

BITC Member Company Education Case Study



JAGUAR

Company Details

Jaguar is one of the world's top designers and manufacturers of premium saloons and sports cars. Originally established as the Swallow Sidecar Company in 1922, Jaguar was taken over by Ford's Premier Automotive Group in 1989.

At the heart of Jaguar's product philosophy is a firm commitment to emotional engineering – cars are designed to be both beautiful and technologically advanced. Jaguar has been going through a period of modernisation, but still holds firmly onto its traditional values. The nature and cost of Jaguar vehicles lends itself to an exclusive target consumer group. The car manufacturer has a head office at the Whitley Engineering Centre in Coventry, with three further sites in Coventry, Birmingham and Merseyside. The company sold 90,000 in 2005. There are almost 8,000 employees working for Jaguar in the UK.

Jaguar has been a member of BITC since 1987 and its Community Relations strategy is based on the BITC framework. The company is keen and committed to its community investment programme, and encourages dealers, suppliers and other companies to follow its lead. Jaguar's parent company, Ford, was a Big Tick Education Winner in 2004 and 2006. In 2007 Jaguar was awarded a Silver Jubilee Big Tick for 25 years of business impact. The company's Halewood Centre finished top in the 'Education and Lifelong Learning' category of Business in the Community's North West Awards for Excellence and also received a Business in the Community Big Tick.

Educational Activities

Jaguar works with a number of organisations, including Local Education Authorities (LEAs), the Learning Skills Council (LSC) and Education Action Zones (EAZ), to develop and deliver work-related activities that raise attainment, develop employability skills, enhance the teaching and learning of the curriculum, and motivate and inspire young people to become involved in the regeneration of their community. Ultimately Jaguar's aims are to help improve education and to attract people to the engineering industry. Through involvement in educational initiatives, Jaguar plays a leadership role in attracting people into the industry, in changing teachers' perceptions to working in the industry; they help in turn to change the image of the industry. Jaguar stresses that it does not struggle for recruits, but acknowledges that its suppliers do; and stresses that it would be affected if its suppliers did not have people with the right skills.

The company's main education programme began in 2000. In 2003, Jaguar committed approximately £946,500 in kind to its Education programme. It has founded and continues to run three Education Business Partnership Centres, one for each of the UK locations. Jaguar's aim is to increase young people's exposure to engineering, providing them with opportunities for hands-on experience and support for formal qualifications. It offers special programmes

for gifted and talented pupils, disaffected students, and those at risk of exclusion.

Jaguar also took the lead in engaging businesses in the Coventry Education Action Zone (EAZ). The EAZ Business Forum brings businesses and local schools together to address poor results and attendance levels, and has actively engaged 30 businesses and delivered support valued at well over £700,000.

Graduates at Jaguar take part in the Ignition Scheme, which is a new programme of events, activities, projects and training, designed to improve graduates' skills, behaviour and perspectives within and beyond the workplace. As part of the programme, graduates are challenged to manage a useful project to help the local community. Some of the projects described on the website have an educational interest, although the descriptions are brief and only a sample of the projects have been listed.

Jaguar's CR activities can be found at:

<https://jaguar.credit360.com/jaguar/site/home.acds?context=980167&instanceid=980168>

Education Business Partnership Centres

The Education Business Partnership Centres (EBPCs) are three centres located at Jaguar's engineering and manufacturing plants, and run in partnership with local LEAs or education organisations such as Connexions, a government support service for young people aged 13-19. The first centre was opened in 2000, and since then over 60,000 young people have been involved. There are centres in Coventry, Birmingham and Liverpool.. The Coventry Education Business Partnership Centre, which focuses on relating to and developing young people, was funded through the Single Regeneration Budget 5 (SRB5); and the Birmingham centre, which concentrates on keeping and retaining automotive skills in schools, through the Single Regeneration Budget 6 (SRB6). Funding received through SRB5 and SRB6 was used to pay for the centre staff, and the rest of the running cost of the centres, each costing around £140k per year excluding in-kind support, was financed by Jaguar.

Providing access to a world-class company with state-of-the-art technology, the centres give students aged 4-19 from all backgrounds the opportunity to learn in an exciting, motivating and varied environment and gain hands-on experience in the world of work. They demonstrate to students aged 4–19 the relevance and application of the subjects that they are studying at school or college. The centres are considered to be flagships in their areas and are active in sharing knowledge and resources with others in the network. A total of 5,532 students and 570 teachers from 94 different schools visited the Browns Lane Centre in 2003. Of the students, 45 per cent were girls and 19 per cent from ethnic minorities. They worked with 156 employees.

