

SCI-TECH DARESBUURY RADAR: OUR TALENT AND SKILLS STRATEGY FOR SCIENCE, INNOVATION & GROWTH



CONTENT

Our introduction and context	3
Our evidence and challenges	5
Our opportunity	10
Our solution	13
Our roadmap to success	19



OUR INTRODUCTION AND CONTEXT

Sci-Tech Daresbury continues to evolve into a thriving, expanding innovation community, that is impacting the regional and national economy. The co-location of Daresbury Laboratory (STFC), with over 50 years' heritage in world-changing science and technology facilities, with high tech, high ambition, high growth businesses, has created a dynamic and economically transformative campus.

STFC Daresbury Laboratory has world class research and facilities in high performance computing and particle acceleration, which have grown in synergy on site over decades, including the Hartree Centre (STFC). Since its inception in 2006, we have also seen over 140 highly innovative companies join the campus, bringing expertise in areas ranging from medical devices and diagnostics to data analytics, control technologies to instrumentation, renewables to advanced materials. Our ambition goes well beyond achieving excellence in technology, we want to maximise benefit to the UK economy from our know-how and facilities, and through our companies to create the jobs of tomorrow's economy. This ambition manifests itself across campus.

The skills base at Sci-Tech Daresbury spans all aspects of life sciences, engineering and digital technology, together with science, these are all skills that we know are critical to the economy, and in growing demand. But what is really exceptional about Sci-Tech Daresbury is the co-location and interweaving of this skills base with first-rate business acumen. This dynamic mix positions Sci-Tech Daresbury as a transformational engine of growth and innovation in the Northern Powerhouse.

The government has set an ambition for the UK to become the world's most innovative economy. In support of this ambition, it has committed to raising total investment in R&D to 2.4% of GDP by 2027. Sci-Tech Daresbury is a catalyst and is well placed to support this ambition.

A Joint Venture company spearheads the development of Sci-Tech Daresbury. Partners in the Joint Venture are:

- Langtree, a property development and management company
- The Science and Technology Facilities Council (STFC), one of Europe's largest multi-disciplinary research organisations. STFC is part of UK Research and Innovation (UKRI).
- Halton Borough Council, part of the Liverpool City Region Combined Authority

The **Sci-Tech Daresbury Strategy for Science, Innovation & Growth**, is the strategy of the Joint Venture delivered through collaborative working between the partners. It sets out how we are developing our campus as a national centre, where large scale science investments, innovation and entrepreneurship converge to deliver business growth and highly skilled jobs.

Our vision:

For an energised economy, driven by science, technology, innovation and enterprise.

Our mission:

To seamlessly integrate world class science and technology, innovation and business enterprise within a dynamic campus setting; to drive discovery, open up new commercial opportunities, deliver high-value jobs and sustainable business growth.

Our ambition:

To deliver an additional 10,000 high-value jobs at Sci-Tech Daresbury over the next 20 years.

Our Strategy for Science, Innovation and Growth is designed to ensure that we deliver our mission; it includes five complementary but distinctive components:

