



Right skills for the right future (RIGHT)

1. Project idea identification

Project Type	Expression of Interest
Call	Call 4 June 2017: Expressions of Interest
1.1 Project title	Right skills for the right future
1.2 Project acronym	RIGHT
1.3 Lead Beneficiary	Hordaland fylkeskommune
1.4 Start Date	21/10/2018
1.4 End Date	31/12/2021
1.5. Programme Priority	Priority 1 Thinking Growth: Supporting growth in North Sea Region economies
1.6. Specific objective	1.2 Enhance regional innovation support capacity to increase long-term innovation levels and support smart specialization strategies

2. Project description

2.1 Project Summary The EU Joint Research Centre annual conference, held in Brussels October 2016 was entitled "Human capital for territorial growth". The objective of the conference was to discuss how Member States, regions and cities can harness the potential of their human capital under the current socio-economic and environmental challenges to make their territories more dynamic, creative and resilient to external shocks. RIGHT project intends to contribute to territorial growth in the North Sea Region by connecting smart specialisation strategies to human capital and the skills of the workforce. The project will define existing and potential regional growth sectors and sub-sectors. It will unlock innovation capacity by uncovering the barrier and bridging the skills gaps. Further it will ensure the workforce has the necessary skills to remove the barrier and realise the potential for growth. The project is a pilot in that it will build methodology, knowledge and understanding. It will design and test tailored educational and training programmes and initiatives designed to bridge the skills gap in a fast changing skills environment in emerging and Growth sectors. The methodology and results will be implemented by the partner regions to give long-term impact and the idea is to roll out the success stories in other North Sea regions and Europe.

2.2 What are the shared territorial challenges that will be tackled by the project? Our future production opportunities are largely characterised by the competencies of the population. Education and lifelong learning have a major role to play in the innovation capacity of a region and society. Low levels of education and lack of capacity of the education sector, including vocational training and adult education, can hold back innovation. The partners foresee a need to take control and to learn how to keep a clear focus in times of radical disruptive innovations in our industries. The public sector and education sector need to find ways to keep track of the fast changing environment and adapt policies, tools and education systems accordingly. An ageing workforce and immigration levels create needs in further education and training in a life-long learning context. The current systems are not satisfactorily adapted to future challenges in, for example, automation, robotisation, artificial intelligence etc. In addition, we foresee a future where even small businesses will have to adapt to the ongoing transition to a greener society, increased renewable energy, global markets and value chains, and new business models. An OECD report, "Skills Outlook 2017", has a special focus on Global Value Chains (GVC) in relation to skills. "Countries increasingly compete through the skills of their workers. When workers have a mix of skills that fits with the needs of technologically advanced industries, specialising in those industries means a comparative advantage," - Andreas Schleicher, OECD Director for Education and Skills.

New disruptive technologies require new educational platforms and a more diversified education system. Along with technical and specialised skills, we see the need for enhancing so called “21st century skills” such as technological literacy, writing, critical thinking, self-initiative and group collaboration. There are clear recommendations to focus on these overreaching or “transversal” skills. Industries and the workforce will need these skills in order to be able to cross over between business branches making them more dynamic and flexible in facilitating fast changes in technology and industry.

Increasing the skills in the workforce through education and training will lead to higher capacity for innovation based on exploration and new discoveries. This project will investigate, test and offer solutions on how to move from the current static approach to more dynamic educational planning and business support mechanisms, which are adapted to future challenges. The partners have discussed the challenges in meetings and have defined these as our shared territorial challenges:

Challenge 1: knowledge about long-term growth potential in the North Sea Region and ensure innovation capacity is developed accordingly. The Project will:

1. Build on existing smart specialisation strategies, Vanguard methodology and S3 thematic platforms on Industrial modernisation and Energy.
2. Discover new growth potentials by using knowledge about emerging sectors and cross-overs between sectors in a transnational setting

Challenge 2: skills gap barrier to innovation and growth in the blue and energy sectors. The Project will:

1. Uncover the skills gaps that are barriers to growth in industries
2. Develop and test mechanisms to bridge the skills gap in SMEs, schools and colleges
3. Work with the public and education sectors to develop flexible policies for a more adaptable education system

The EU produced a series of Fact Sheets on skills in 2016 as a knowledge base for the EU New Skills Agenda. The Fact Sheet for Germany shows that 52,1% employers encounter difficulties in finding employees with the right skills and that 34% of individuals between 16-74 lack basic digital skills. In contrast the employment rate for skilled young people is over 93%. In Belgium this first figure is nearly 60% and the second figure is 40%. In Netherlands these figures are 31% and 28%. This shows a clear need to educate candidates with the right skills. In Denmark 91%, and in UK 80% of companies finance training for their employees. This shows that employers see the need and are willing to educate and adjust the skills of people already on the labour market. This challenge is not specific to one country or one region. The EU Skills Agenda fact sheets show that each North Sea country faces varying degrees of skills challenges.

