



**MARITIME SKILLS
COMMISSION**

MARITIME SKILLS COMMISSION ANNUAL REPORT

OCTOBER 2021



**Maritime
UK**




Foreword

I am delighted to introduce the Maritime Skills Commission's second Annual Report.

As part of the implementation of Maritime 2050, the Department for Transport and Maritime UK established the Maritime Skills Commission in 2020 to lead the sector's work in ensuring that it has a pipeline of talented people to serve all of the maritime industries: shipping, ports, leisure marine, engineering, science and professional services. We report both to the Maritime Minister and to the National Council of Maritime UK—helping to ensure awareness and engagement from all relevant stakeholders.

Since the Commission was formed 18 months ago, we have progressed our Scheme of Work at pace to assist the sector through the pandemic and to understand what building back better means for skills.

The first key project tasked by the Maritime Minister to the Commission was to undertake a Seafarer Officer Cadet Review, led by Commissioner Brian Johnson, Chief Executive at the Maritime and Coastguard Agency along with a dedicated working group of other Commissioners. The recommendations were set out in a report released in June and can be found on the MSC website. This annual report outlines how the recommendations will be taken forward through an oversight committee. I am personally grateful to Brian and the working group, along with other stakeholders involved, for progressing this review with urgency and dedication. Translating the recommendations into delivery is crucial to the further development of seafarer education.

Huge thanks must be given to the Commissioners who have worked tirelessly to ensure that the Scheme of Work is delivered by serving on project groups and providing their valuable expertise and giving up time to the commission. I would also like to thank them for being part of communicating the commission's work to the sector and

other stakeholders through a comprehensive programme of webinars, podcasts and events. We are here on behalf of the sector, and we are determined that we are as accessible and engaging as possible.

Thanks to the strong foundations laid by the Commission since its inception, more and more people are looking to us to answer questions, undertake analysis or develop recommendations. That the MSC has earned that position is testament to the support from Government and those that have volunteered their time, thoughts, and expertise to our work.

This report shows the progress to date and importantly what is on the horizon. This includes a significant focus on green skills. Responding to climate change is the greatest challenge of the age, and the maritime sector has a unique role to play in the decarbonisation process. Whilst there is huge focus on technology, there is often less discussion on the skills required to enable the transition, or a robust road map on how we ensure that is a just transition for those working in carbon-related industries. The MSC is determined to help lead this discussion and provide some much-needed guidance in this area. The commission held its first evidence session in July and we are looking forward to a scoping forum for the project at COP26 in November.

The commission is committed to working closely with colleagues across the sector, and we encourage stakeholders to get involved with the scheme of work, and get in touch with ideas, questions or suggestions, for how we can ensure we continue to deliver against our objectives.

I hope you find the annual report useful, and I look forward to working with you over the next 12 months.

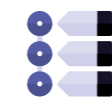
Graham Baldwin
Chair, Maritime Skills Commission



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Timeline

2020

January-June 2020

- Chair, Professor Graham Baldwin, announced
- Membership mapping undertaken and guidance released
- Engagement with National Council as part of Commissioner scoping exercise
- Commissioners confirmed and announced
- Labour Market Intelligence Scoping commenced

July 2020

- Tasking Letter received from the Maritime Minister outlining objectives, reporting and next steps
- First meeting of the Commission

October 2020

- Third meeting of the MSC
- First Annual Report released
- First 'Meet the Commissioners' webinar during Maritime UK Week
- Future Ports Research project endorsed to commence in winter 2020
- Digital Learning and impacts of COVID-19 project commences
- Exporting Maritime Education and Training project commences and an initial discussion held with DfT and DiT
- Regular Seafarer Cadet Review Working Group meetings
- Initial briefing meeting with Minister Robert Courts

November 2020

- Meet the Commissioners podcast recordings commence
- Regular Seafarer Cadet Review Working Group meetings held with stakeholders

December 2020

- Exporting Maritime Education and Training webinar held
- Exporting Maritime Education and Training Directory launched
- Future Ports Workforce project commences with desk research
- Regular Seafarer Cadet Review Working Group meetings held with stakeholders

2021

January 2021

- A new 'Meet the Commissioner' podcast series released
- Fourth meeting of the Commission
- Careers in Maritime Ashore project endorsed to commence
- Regular Seafarer Cadet Review Working Group meetings held with stakeholders