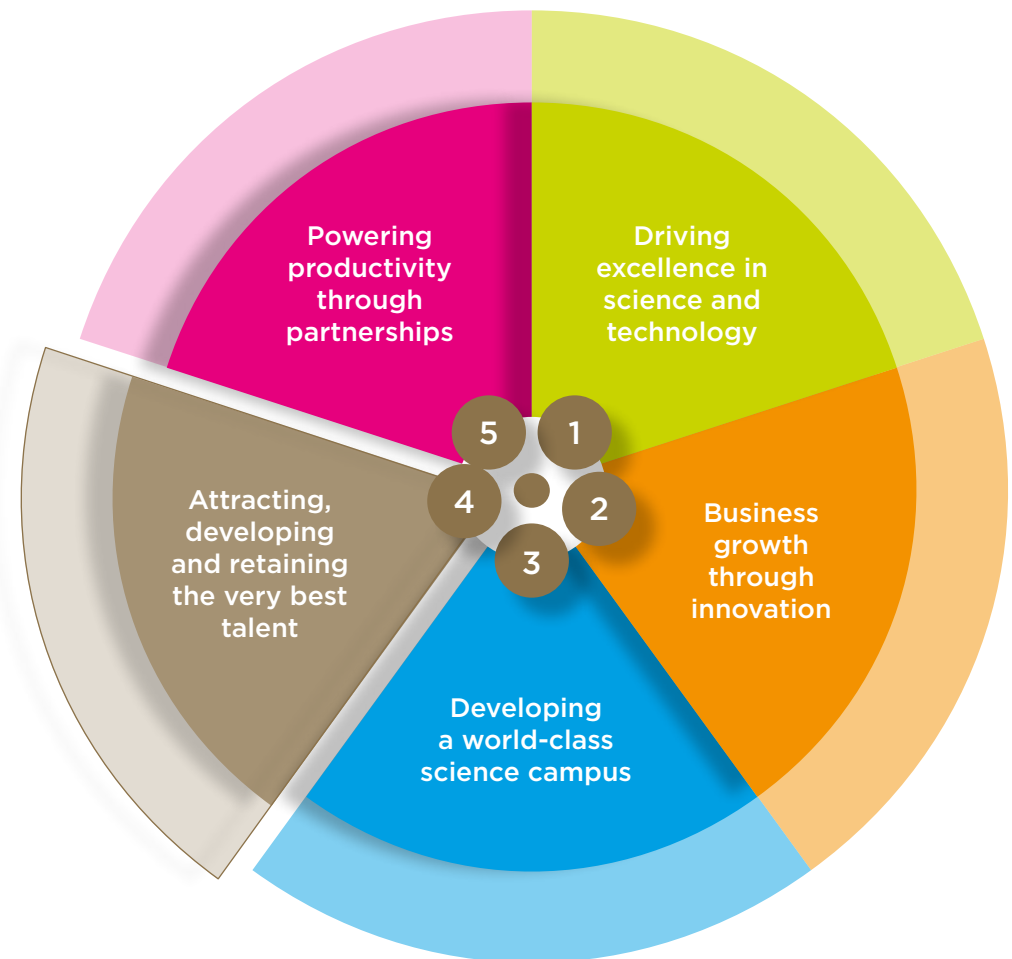
- 1. Driving excellence in science and technology**
- 2. Business growth through innovation**
- 3. Developing a world-class science campus**
- 4. Attracting, developing and retaining the very best talent**
- 5. Powering productivity through partnerships**

In relation to pillar 4, this document, our **Sci-Tech Daresbury Talent & Skills Strategy**, focuses on attracting, developing and retaining the wide range of skills and expertise essential to establishing Sci-Tech Daresbury as a global beacon of science and technology, focused innovation and entrepreneurship.

Skills and expertise are the bedrock of both scientific excellence and high-growth future-facing technology companies. They are also a key component in the quest for competitiveness and productivity.

Sci-Tech Daresbury RADAR

Sci-Tech Daresbury RADAR is the brand under which we promote and communicate our initiatives relating to talent and skills, and is a key component of the strategy. It provides an opportunity to drive focus and promote key communications in this critical area, and provides a framework for managing our interventions in a more outcome focused way. Mirroring the ambition of the Liverpool City Region (LCR) Devolution arrangements agreed with Government, Sci-Tech Daresbury RADAR offers a flexible, responsive and integrated skills and employment programme to holistically address the spectrum of skills required for business growth in our sector and on our campus.



OUR EVIDENCE AND OUR CHALLENGES

Our Talent and Skills Strategy has been shaped through over thirteen years of experience in development of the campus combined with an ongoing programme of active research and through mediums at both a national and local level. Intelligence indicates that there are a number of external and internal challenges that will impact on campus growth.



National level findings include:
are finding it difficult to hire staff with the required skills



600,000 shortfall of workers in technical vacancies in the UK



£6.3bn estimated cost of skills shortages



Digital skills gap costs the UK economy £36bn per year in loss income



The growth of the sector is expected to double the number of STEM roles by 2028



56% expect STEM skills shortage to get worse



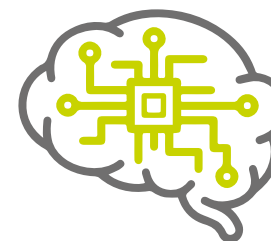
80% of businesses found recruitment takes longer than 31 days



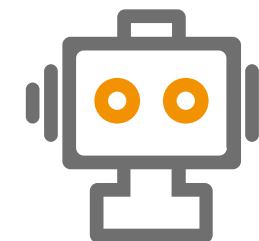
48% of STEM businesses were looking abroad to find the right skills



Key barriers were limited awareness of STEM jobs amongst students & teachers, and lack of relevant work experience opportunities (35%)



90% of jobs require digital skills



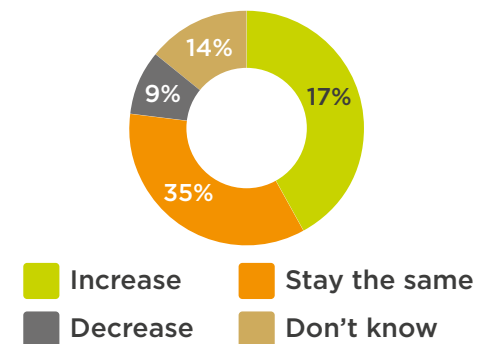
46% of employers believe that automation will increase the number of high skilled roles required in the sector

Research has been undertaken for the sector at a national level. This data has been taken from a study by STEM Learning, in April 2018 contacted **400 businesses** that rely on staff with science, technology, engineering and maths (STEM) skills.