The participating regional partners all have an element of blue growth or energy supply chains as part of their smart specialization strategies. The partners are therefore aware of the strengths in their regions but, as seen from EU fact sheets, the workforce and their skills do not match the industrial profile. We see from the German figures that where the workforce is highly and relevantly skilled then the employment rate is high. A skilled and employed workforce is highly important for growth, innovation and the knock-on social effects such as demand productivity in other sectors, creating wealth and stability.

2.3 What is the project's approach in addressing these shared challenges and/or joint assets and what is new about the approach the project takes?

The core of the project is about ensuring competitive North Sea regions by future-proofing the workforce, building knowledge about our industry needs and building capacity amongst our SMEs, regional governments and educational institutions. The project will apply a typical triple helix structure for partnerships and networks at both project and regional level in order to strengthen transnational value chains. This will be done within a modern policy context that emphasises an approach based on transnational and regional interaction between partners and key stakeholders.

The project will start by examining partner regional smart specialisation strategies. Based on research, the project will develop a methodology to uncover the long-term growth potential in existing or emerging sectors. Each partner will then nominate one or more specialised areas within the blue growth or energy sectors based on this analysis work. The partners will jointly then identify a complimentary set of sub-sectors to work closely on in order to make the project activities focused.

Each partner region has built a regional partnership or has strong connections and networks to both regional clusters, SMEs and the education sector. Regional partnerships are key to success since the partners will use their own regional partnerships to carryout project activities and to record results. The skills gaps will be uncovered through desk research, mapping, interviews and in close collaboration With businesses and clusters. A selection of SMEs in each region will be the testing ground for uncovering and defining the skills gaps which clearly act as a barrier to growth and innovation in the company. In this way, partners will embed the work of the project

deeper into the fabric of the region or targeted area. The public and educational partners will then bridge the gaps by producing new educational programmes which will be tested, either in schools or in SMEs, through the collaborating clusters and SMEs. Cases and pilots will test how these skills programmes work in different settings and different regions. Where common skills gaps or challenges are uncovered, the project will work transnationally to develop and implement educational programmes. The project will build business cases to solve defined practical challenges. Examples could include a business case on how apprenticeships can be designed around the skills needs of the business or creating awareness for opportunities for employers to engage closer with schools.

The participation of clusters and connections to SMEs is therefore a central element in the project. The project will connect regional energy, maritime and marine businesses and their value chains through clusters in North Sea Region and will build on networks and value chains while addressing common challenges in fast moving skills environment.

The project plans to connect with existing approved NSRP projects with relevance such as NorthernConnections and Periscope.

One of the work packages will focus on the public and educational sectors. Policies for a more adaptable education system and a dynamic balance between educational policy and the future needs of energy and blue sectors will be enhanced.

The setting we are all operating in is new - fast changing globalised markets, new sectors, New technologies - greening, digitalisation, automatisisation, industry 4.0. This setting poses new challenges that require new thinking, new methods and New solutions. We are all looking into an uncertain future and we need to move and develop systems to keep pace with the changes in society. Firstly, the Project will develop a method to uncover emerging growth sectors. The project will also take a new approach by connecting the skills gap challenge to the Growth potential of the partner region through smart specialisation, skills analysis and skills solutions. The fast pace of changes in society are also a challenge to the educational system. In order to keep up with the changes more dynamic policies for developing and adapting educational programmes and courses need to be developed. To bridge the skills gaps we also need to identify and develop new practices to connect educational institutions to the needs of the business community. Bridging future skills gaps is not a one-off event it must become continuous long term practice.

2.4 Why is transnational cooperation needed to achieve the project's objectives and result?

This project can only be solved as a transnational project. The challenges are inherent in a transnational North Sea context. The project addresses skills needs and innovation capacity in sectors that are transnational, and already interconnected across the North Sea through value chains, transport, infrastructure, natural resources and the need for sustainability. The project will ensure a future workforce able to tackle the challenges, ensuring future jobs, innovation capacity and prosperity for our region.