February 2021

- Meet the Commissioners podcasts released and will be shared regularly
- First MSC newsletter released
- Regular Seafarer Cadet Review Working Group meetings held with stakeholders

March 2021

- Digital Learning Report released
- Digital Learning Report dissemination webinar
- Meet the Commissioners podcasts released
- Regular Seafarer Cadet Review Working Group meetings held with stakeholders

April 2021

- Fifth meeting of the MSC
- MSC present at Department of International Trade's Delivering Sector Knowledge session
- MSC present to Maritime Masters
- Seafarer Cadet Review Working Group meetings

May 2021

- Careers in Maritime Ashore project concluded with qualification on Open Award
- Stakeholder meetings held on draft Seafarer Cadet Review report
- MSC and ILO high level policy exchange briefings with Indonesia Government

June 2021

- Scoping session for People, Behaviours and Soft Skills project
- Seafarer Cadet Review Report and Recommendations launched

July 2021

- MSC celebrates one year
- Sixth meeting of the Commission with first evidence based session on Green Skills

August-September 2021

- Commission hosts joint reception with Maritime Skills Alliance during London International Shipping Week
- Careers into Maritime Ashore presentation at MSC Educational Showcase during London International Shipping Week

October 2021

- Work commences on visible leadership/ storytelling videos for People, Behaviours and Soft Skills project in collaboration with Diversity in Maritime
- Indonesia Opportunity Webinar
- Second annual report released
- Seafarer Cadet Review moves into implementation

On the horizon

- Green Skills Forum at COP26
- MSC strategy session
- Revised Scheme of Work to be announced in early 2022



Objectives

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 2020.

Maritime UK's Diversity in Maritime Taskforce and Careers Taskforce work closely with the Commission to ensure their work programmes reflect the Commission's objectives and Scheme of Work.





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.

Objectives	Scheme of Work/Project
1 to 7	Labour Market Intelligence Report February-August 2020 COMPLETED
1 to 7	Seafarer Cadet Review September 2020-June 2021 REPORT LAUNCH IMPLEMENTATION July 2021 onwards
1 to 3	Future Ports Workforce Research COMMENCED December 2020
7	Exporting Maritime Education and Training COMMENCED December 2020 ONGOING PROJECT
4	Digital Learning COMMENCED December 2020 REPORT DELIVERED March 2021
2 to 7	Careers in Maritime Ashore February-May 2021 COMPLETED
1 to 7	People, Behaviours and Soft Skill COMMENCED June 2021
1 to 7	Green Jobs and Skills COMMENCED July 2021
2 to 7	Current and future skills survey COMMENCING late 2021



Project: Seafarer Cadet Review

The Review was requested because the numbers of UK Merchant Navy officers being trained employed and has seen a steady decline over several decades. Although the training offered in the UK is seen as good by the rest of the world, like all things it needs modernising to keep pace and to strengthen its position in the international education arena.

A Working Group, Chaired by Commissioner, Brian Johnson, Chief Executive of the Maritime and Coastguard Agency along with other Commissioners was formed in September 2020. On Thursday 24 June the Commission released the Seafarer Cadet Review Report and Recommendations. A dissemination webinar was held Wednesday 30 June to engage with stakeholders and the wider sector. A copy of the webinar and report can be found [here](#).

The report contained the multiple recommendations of the Cadet Training Review Group of the Maritime Skills Commission. The report stated that implementation of these recommendations will address a growing gap between the international shipping sector's skills requirements for new officers and the training and education received by cadets'.

Technology changes in shipping, driven by decarbonisation and technology innovation, will continue to increase this skills gap over the next 10-15 years. The roles in shipping will change and the nature of the interface between people and machines will evolve substantially. The propulsion options being considered for deep sea shipping will bring a need for a step change in safety management in the sector—

serious accidents resulting from poor operation of ships utilising these fuels could have immediate disastrous consequences some considerable distance from the ship. This transition to behavioural safety can only happen through skilled leadership.

Providing that the UK can now rapidly evolve how its seafaring officers are educated and trained, will provide an opportunity for the UK to supply the growing demand for officers with differentiated leadership and technical skills. This will create well paid employment with knock-on benefits to the UK economy.