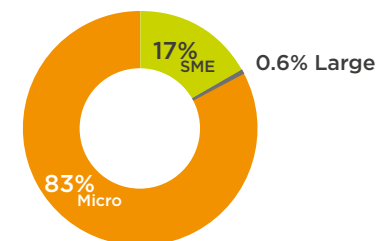
Sci-Tech Daresbury has wider links in to a network of some 500 high growth, science and technology driven SMEs and larger companies both at Sci-Tech Daresbury and from across the wider Liverpool City Region (LCR) and the North West. Intelligence from this network highlights the existence of talent and skills needs and shortages, and that the learning and support infrastructure either lacks agility or capacity to meet those needs. Therefore, there is a requirement for new solutions to talent and skills support to address these challenges.

Liverpool City Region:

Expected business growth (by turnover) in the next 12 months

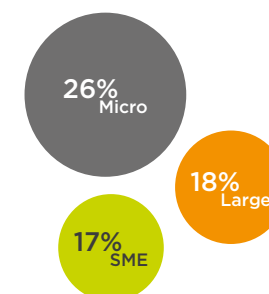


Size profile of business in Liverpool City Region, by employees:



	GVA
Advanced Manufacturing	4.3 bn
Health Care & Life Science	4.4 bn

Demand for leadership & management from size of employer



Credit: STFC

Referencing LCR Employer skills survey

Local level:

At a local level, research has been undertaken at Sci-Tech Daresbury.

Findings include:



Sci-Tech Daresbury companies/organisations employed around 1,300 individuals (including 400 FTEs within STFC)



STFC has highlighted the need to focus on the recruitment and retention of its STEM workforce which makes up 80% of the 400 employees on campus



80% of those constrained by availability of skilled workers were in Digital/ICT or Engineering companies

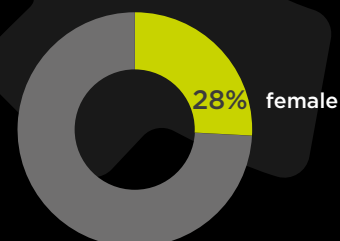
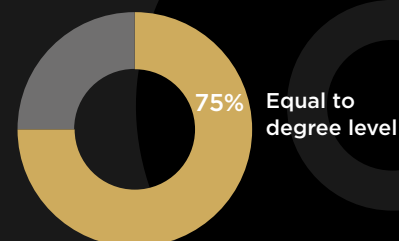
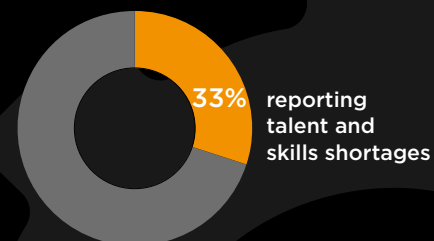


There is a requirement for a wide yet common range of skills and knowledge which include Leadership and Management, Customer Service, Project Management, and Sales & Marketing

Year on year the Sci-Tech Daresbury Company Survey has shown that increasing numbers of companies are experiencing skills needs and a shortage of talent supply. STFC needs a broad and sustainable multidisciplinary skills base to deliver its internationally leading science and technology programmes. Securing this scientific, technical and engineering expertise in the highly competitive international market will require a new and sustainable approach.

“Our strategy is about attracting, developing and retaining the very best talent to ensure that Sci-Tech Daresbury continues to thrive and maintains its pre-eminence not just in the North West but nationally and internationally.” – David Parr OBE, CEO of Halton Borough Council

Campus Companies (c 900 employees) report:

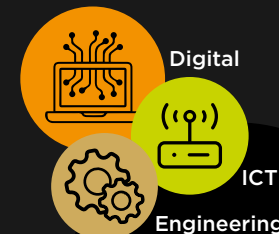


Average company size



7.8 FTEs

Sectors reporting skills gaps



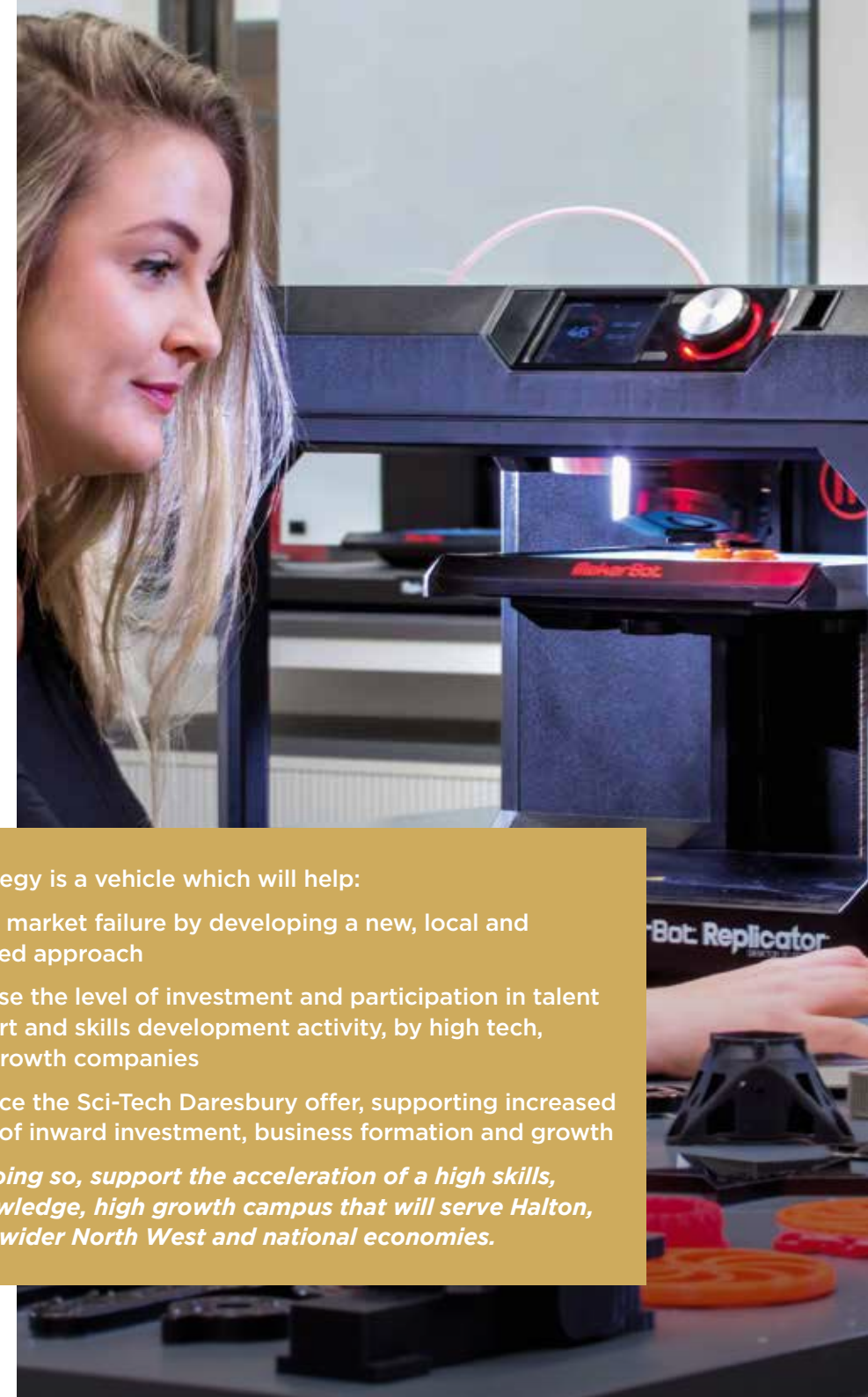
Insight gained confirms that there are three core pillars:

1. **Attract** – attracting, inspiring and involving the very best talent and creating clear talent pathways, building a pipeline of talent and skills for the future
2. **Develop** - developing the skills of the workforce and collectively forging new ways of creating long term behavioural change
3. **Retain** – engaging, inspiring and retaining talent and skills

These three core pillars underpin the RADAR brand

In developing our Sci-Tech Daresbury Talent & Skills Strategy and using our intelligence as the first step, the following principles were applied:

- Clear evidence of need
- Strong employer / stakeholder support
- Significant improvements for Talent and Skills through Sci-Tech Daresbury
- Innovative Approaches
- Test and Learn
- Demonstrable impact; benefits of talent and skills and economic case
- Value for money
- Provide excellent talent and skills support infrastructure to support Sci-Tech Daresbury, LCR work and skills priorities, and wider collaboration and partnership



Our Strategy is a vehicle which will help:

- Tackle market failure by developing a new, local and targeted approach
- Increase the level of investment and participation in talent support and skills development activity, by high tech, high growth companies
- Enhance the Sci-Tech Daresbury offer, supporting increased levels of inward investment, business formation and growth

And in doing so, support the acceleration of a high skills, high knowledge, high growth campus that will serve Halton, LCR and wider North West and national economies.