Through cooperation the project will design the solutions by pulling the best from different regions, partnerships and sectors. Testing the solutions, sharing and disseminating knowledge created in the project will be an intrinsic part of the activities.

After all, value chains do not adhere to national borders and there are clear indications that our specialised industries are crossing over between sectors and across borders. The partners wish to expose and support value chains in a transnational setting by together creating the tools for a strengthened flexible and mobile human capital. Treading in new uncharted waters in the skills sector will need critical mass. The partnership intends to contribute to growth and innovation in the North Sea Region on a sea-basin scale through this work. The main project application will outline clear plans for roll out of methodology and sharing of best practice.

3. Project objectives and expected results

3.1 Project overall objective

The project aims to maintain a competitive regional economy and to strengthen innovation support capacity by ensuring access to a strong and adaptable workforce with the necessary skills to support future growth.

This will be done by increasing regional knowledge on future skills needs amongst SMEs and bridging existing skills gaps. Innovation support mechanisms and educational practices will be

tested allowing for adjustments and the development of a robust future-proofed flexible system. The project will give authorities new tools within skills development which are specially connected to the region's smart specialisation strategy. This will contribute to an increased innovation capacity in North Sea Region by aligning these two strategic elements in a regional perspective.

3.2 Project results 1) Number of skills gaps which are identified and addressed, target 2 in each partner region - 16
2) Number of SMEs with increased innovation capacity as a result of participation in project activities - baseline and results to be measured through interviews with management - target 30 (will depend on number of companies participating per partner region)

3) Changes (process change) in existing policy towards developing a more adaptable educational or business support system in each regional partnership - 8

We have chosen 3 project results which can be measured during the lifetime of the project and which link closely to the main aims of the project. The project will first uncover the skills gaps which act as a barrier to future and long-term innovation and competitiveness. The project will test by implementing measures to remove these barriers and thereby increase innovation capacity, which will be measured through qualitative evaluation and interviews. Thirdly the project will propose and start to implement changes in existing policy or tools for business and innovation support as a process change. The project expects to be able to measure this based on the previous two result indicators.

These planned results link directly to the programme indicator for specific objective 1.2 which will measure "capacity development". The Project will identify barriers to innovation and implement measures to remove these barriers in SMEs, policy and systems. This fits nicely with the output indicator for the specific objective which will report on the number of improved or new innovation support measures. In this way the project will deliver directly to the overall aims of the programme.

3.3 Project detailed objectives

Title	Description
1. Identify innovation opportunities	Transnationally develop method to examine smart specialisation strategies in blue- and energy sectors (and sub-sectors) to uncover innovation and growth potentials. Each partner region will define the growth sector they wish to focus on
2. Uncover the skills gaps barrier to innovation	Identify skills gaps within blue- and energy sectors and sub-sectors, which create a barrier to innovation in each participating region
3. Bridge the skills gap	Build on existing knowledge to ensure a flexible futureproofed workforce by carrying out concrete measures in training or skills update. Develop and test new educational or training programmes in schools or in cluster member SME's and create business models to bridge the specific skills gaps in partner regions
4. Increase regional innovation capacity	Building on the experience from the project activities, ensure a dynamic balance between educational policy and the future needs of the blue and energy sectors, building and stimulating value chains.

4. Project budget

4.1 Project partners overview

Beneficiary Name (Abbr.)	Legal status	Contact	Address	Budget (indicative)
1. Hordaland County Council (HCC)	Public	Kate Clarke kate.clarke@hfk.no +4793467645	Bergen, Norway	620.000 €

What is the partner's role in the project?

HCC is an elected regional authority on the West coast of Norway. HCC responsibilities' include upper secondary education education, regional development and planning. HCC will be the lead beneficiary of the project and undertake the administrative responsibility for managing a financially viable Project. Our interest is to build knowledge on future emerging cross-over sectors in a transnational setting and to ensure a skilled workforce to fulfill our future growth and innovation potential in NSR

2. Johann Daniel Lawaetz-Stiftung (Lawaetz-Foundation)	Public	Ulrich Schenck schenck@lawaetz.de +49 (0)40 39 99 36-0 /-56	Hamburg, Germany	250.000 €
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What is the partner's role in the project?