The development of a pipeline of officers with these increasingly important skills will be of importance in ensuring that the UK delivers the ambitions set out within the Maritime 2050 strategy in the arenas of autonomy and decarbonisation and in ensuring that the maritime services sector fulfils its future potential.

Refreshing the seafarer training system in the UK will allow the well-regarded UK maritime training sector to strengthen its position in the international education arena, attracting foreign income into the UK.

Current Situation

The Cadet Training & Modernisation Programme is now being established, coordinated by the MCA, which will draw input in from around the maritime sector. In doing so, this will further shape the recommendations and, following the outcomes of appropriate consultation, implement changes over the next two years.

A Cadet Training & Modernisation Oversight Committee has been set up reporting to the Minister and is formed of the following:

Lucy Armstrong
Chair, Port of Tyne/Maritime
Skills Commissioner

Graham Baldwin
Chair, Maritime Skills Commission

Mark Dickinson
General Secretary, Nautilus International/
Maritime Skills Commissioner

Brian Johnson
Chief Executive, Maritime and
Coastguard Agency/
Maritime Skills Commissioner

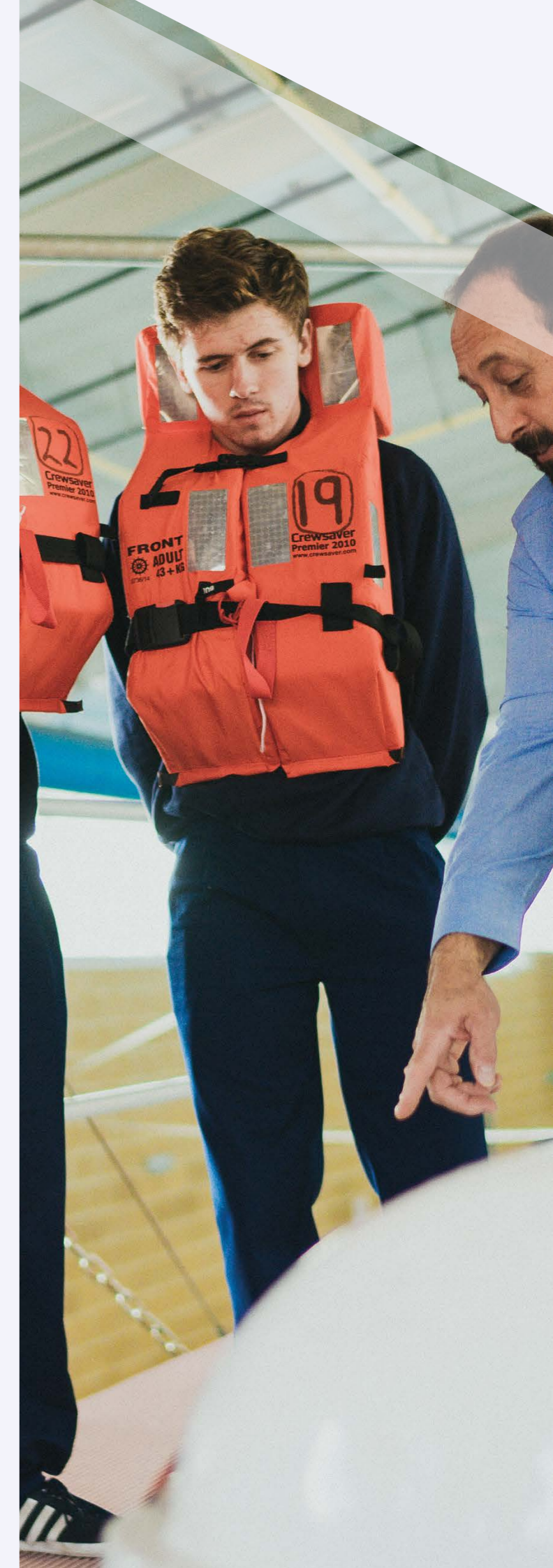
Ian McNaught
Deputy Master, Trinity House

Graham Westgarth
Vice President, UK Chamber of Shipping

Petra Wilkinson
Director of Maritime, Department
for Transport (Chair)

A full-time Head of Cadet Training & Modernisation Programme has now been appointed and will set up the necessary team and working groups that, alongside the MNTB, will draw in expertise from around the UK maritime sector.

