator based for important occupational categories, with a number of specialist and

relatively sector specific categories (e.g. VTS operators, harbour masters, pilots). The age profile skews towards the more mature cohorts, with a low level of voluntary churn in many occupational categories. The sector's gender mix is heavily male weighted with a 85:15 split (although better than other maritime sectors). A significant portion of the workforce work shifts and can be subject to short notice flexibility requirements.

The sector has high levels of union membership and collective bargaining coverage. Reward packages for many occupational categories are also fairly traditional, with overtime, shift premia and pensions being key features. Recruitment and promotion has historically been relatively unstructured.

Of course, a legacy basis brings strengths as well. Jobs are typically well paid as well as being around 50% more productive than the UK average and not seasonal. There is strong commitment to high quality apprenticeships and 'craft' training. In many cases a strong sense of responsibility towards the local communities around the ports, where most of the workforce hail from and where the port operator can be one of the larger private sector employers. The sector has a low to zero gender pay gap. The sector also has its own dedicated skills (and safety) entity, Ports Skills and Safety.



Positive change is occurring. Many major port operators are putting in place much more structured programmes of recruitment and promotion, as well as driving increases in diversity. Tough choices have been made on some legacy aspects, such as aspects of pensions. But the sector recognises that more change, more quickly is required. However, making this change successfully and in a responsible manner requires a better understanding of three interlinked dimensions of the future ports workforce.

Resolution

Achieving a better understanding of these dimensions, and the ways to address them is not a unique challenge to any one individual port operator (although the specifics of implementation inevitably will be).

Therefore, the major port operators wish to commission a piece of common piece of research to explore the three interlinked key dimensions of change highlighted above, the relationships between them and how potential solutions for how they might be addressed. These solutions are likely to be at both a sector level and a generic company level, plus potentially have implications beyond the sector (e.g. any implications for Government policy). The overall 'exam question' is 'what do the likely future ports workforce and ways of working look like and how can the sector transition from the position today'.

We anticipate that the research will require a mixture of desk research and structured interviews. We also anticipate that meaningful insights from the work are likely to prompt some hard thinking by a range of stakeholders, including but certainly not limited to, the ports operators themselves.

Current Situation

The bid was presented to the Commission by the UKMPG in September 2020 and was endorsed under the Scheme of Work as will engage across the UK ports sector.