The Lawaetz Foundation was founded in 1986 by the City and State of Hamburg and is governed by the City of Hamburg. The Foundation is experienced in managing transnational EU-projects, financed by INTERREG NSR and Erasmus+. The Foundation would like to have a more detailed view of the question of adult vocational training - strengths and weaknesses of the German model of vocational education, suggestions for the other partners of the project/ whole program area and immigrant vocational training.

3. Hanze University of Applied Sciences Groningen (HZ)	Public	Anu Manickam a.r.s.manickam@pl.hanze.nl	Gronningen, The Netherlands	300.000 €
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What is the partner's role in the project?

HZ will focus on strengthening New developments in energy transition by exploring growth potential of cross-border and cross-sectoral aspects. Expertise in value chain and systems innovations including cluster systems development and digital/other technologies will be leveraged to support exploration of growth potential and needs of the energy industry. HZ will co-create and evaluate new strategies, knowledge, skills and business models with clusters and businesses in energy transition sector.

4. Provincie Groningen (Gronningen)	Public	Bas Fokkens s.x.fokkens@provinciegroningen.nl	Gronningen, The Netherlands	200.000 €
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What is the partner's role in the project?

Particular interest is to build knowledge on future skills and education needed and emerging cross-over sectors in a transnational setting and to ensure a skilled workforce to fulfill our future growth and innovation potential within the North Sea context. What is the impact of further digitalization, automation, what skills are needed to be able to meet the labor market of the future? How can education respond flexibly to the demand from SMEs?

5. Universiteit Gent (Ghent University) (UGent)	Public	Thibaud Mascart Thibaud.Mascart@UGent.be +32 9 264 85 16	Ghent, Belgium	380.000 €
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What is the partner's role in the project?

Expertise in knowledge transfer and Marine & Maritime educational activities. Hosting the EMBRC Marine Training Platform one-stop-shop

6. FIFE Council (FC)	Public	Lucinda McAllister Lucinda.McAllister@fife.gov.uk	Glenrothes, United Kingdom	396.000 €
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What is the partner's role in the project?

FC is 3rd largest local authority in Scotland and 11th in UK. FC Employability Team builds a co-ordinated approach to service delivery for employers with a range of initiatives providing pre-recruitment training, work placements, wage programme, upskilling opportunities and employer specific training for unemployed people experiencing multiple barriers to employment. FC is interested in design and test tailoring of educational programmes to bridge skills gap in a fast changing skills environment

7. Highlands and Islands Enterprise (HIE)	Public	Kateryna McKinnon Kateryna.McKinn	Inverness, United Kingdom	30.000 €
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What is the partner's role in the project?

This project aligns really well with our priorities. Given the current resource constraints we are not able to commit to a full partner role but will act by contributing and sharing own knowledge and data from our own work in Scotland, attending project meetings and consult on the project. Skills Development Scotland are already quite involved at the national level in Scotland on skills mapping, understanding of the skills system and industry needs working with HIE and other agencies

8. Vordingborg Erhverv (VE)

Public

Susanne
Sørensen
sks@vordingborg
erhverv.dk

Vordingborg, Denmark

150.000 €

What is the partner's role in the project?

Business Development agency in city in region of Sjælland in South Denmark. Joined the Project following Meeting in Göttingen With LB and regional rep from Sjælland. Interested in building skills knowledge for important sectors

9. Hamburg University of Applied Sciences (HAW)

Public

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Hamburg, Germany

13.000 €

What is the partner's role in the project?

HAW has 16000 students. Bachelors and Masters in engineering, IT, life sciences, design and media, business/social sciences. Important research partner for the city of Hamburg's companies and innovation clusters, developing new ideas due to synergies of the dynamic location. Rüdiger Weißbach, professor for Business Information Systems at HAW and vice dean research at the Faculty Business and Social Sciences, researches on qualification of non ICT staff working in Projects With ICT staff

10. Swedish partner (Unknown)

Public

Sweden, Sweden

150.000 €

What is the partner's role in the project?

Budget set aside for possible Swedish partner.

4.2 Project budget summary

Financing source	Programme co-financing	Public and private contributions	Total eligible budget
ERDF	934.500 €	934.500 €	1.869.000 €
Norwegian funding	310.000 €	310.000 €	620.000 €
Total	1.244.500 €	1.244.500 €	2.489.000 €

4.3 Investments

No contents

Funding confirmation - I confirm that the activities and costs included in this application have not and will not receive any other European Union funding in addition to the grant from the North Sea Region programme.

5. Submission

Managing User Katharine Clarke @ Hordaland fylkeskommune

Sent to JS Yes