Regular updates will continue to be provided on the dedicated project page.





Project: Future Workforce Research

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.

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.

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).

Scope

The major port operators are commencing a piece of research to 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 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’.

The project will include a mixture of desk research and structured interviews.

TALENT & SKILLS

- Attracting & retaining
- Core skills in short supply (e.g. engineering, marine)
- New skills in competitive fields (e.g. IT, digital)

DIVERSITY

- Attracting and developing talented people of all genders and ethnicities, reflective of the communities in which we operate
- Having the working environments and practices that allow all to thrive

WAYS OF WORKING

- Working practices that reflect both the changing needs of business but also changing expectations/requirements of the workforce
- Effective and constructive collective relationships

Current Situation

The project commenced in late 2020 and the University of Strathclyde Business School was selected to undertake the desk research. Interviews began in February 2021. A Working Group made up of Commissioners and HR Directors from the major ports group was formed and includes:

- [Lucy Armstrong](#)
- [Douglas Lang](#)
- [Alison Rumsey](#)
- [Nikki Sayer](#)
- [Karen Waltham](#)

The findings are being discussed with stakeholders and the working group and will be released in late 2021.

Project: Exporting maritime education and training

Objectives

The seventh objective to “Increase exports of maritime education and training” is a little different from most of the others, with the emphasis on providing a service.

Progress to date

The Maritime Skills Commission began this work with a very well-attended online event in December 2020 designed around mutual introductions. The Commission was supported by colleagues from the Department for International Trade’s maritime and education teams, and also featured the experience of Virsec, an online training provider which had just won Maritime UK’s award for international trade.

At the same event the Commission launched a Directory. The main aim was to support contact between potential partners within the UK, particularly to help them build partnerships when bidding for opportunities overseas. The Commission are also using the Directory to brief themselves so that are well-placed to respond to ad hoc enquiries. The Directory is now up to its seventh edition, featuring 21 organisations, covering colleges, universities, private companies and professional bodies, with a good range across the sector.

In the Spring the Commission summarised the UK’s maritime education and training capability in an online briefing of diplomats overseas, arranged by the Department for International Trade’s maritime team. This was part of a regular series of “Developing Sector Knowledge” briefings and an invaluable opportunity to build awareness.