Agility Energy Realism
Maximising Opportunities
Inclusive Growth
Inspirational Flexibility
Future Focus
World Leading
Knowledge Exchange

Honesty
Collaboration
Integrity Ethical
Equality Wellbeing
Community
Ambition
Social Mobility

Impact Excellence
Innovation
Fairness

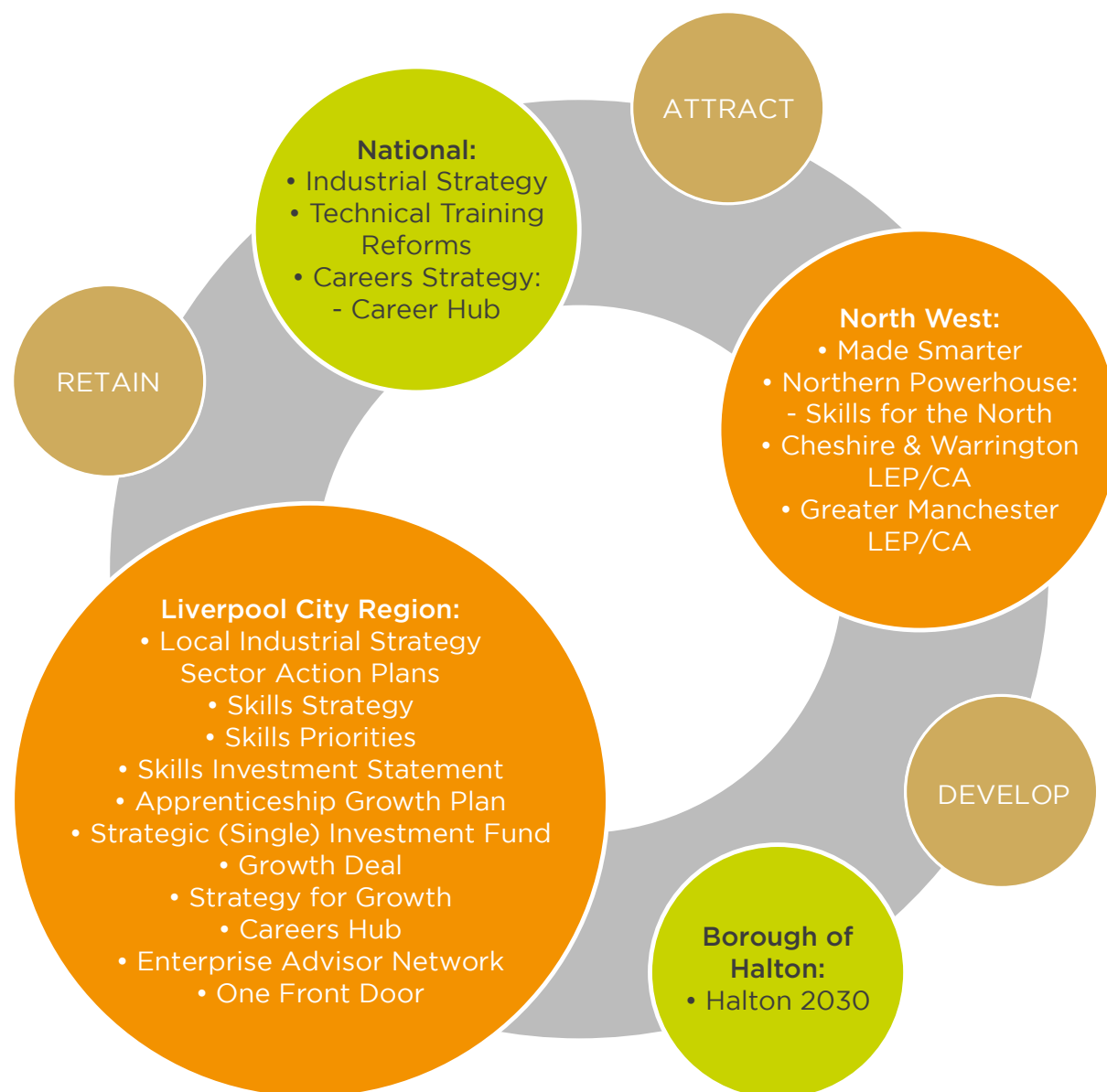
OUR OPPORTUNITY

There are a number of strategic drivers at national, regional and LCR level that will help accelerate the delivery of an additional 10,000 high-value jobs at Sci-Tech Daresbury and support a step change in improving skills and productivity for the campus and beyond.

Our Sci-Tech Daresbury Talent and Skills Strategy seeks to address the clearly identified training and development needs of some of LCR's most innovative businesses, promote access to talent and skills services, and address the long standing and extensive talent and skills gaps in higher level and STEM skills.