Approximately 3,000 students visited the Centre at Castle Bromwich in 2003, from over 140 schools locally and nationally.

The programme works by providing access to state-of-the-art technology and facilities. The learning modules have been developed in line with the national curriculum. Local teachers are seconded to develop practical learning modules that relate to all areas of the school curriculum, and they are encouraged to involve company employees in development as well as delivery. Nearly 2,500 employees have supported coaching activities and directly participated in activities on 2,000 occasions since the first centre opened in December 1999. The teacher involvement ensures that provision is focused and relevant to students' schoolwork.

The centres offer a number of half and full-day courses for local pupils, which support qualifications such as GCSEs, NVQs, and BTECs. There are also courses specifically for the gifted and talented, disaffected students and those at risk of exclusion, and motivational and social care programmes. Jaguar employees support students, linking practical examples and personal experience to the syllabus theory. The centres focus on subjects that teachers find difficult to deliver in isolation. Access to equipment and new technology not usually available at school also helps to increase pupils' interest. Professional-development courses for teachers and family-learning opportunities for parents are also delivered. Alongside educational support, Jaguar has provided logistical help for students and families by investing in a series of minibuses and drivers to transport students to and from the EBPCs. This has proved a real benefit to schools, as many find arranging and paying for transport a problem.

In January 2003, the Castle Bromwich Centre delivered a 50-hour programme (one day a week for 10 weeks) entitled '4Real' to a group of disengaged Year-10 pupils from local schools. The programme was aimed at raising their motivation and aspiration levels while looking at the life skills needed for the world of work. The programme covered a whole range of areas from problem solving and timekeeping to environment and materials. At the end of the programme, pupils were presented with certificates of achievement. In addition, the Centre offers first-hand experience of the range of jobs available in the industry, by providing work experience throughout the year to local school pupils. Around 70 in total took part last year.

The Education Business Partnership Centre (EBPC) at Halewood is a Company Limited by Guarantee, with its own management structure and governing board. The difference in structure from the West Midlands Centres reflects the unique structure of educational resources and EBPCs in the North West. The running of the Centre is the responsibility of the Centre Manager, who is accountable to the Centre's own Board, chaired by Jaguar's Corporate Affairs Manager, which includes representatives from Excellence in Cities, Speke Garston EAZ, and Liverpool and Knowsley Compacts. The Halewood Centre has involved and inspired over 4,000 young people since it was established in September 2001. During 2003, the Centre developed modules both for excluded children and for the gifted and talented.

Other members of the board include representatives from LEAs, Connexions, Excellence in Cities, Community Education and head teachers. Jaguar is mentioned on the Cardinal Wiseman Catholic School and Language College, Coventry (<http://www.school-portal.co.uk/Grouphomepage.asp?GroupID=21411>) website. Cardinal Wiseman is an 11-18 mixed specialist language college. It has 1,362 pupils on its roll, of which approximately 20 per cent have special educational needs. The school's Key Stage 4 figures are below the Coventry local authority average and the national average, with 30 per cent of students achieving five A*-C grades in 2006, including grades in mathematics and English. Further, the school has a below-average contextual value-added grade of 978.1, suggesting that the students are progressing at a slower rate than they are in its equivalents.

GT Racing Sports Car in Schools Challenge

Jaguar is one of the founding sponsors of F1 in Schools CAD/CAM Challenge and the GT Racing Sports Car Challenge in Schools, a national competition open to all secondary schools, colleges and youth groups in UK, which encourages and supports a team of students learning engineering to design their own GT model sports car by following the real-world engineering processes as automotive-product-development teams. The Sports Car Challenge Process include sketching, clay-model manufacture, scanning of the clay model, CAD analysis, CAM machining of the model, painting, testing, racing, marketing and portfolio presentation.

Teams are made up of a minimum of three and maximum of six members including a team manager, resources manager, manufacturing engineer, design engineer and graphic designer. Teams compete against each other in regional and national championships for the following awards:

- GT Racing class (open to students aged 11-18);
- GT Class Overall Winning Team;
- GT Class Fastest Car;
- The Best Sketch and Portfolio;
- The Best Design;
- The Best Engineered Car; and
- The Best Sales and Marketing.

A team of engineers forms the judging panel. Each GT Racing in Schools competitor receives a certificate. In addition, Duke of Edinburgh Awards, Crest Awards and the Year in Industry Awards can be accessed through the programme. The programme is run by F1 In Schools Limited, which is a not-for-profit organisation. Jaguar is a premier sponsor of the programme.