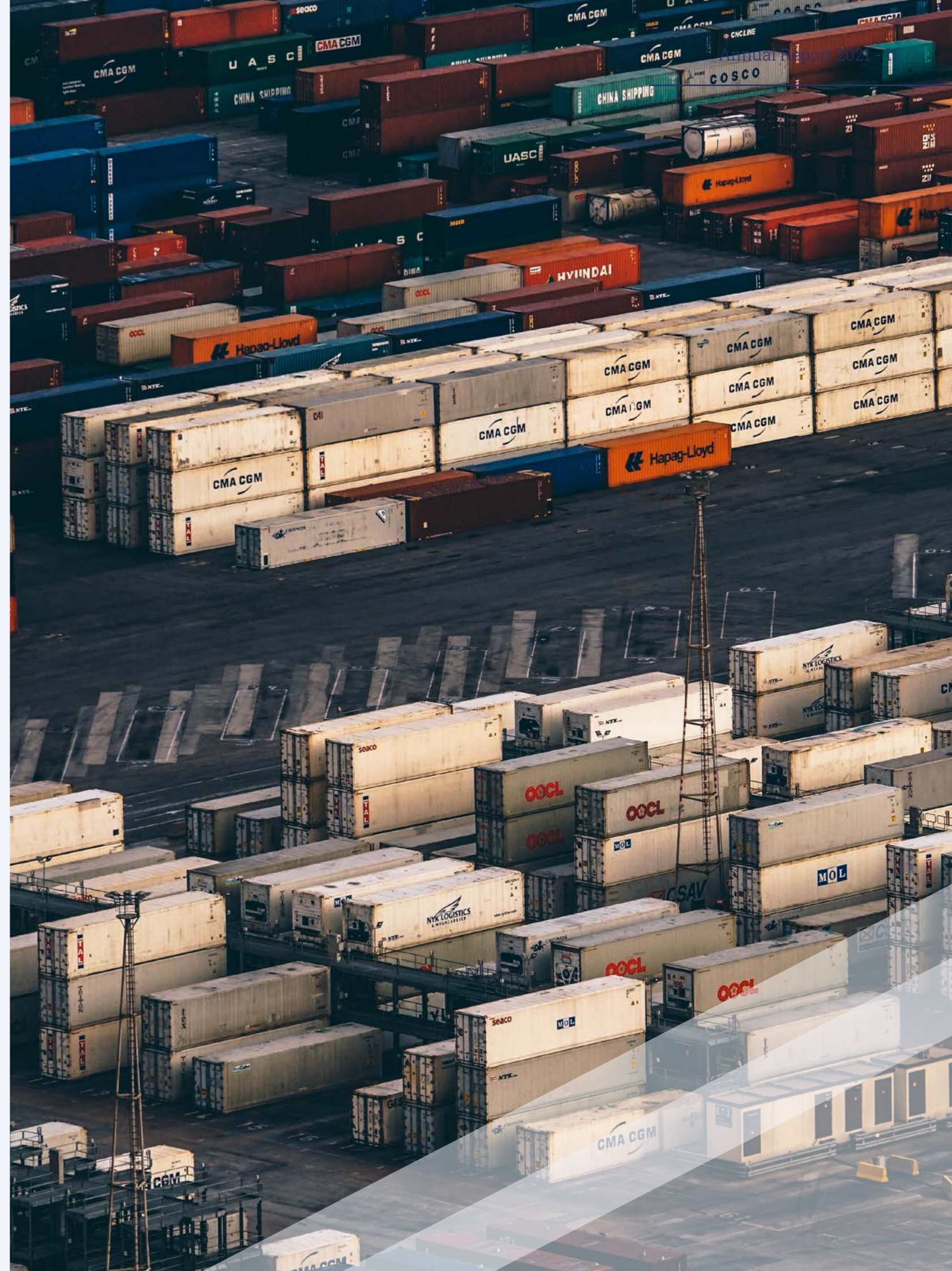
Building on our growing range of contacts, the Skills for Prosperity team in Indonesia (a UK-funded initiative managed by the International Labour Office) invited the Commission’s Chair, Graham Baldwin, to present to a select group of ministers and senior officials. The Indonesian Government intends to create a Maritime sector skills council, and Commissioners were invited to explain how the Commission works as part of the Government’s fact-finding programme.

That invitation led to another from the Indonesia-UK Skills Alliance, a subsidiary of BritCham, British Chamber of Commerce in Indonesia. The theme of the event was “improving employability” and in a good example of the many cross-overs between different Commission projects, Commissioner Iain Mackinnon presented the Seafarer Cadet Report, emphasising the intention to improve employability for both Cadets and their employers.

Drawing the different themes together the Commission hosted a webinar in early October focused on “The Indonesia Opportunity”. The session was designed to show colleagues in the UK, with no or limited exposure so far, the range and scale of opportunities in Indonesia and providing a case study—the City of Glasgow College—to explain their experience so far. The Commission also worked with the Embassy in Jakarta to secure presentations by DIT colleagues based in Indonesia, and the Indonesian Ministry of Transport, which talked about particular opportunities they were keen to see taken up by partners in the UK.

The next steps of this objective will be discussed with Commissioners at a strategy session in December 2021 and reflected in an refreshed Scheme of Work in 2022.

Find out more about the objective [here](#).





Project: Digital Learning

Much of the Commission's work is strategic in nature, but we also need to keep an eye on, and respond to, our fast-changing context. That's why in Autumn 2020, soon after the Commission was formed, a "rapid review" of digital learning was undertaken and the findings published in March 2021.

Objectives

The first Covid-19 lockdown led colleges and universities to suspended in-person learning and switch rapidly to online methods instead. Soon after that they started exploring better ways of managing the new situation, quickly recognising that effective online learning meant far more than putting up a recording of a classroom-based lecture.

The Commission wanted to capture those lessons learned while they were still fresh and share the results so that everyone could make the most of the potential of online learning as a complement to more traditional methods and to understand:

- What worked?
- What did not work?
- What barriers remain (if any) to the wider adoption of digital technology in learning?
- What conclusions can be drawn regarding when digital technology is not appropriate, and more traditional methods work better?