The supply and funding for the development of skills is crucial and public funding is a one way of helping us to reach and enable. However, there are clear gaps where additional funding is essential in achieving the objectives set within this strategy.

Our strategy is designed to align with and support the following national and local strategies and initiatives:





Working across Boundaries:

Sci-Tech Daresbury sits within the Borough of Halton; Halton is one of six Boroughs of the Liverpool City Region within the North West.

This strategy aims to support and accelerate successful business growth through the best access to talent and skills development. We recognise the importance of working with stakeholders from across geographic boundaries; we will continue to develop our strategic relationships with the Local Enterprise Partnerships (LEPs) that support our Enterprise Zone (Liverpool City Region, Cheshire and Warrington and Greater Manchester).

The following has been taken from the recent State of the North publication produced by IPPR North:

- *Northern growth won't be driven by growing its cities in isolation: modelling indicates that a UK city with twice the population will only be 1.6 per cent more productive and scale is not associated with greater productivity in the UK outside of London.*
- *The North's leading energy, advanced manufacturing and health innovation sectors are concentrated outside of cities and tend not to benefit from the economies of agglomeration in the way that is often assumed.*

The old reality:

- People need companies
- Jobs are scarce
- Employees are loyal, and jobs are secure
- People accept the standard package they are offered

The new reality:

- Companies need talented people
- Talented people are the source of competitive advantage
- Top talents make a huge difference
- People are mobile, and their commitment is short term
- People demand much more

TravelHub

Sci-Tech Daresbury is well connected. Ideally located in the Liverpool City Region's Borough of Halton, it sits between Runcorn, Warrington, Manchester and Liverpool; London is just 2 hours away by train.

TravelHub has been established to make journeys to our campus easier, healthier, more affordable and sustainable, however you prefer to travel.

sci-techdaresbury.com/the-campus/travel-hub



OUR SOLUTION

Our vision:

Through our Talent and Skills Strategy, support the delivery of 10,000 high-value jobs at Sci-Tech Daresbury over the next 20 years

Our mission:

To attract, develop and retain the wide range of sector talent and skills essential to Sci-Tech Daresbury, LCR and beyond

Our focus:

To enable science and technology companies on campus to readily access the talent and skills necessary to enable their growth and scale up

Our Talent and Skills Strategy builds on our collective strengths to create impact at local level. It will deliver an environment that will involve and inspire high class talent which in turn will:

- Accelerate the scale up of high growth SMEs
- Support the investment of medium and large scale companies on campus
- Underpin the development of key skills in Halton, LCR and the wider economy



Our outcomes:

High quality facilities and amenities are attractive to new talent and supportive to retain talent on campus (expert knowledge and support, parking, public transport, cafés, facilities, online portal)

University talent is 'wired in' to Sci-Tech Daresbury companies

Expert advice supports businesses to develop their talent and skills base

Companies develop new technology-based products and services through knowledge exchange

The campus is seen as an international community that encourages diversity and inclusion

Sci-Tech Daresbury RADAR supports the acceleration of business growth on campus

At the centre of our strategy is Sci-Tech Daresbury RADAR; an embedded partnership approach supporting employer-led talent attraction and skills development that will deliver our vision and add value by enhancing the existing local talent and skills infrastructure through connected interests.

This strategy enables a close relationship between employers and talent and skills providers, and develops a networked approach to talent and skills delivery that is 'needs driven'. At the heart of this is working in partnership with education/training providers and other key stakeholders to drive the best impact for our businesses.

Our Talent and Skills Strategy, delivered through an Action Plan, is focused on creating an exciting, inspiring, and high performing community at Sci-Tech Daresbury and beyond.

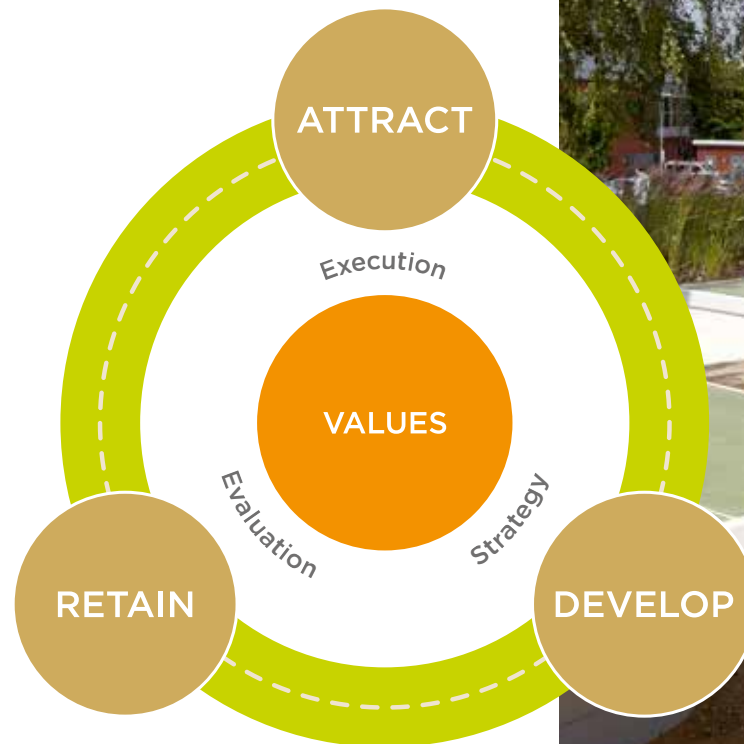
Sci-Tech Daresbury RADAR, is focused on exceptional nurturing of talent and smart investment, to drive performance and growth, in partnership with key stakeholders.