The Education Action Zone Business Forums

Jaguar and Land Rover support the local Education Action Zones (EAZs) in Birmingham, Coventry, Knowsley and Liverpool, which are built around groups of schools determined to address long-standing underachievement and raise educational standards in challenging areas. There are currently 47 Education Action Zones nationally, each of which is usually made up of 15 to 25 schools. Each zone receives around £1 million a year, £750,000 of which comes from the Department for Children, Schools and Families; the remainder is raised from private sponsors. Zones are run by a Forum made up of local partners.

Jaguar takes part in a forum of businesses that works with schools within the Education Action Zones to improve attainment levels of children and young people while increasing their sense of purpose and self-worth. A team from Jaguar has recently cleaned the garden and pond of St. Patrick's School in Wood End, Coventry, over the summer. This project has demonstrated that busy professionals care about the local community and undertake initiatives to support it while providing an opportunity for team building.

Graduate Ignition Scheme

Through the Ignition Scheme, graduates have carried out an unknown number of educational activities. The website describes some of these activities. Graduates created a 'trim trail' at Courthouse Green Primary School. The aim was to improve the playground facilities. The team constructed a series of obstacle challenges, a 'play car' and giant musical instruments using scrap material, including wheels, tyres and aluminium tubing.

Another project was the Dudley Lodge Play Area. The challenge here was to create a play area specifically for children aged seven to 14 at Dudley Lodge, a social-services residential home in Coventry. The graduates built a patio complete with picnic tables, giant draughts and giant 'Connect 4' and 'Jenga' games, as well as an assault course, painted hopscotch, snakes and ladders, crazy roads, swing ball, a basketball net and a football goal.

The Courtyard Garden project at Mayfield School involved graduates' transforming an overgrown courtyard garden into a pleasant, wheelchair-friendly, sensory garden for the students of Mayfield School in Handsworth, some of whom are disabled. With a lot of help from local firms, which donated materials, the team were able to build a large decking area with a ramp, giving the pupils somewhere to sit and enjoy the sun, as well as a pergola with climbing plants and raised beds with plants specially chosen for their colour, texture or smell.

Tag Rugby Initiative

Jaguar has continued its sponsorship of the Tag Rugby initiative in partnership with Coventry Rugby Football Club. The scheme involves players

from the Club that go into local primary schools to teach children the skills, team working and discipline required to play the game, while at the same time encouraging fitness and providing an outlet to channel their energy.

Jaguar and the club are also working together with other businesses in the city to help improve standards in schools to ensure children from all different areas of the community are given the opportunity to develop their skills and potential.

Impact

Not much comprehensive, robust evidence is available on the impact of the schemes. The following section is therefore mainly based on evidence provided by Jaguar as well as news-stories and third-party testimonials.

Company Benefits

Jaguar benefits from the publicity and prestige associated with the BITC awards. Employee surveys show that employee volunteering motivates, inspires and builds confidence in employees at all levels. Jaguar also acknowledges that involvement in development and delivery of modules through its Education Business Partnership Centres provides participating employees with opportunities for personal and professional development.

Engaging in education also provides Jaguar with the opportunity to address the national shortfall of engineers, to help change the image of the industry and to have access to potential recruits. Jaguar acknowledges that having access to potential recruits is a greater benefit for its suppliers, which have more difficulty recruiting people with the right skills and knowledge. The company stresses that if its suppliers are affected, Jaguar is also indirectly affected as a company. One final benefit recognised by the company is the PR benefit. Jaguar recognises that participation in education activities provides the company with the opportunity to promote its brands with the key stakeholders.

Educational Benefits from the Company's perspective

The Education Business Partnership Centres are generally fully booked up to 10 months in advance, with high numbers of repeat bookings, which is a testament to their success. The significant role the Castle Bromwich Centre played in the regeneration of the Castle Vale estate was recognised when it was granted the status of a housing action trust. Feedback from schools also suggests that visits to Jaguar have helped to increase school attendance among some groups, including pupils at Cardinal Wiseman School, which reported a 20 per cent improvement in attendance. The EBPCs should raise achievement and aspirations for those who have an opportunity to participate. The campaign to promote engineering (CPE) is supported by Jaguar. Students gain by having unique access to a world-class company, with state-of-the-art technology and facilities, which enhances the image of

manufacturing, engineering and production. Hands-on learning opportunities in the world of work also benefit students. Working with Jaguar demonstrates the relevance and application of subjects to students.

Evidence supplied by teachers who have brought groups to the Centres suggests that academic achievement has improved as a direct result of the visits. Feedback from schools also suggests that visits to Jaguar have helped to increase attendance among some student groups.

“The partnership between the Halewood EBPC and its LEAs will help shape our workforce of the future and will ensure they possess the relevant skills required by industry.”

Charles Clarke

(Then) Secretary of State for Education