Progress to date

A small working group of Commissioners was formed to oversee the project comprising of:

- [Iain Mackinnon](#)
- [Colin McMurray](#)
- [Kathryn Neilson](#)
- [Nikki Sayer](#)

Lars Lippuner and Carole Davis of Solent University, Southampton won our tender and provided the Commission with a stimulating report exploring in detail the university's own experience in managing these changes, as well as experience elsewhere.

Solent University's report made a series of recommendations for how both learners and lecturers could get more benefit from online learning—and should be helped to do so. The authors also pointed to changes which professional, statutory and regulatory bodies ought to consider in order to remove barriers.

As part of the Commission's role is to stimulate discussion and reflection the report was used as the basis for a broader discussion at the launch event in March 2021. The event drew-in international experience from Virsec and the Institute of Chartered Shipbrokers and assessment expertise from the Scottish Qualifications Authority, as well as emerging thinking on new approaches to regulation from the Maritime and Coastguard Agency.

The report and launch event can be [viewed here](#).

Project:

The Careers to Maritime Ashore

The Careers to Maritime Ashore project has created a new qualification preparing adult re-trainers, school and college leavers for shore-based maritime roles. The qualification is designed to provide a stepping-stone for people to gain a basic level of understanding of the various roles available and to assist making informed choices about working in the industry.

Objectives

The project was established to align with 2-7 of the Maritime Skills Commission's objectives and to deliver the follow:

- To raise the profile of the industry within schools and colleges
- To offer an introductory listed qualification for post 16 providers
- To ensure Maritime shore careers are more visible and accessible
- To establish a pool of trained candidates for employers
- To ensure the highest level of excellence within the industry in shore-based roles
- To raise the level of skilled personnel within the UK in line with Maritime 2050 priorities.

Current roles in maritime ashore include:

- Port operations (agency, vessel operations, chandlery stevedoring, customs)
- Commercial (shipbroking, chartering, sale & purchase)
- Operations (crewing, surveying, superintendent)
- Legal (P&I, loss adjustor, arbitration, marine insurance)
- Regulatory (marine surveyor, MCA, Port State Control, UK Border Force)
- Shipbuilding (naval architect, boatbuilder)

The new qualification will:

- Provide a L3 Certificate in Maritime Studies (Open Awards)
- Require a minimum 18 credits and total learning time 300 hours

and be

- ESFA funded (subject eligibility) at £1,645 weighted
- Approved for 'first L3 Offer' and listed as DfE high value qualification
- UCAS 24pts (equiv 1 x A level)
- Available progression from L1 & 2
- Assessed through non-exam based assessment
- Fully Supported by the Institute of Chartered Shipbrokers.

The structure of the qualification is that learners complete 5 units comprising of both of the core units and three of the optional units which are:

- Core units
 - Roles in maritime
 - Vessel types and design
- Optional units (for shoreside)
 - Port services and operation
 - Commercial shipping operations
 - Maritime trade
 - Managing a marine business
 - Vessel construction and engineering



Progress to date

The project has now concluded and a new qualification from Open Awards aimed towards shore based roles in the Maritime Industry is now available. You can find out more about the qualification here. Traditionally, maritime training and qualifications has been aimed at sea cadets and those wanting to go to sea but this new Level 3 Certificate is designed for 16-18 year old

students, as well as adult re-trainers, who are aware of the shipping sector and who want to learn more about the careers available and a basic understanding of the industry.

The course was successfully delivered at Hugh Baird College in Liverpool in conjunction with Marine Society College and is now available at the North East School of Shipping based at Stockton Riverside College.

With thousands of people employed in the shore side roles of the shipping industry this is the perfect 'first step' into a career which is desperate for new, dynamic and diverse people to fill the skills gap.

The course is now live with Open Awards so any existing centre can register learners.

The Commission is grateful to Nikki Sayer, Director at Casper Shipping and a Commissioner, James Bullar, Lead Consultant (Maritime) and Darrell Bate, Director of Maritime Training and Development, Marine Society for delivering this project.

More information can be found [here](#).