Our strategy consists of three key pillars:

1. **Attract**
2. **Develop**
3. **Retain**

Solutions will support employers in their human resource strategies to:

- > Attract, inspire and involve the best talent
- > Develop much needed skills and create talent pathways
- > Retain talent and skills



Attract

Attracting, inspiring and involving the very best talent, creating clear talent pathways and building a pipeline of talent and skills for the future

1. Profile – raise the profile of Sci-Tech Daresbury RADAR as a first point of contact for talent and skills on campus and the eco-system
2. ‘Place’ – raise the profile of Sci-Tech Daresbury as an accessible place to learn and work and the Borough of Halton and the wider Liverpool City Region as a great place to live
3. Graduates and postgraduates – strengthen strategic partnerships with universities to address delivery of the critical talent and skills needed for business growth
4. Unemployed - form strategic partnerships to support job creation and labour mobility
5. Apprenticeships:
 - I. Engage and support companies choosing apprenticeships
 - II. Develop new standards and programmes of learning to address skills gaps
6. Disruptors – form strategic relationships with talent and skills organisations who are using novel methods; collectively forging new ways of creating value and creating long term behavioural change
7. Public engagement:
 - i. Increase our reach and improve the depth and intensity of interaction with which we inspire and involve pupils and their educators of primary and secondary schools
 - ii. Provide more opportunities for work experience and placements for school, college and university students

Develop

Developing the skills of the workforce and collectively forging new ways of creating long term behavioural change

1. Enable expert input provision to SME management teams – to learn as business leaders
2. Enable skills and training support to enhance the current workforce and deliver additional skill-sets to employees
3. Address the challenge of access to expert training and support services including supporting the development of modular on-line resources
4. Facilitate more opportunities for placements and internships for school, college and university students
5. Enable businesses to support and direct universities and other learning providers to understand and better address key knowledge and skills needed by the market

Retain

Engaging, inspiring and retaining talent and skills

1. Support businesses in the development of their talent and skills strategies and associated processes and procedures through access to relevant expertise and resources
2. Embed a culture of people development linked to performance and growth
3. Support the creation of opportunities, both for progression and talent retention on campus
4. Work with strategic partners to facilitate opportunities to retain talent at Sci-Tech Daresbury, in Halton and the wider Liverpool City Region
5. Create a Sci-Tech Daresbury ‘Alumni Network’ to nurture long term inspiring relationships with students, schools and universities

Collectively we will

- Create strategic opportunities to fund these activities where funding is not currently mainstream
- Measure and communicate our impact
- Define and commit to a Sci-Tech Daresbury RADAR 'Talent and Skills Pledge'

Sci-Tech Daresbury RADAR provides a vehicle for accelerating the growth of campus companies.

Sci-Tech Daresbury RADAR achieves a more focussed approach to employer targeting and engagement and offers a co-ordinated response to employer needs. It makes the most of common interests and needs, and maximises economies of scale for both providers and businesses as well as building links with other businesses. Sci-Tech Daresbury RADAR provides business and skills support to SMEs to ensure that companies are better prepared for growth and scale-up.

This includes:

- Skills Brokerage
 - Business needs analyses and strategic workforce development planning
 - Links to talent and skills provision
 - Coaching and mentoring support
- Talent and Skills services
 - Skills and training programmes
 - Fundable programmes
 - Business support for independent and small businesses eg. strategies and processes
- Campus life - as a community of good practice



The Armed Forces Covenant

Sci-Tech Daresbury Joint Venture recognises the value serving personnel, reservists, veterans and military families bring to our campus businesses. We will seek to uphold the principles of the Armed Forces Covenant.



Our Community

Hallwood Park Primary School:

"The children's engagement in science has reached new enthusiasm. I think the passion and energy shown by the staff who came into school really enthused the children and for days and weeks after I have had children bring in work they had completed independently without me setting.