Project: Exporting Maritime Education & Training

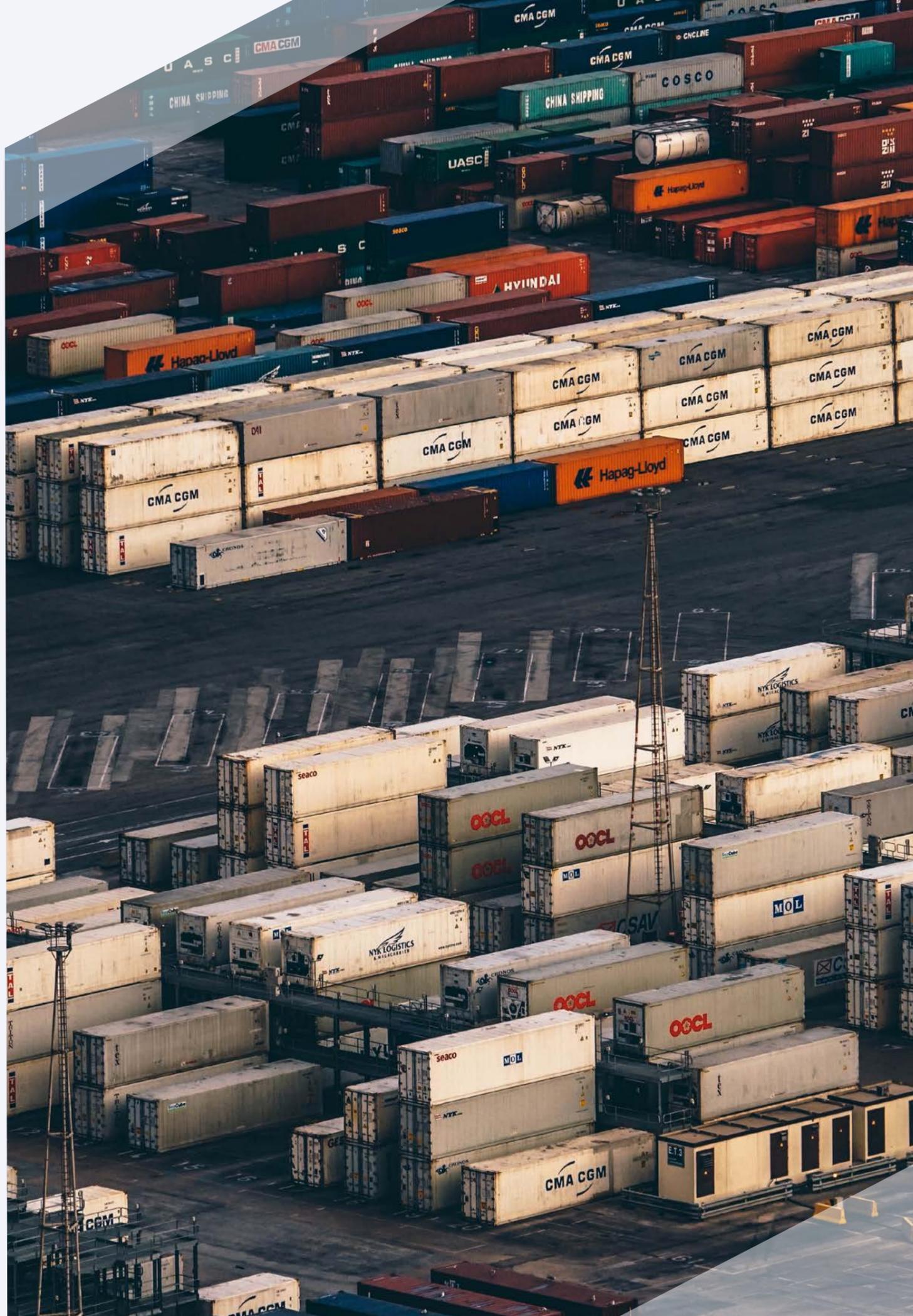
The project was proposed under the Scheme of Work and endorsed by Commissioners in September 2020. The project will commence by convening an initial meeting of those interested in exports. The purpose to start the process of bringing interested parties together and test the water for longer-term arrangements.

Objectives

1. To get a better understanding by all of the range and nature of current maritime education and training exports
2. To explore the scope for greater collaboration, both between organisations and with the Department for International Trade
3. To consider what barriers there are to greater effectiveness, and what might be done about them
4. To consider whether we should have a dedicated document showcasing the UK's strong and broad capability in this field
5. To agree whether we should have some continuing mechanism to work together

Current Situation

An initial callout to those interested has occurred and a date for the initial roundtable is expected to be held in the coming months. Updates on the project progress will be available on the Maritime Skills Commission web portal.



Project: Covid-19 and the use of Technology in Learning

Every training provider had to adapt fast to the restrictions imposed because of Covid-19, with most making extensive use of digital technology to keep learners learning. This emergency response has almost certainly brought forward the day when there is widespread acceptance of the use of digital technology in learning, by providers and by learners. We should consolidate the gains by capturing and sharing the lessons learned.

Objectives

1. To capture the lessons learned when providers made extensive use of digital technology for learning:
 - what worked?
 - what did not work?
 - what barriers remain (if any) to the wider adoption of digital technology in learning?
 - what conclusions can we draw about when digital technology is not appropriate, and more traditional methods work better?
2. To share the resulting report with all maritime training providers.

How We Listen

The Commission is committed to listening and collaborating with the sector. In 2021 we shall be hosting a minimum of two, evidence gathering workshops with the whole Commission, and further project-based evidence gathering with stakeholders.



We provide regular updates on our dedicated web portal www.maritimeskillscommission.uk, via stakeholder newsletters and social media.





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