Project:

People, Behaviours and Soft Skills

The Maritime Skills Commission has commenced a new project to look at soft skills and behaviours for all levels of the workforce and management leadership skills across the UK maritime sector.

As the strategic body responsible for leading the sector's work in ensuring there is pipeline of talented people the Commission is committed to making sure that all levels of employees have the soft skills and behaviours required to be inclusive and progressive.

In the Commission's Labour Market Intelligence Scoping Report, launched in 2020, it stated:

- If the Commission wants to help companies to see skills problems in the round, it could publish practical guidance, perhaps with a title like "What can you do about Hard to Fill vacancies?"
- Should the Commission decide that it wants to publish "think pieces" to stimulate debate, an early topic might be to challenge traditional thinking about recruitment, perhaps with a provocative title like "Do you really need a Master Mariner for that role?"

Taking the recommendations and conversations coming out of current and future projects including Digital Learning, Future Ports Workforce Research and the Seafarer Cadet Review, the Commission believes that now is the ideal time to progress a project to focus on people management, soft skills and behaviours.



Objectives

The initial objective was to establish a roundtable discussion with Commissioners to design a project which covered People Management (HR), Soft Skills and Behaviours.



Current Situation

The roundtable was held in summer 2021 and the discussion were tabled at the July Commission meeting. It was agreed a working group should be established and formed of the following people:

- [Karen Waltham](#) (Lead Commissioner)
- [Lucy Armstrong](#)
- [Kerry Hourihan](#)
- [Iain Mackinnon](#)
- [Linton Roberts](#)
- [Alison Rumsey](#)
- [Nikki Sayer](#)
- Vineson Tan, People and Culture Consultant, BP Shipping
- Susan Thomson, Head of Operations, BP Oil International

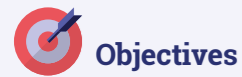
The working group has met twice and the agreed initial pillars of work for this project will include:

- Establishing strategic frameworks around 'Organisational Values'
- Telling the business case for 'Professional People Management'
- Creating 'Storytelling on positive culture and visible leaders/leadership excellence'.

It is acknowledged that the education and upskilling of behaviours and soft skills is not the same as the training of technical competence.

The working group will be holding evidence gathering and stakeholders' sessions in 2021-22 and further information will be provided on a dedicated project page.

Project: Green Skills



The UK maritime sector has significant work to do as it transitions to net-zero. To ensure we are successful in doing this it is critical that we understand what skills will be required to underpin the transition and to ensure workers are able to adapt and transfer from areas of decreasing employment.

“Greening the Giants”, Onward ThinkTank states that some 1.7 million new & green full-time equivalent roles could be created by 2030 and at least 900,000 would relate to energy efficiency and low-carbon heating. They state the other half would come from existing roles made greener. We need to be mindful that there are many jobs that will be required into the future, and we must ensure that the current and future workforce has the transferable skills in place to adapt.

 **Progress to date**

In July 2021, the Commission held their first evidence gathering session to start to unpick green skills. Two presentations from the Cornwall Marine Network and Green Jobs Taskforce confirmed that this would be a critical piece of work for the Commission. The Commission committed to weaving the green skills agenda through its updated Scheme of Work in 2022 but to be able to do this the Commission needs to hear from industry about what is currently working; what challenges will be faced and, importantly, what does ‘green skills’ mean to different parts of the sector.

A scoping forum has been confirmed for Wednesday 3 November during COP26 which will hear from a range of speakers about what they will require to reskill/retrain their workforce to transition to net-zero. The thinking and the findings will be written into a recommendation paper which will be launched in 2022.





Other activities and how we listen

The Commission is committed to listening and collaborating with the sector.

In 2021 we have

- ✓ Released Meet the Commissioner [podcasts](#)
- ✓ Held dissemination webinars on our reports and projects to discuss, learn and share. All webinars are shared on our [web portal](#)
- ✓ Held a live-streamed [Educational Showcase](#) during London International Shipping Week
- ✓ Co-hosted a reception with the Maritime Skills Alliance during London International Shipping Week
- ✓ Released newsletters
- ✓ Held our first evidence gathering session in July 2021 and we will be holding a [Green Skills Forum](#) during COP26
- ✓ Regularly updated our project portal
- ✓ Written articles in a series of publications
- ✓ Shared updates on LinkedIn and Twitter





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