I also believe that this has given the children an insight into how exciting the field of science can be, and how we here in the UK can play a huge role.

Overall, I thought the project was a huge success, and I would encourage any school to take up the offer if the opportunity arises."

Custerian:

"We have had the pleasure of engaging with the Talent and Skills team since early 2018. Since our first engagement, the team have guided and supported us in the scheduling of over 12 training programmes, blended across soft skills, technical and leadership training for 10+ delegates at Custerian.

As a small business, it has allowed us to focus on the development and talent retention of the most important asset to our business, our people!

It was a great advantage that we were able to bespoke the training specific to the important role they play in the business day to day, and also fulfil their individual personal development needs (APMQ, AGILE SCRUM, SITUATIONAL LEADERSHIP to name a few)."

Olsen Actuation:

"The Talent and Skills team helped in a big way in the interview and selection process of our new Account Managers. We were in the position of wanting to take on two new staff but were unsure of what steps to take to ensure that we recruited staff with the right cultural fit for our business.

We were helped to put together an assessment and interview process and break this down into sections. As a result the day was very organized and it helped us by allowing us to sit back and observe the candidates rather than be involved first hand.

Our original intention was to take on one new member of staff, at a push two, however with the quality of the candidates and the way the interview process was run, we decided to take on three candidates for the business."

Global EMEA:

"We have recently been involved in meetings on campus titled "WAR ON TALENT": what it has given us is an insight into what is required to make our business move forward not just with recruiting the right people, but essentially it has opened up other opportunities by meeting other businesses on campus and sharing and discussing their experiences."

**Windmill Hill
Primary School:**

"By having presenters from both genders it allowed the children to see that jobs surrounding science are not just for boys."



Graphic Design Year in Industry student:

"Having come from Sheffield Hallam University into working at the Science and Technology Facilities Council, I have thoroughly enjoyed my time at Sci-Tech Daresbury. I have worked within the science and industry sectors on world-leading projects, and this unique campus has offered me many opportunities. My time here has enabled me to secure a full-time job role upon completing my university degree."

OUR ROADMAP TO SUCCESS

The opportunities are clear both for Sci-Tech Daresbury campus companies and for the STEM sector as a whole; our view is to drive a coherent approach through strong partnership working to address these challenges.

This strategy addresses the broad and typically complex supply of talent and skills training and provides a simple 'front door' through Sci-Tech Daresbury RADAR for businesses to meet their shared skills for growth objectives.

One of the key opportunities of the STEM sector is to drive a closer and more efficient coupling of universities and other learning providers with businesses that are scaling up with critical needs in talent and skills supply.

Our progress towards our ambition of delivering an additional 10,000 high-value jobs over the next 20 years will be monitored through a range of mediums including the annual Tenant Survey, the skills steering group and through the high-level boards that govern the Joint Venture company and the Sci-Tech Daresbury Enterprise Zone.

This strategy leads us towards an ambitious future for Sci-Tech Daresbury, which is already a thought-leading campus, with a strong national and international reputation. We will deliver professional support designed around the needs of our companies, create the right connectivity and networks for our enterprising science and innovation community, nurture world-class talent and the ability to recruit locally, and build the enabling physical infrastructure and environment that encourages this to flourish.

With the aim that Sci-Tech Daresbury achieves its vision of delivering 10,000 jobs on campus, the Board is committed to creating, driving through, nurturing and maintaining Sci-Tech Daresbury RADAR for the Borough of Halton, LCR and North West and in this way play a full role in supporting the delivery of the UK Industrial Strategy.





Situated between Manchester and Liverpool, and no more than half an hour's drive from either airport (between them serving over 250 destinations worldwide), Sci-Tech Daresbury provides easy access from the region, the UK and beyond.

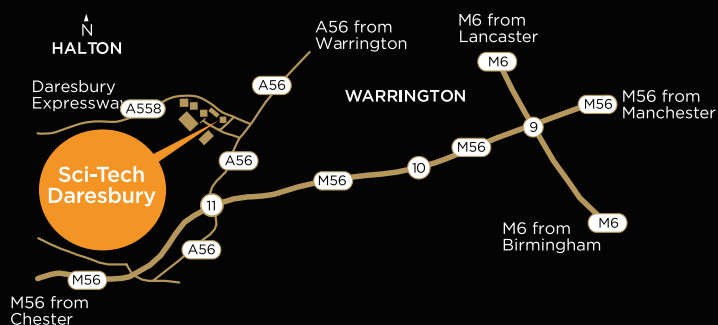
A Joint Venture between

Langtree



Science & Technology
Facilities Council

UK Research
and Innovation



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