



INSTITUTE OF THE
MOTOR INDUSTRY

CAMPAIGNS FOR CHANGE

Our purpose is your success



Established 1920



FOREWORD

In 2012, the Institute of the Motor Industry (IMI) published a ‘manifesto’ document: Professional and Profitable: Our vision for the UK automotive retail industry, which set out the challenges facing the industry at that time. It now seems like an appropriate time to acknowledge the changes in the intervening years but focus on the future and the opportunities for change that face the industry in the coming years.

In the period we are looking at, the UK industry has made a remarkable recovery given that in 2012 we were still suffering the consequences of the global financial crash of a few years earlier. In 2017, the combined vehicle sales, maintenance, repair, recovery, parts distribution, leasing and rental sectors had an annual turnover of £200billion (UK Annual Business Survey) and £29billion gross value add (GVA) compared with £142billion turnover and £22billion GVA in 2012. Then, the industry employed an average of 522,000 people, that figure has increased to 555,000 in 2017 with 711,000 working in the wider automotive industry, including manufacturing. The industry has shown remarkable resilience.

In some ways, everything has changed in our industry and in other ways, it has hardly changed at all.

We are looking at increasingly sophisticated technologies, from ever-more powerful driver-assist systems including cameras, Wi-Fi interconnectivity, radar, sonar, and so on, to fully autonomous drive technology developments which have the potential to radically change the way we view and use vehicles on our roads.

On the other hand, while we see unprecedented changes in technology and services, the exponential rise in electric vehicles on our roads is yet to manifest itself. In the second quarter of 2018, only 2.1% of new vehicle registrations were electric or hybrid which

in total make up only 1.4% of all registered passenger vehicles in the UK. But vehicle manufacturers’ plans mean that this will rise rapidly. The UK government is working hard to ensure new charging networks and infrastructure are there to support this increase.

Management and leadership within the sector is not evolving quickly enough to keep pace with the rapid changes in the consumer approach to purchasing. This is driven by new market entrants disrupting the traditional retail business models. Despite these changes the public perception of the automotive profession remains stubbornly unmoved.

It is vital that the industry attracts, develops and retains the skills and talent needed for a thriving, globally competitive sector. We need to ensure our people not only keep pace with technological advances but lead their development; the current landscape poses some tough challenges in this regard.

So, the industry faces challenges and uncertainty, but we have done so before and, as shown at the top of this piece, we can come out the other side bigger, better, and stronger. To do so though, we cannot let up for a second, we must face these challenges head-on, with strength and confidence.



Our vision remains the same: to ensure that the automotive retail sector has a skilled, competent and professional workforce, able to keep pace with the demands of new technology and changing markets and remain competitive in a global market.

The IMI is determined to support the automotive industry and those individuals working within it to be able to change and adapt to whatever the future holds. To help the industry face these challenges we have identified the key areas where we believe we can make a real difference, and these are to:

- **ATTRACT, DEVELOP AND RETAIN OUR TALENT**
- **ENSURE THE INDUSTRY HAS EFFECTIVE AND FORWARD-THINKING MANAGEMENT AND LEADERSHIP**
- **WORK WITH GOVERNMENTS TO ENSURE CONTINUED SUCCESS**
- **RAISE STANDARDS AND PUBLIC CONFIDENCE IN THE AUTOMOTIVE SECTOR**

In this document, we not only give a commitment about what we are going to do and how we are going to do it, but we also identify how others can support these initiatives. For this reason, we have titled this document Campaigns for Change.

We look forward to continuing our work with you on behalf of all those connected with the automotive industry.

Steve Nash FIMI
CEO, The IMI

ATTRACT, DEVELOP AND RETAIN OUR TALENT

#MotorCareers

With an ever-more technology-driven youth, the advancements and inclusion of more and more sophisticated technologies have the capacity to attract the best and brightest in to the industry.



With the increasing use of cutting-edge technologies, the industry is potentially becoming much more appealing to an increasingly technology-focused generation of young people. More and more vehicles have sophisticated technology built in to them; and the change is happening across the board. What used to be the preserve of high-end marques is now becoming standard in the most popular family cars and small city run-arounds.

To attract these young people we need to do two things.

Firstly, we need to promote the sector and all it has to offer young people with an attractive and exciting picture of the dynamic nature of the industry, the environmentally sustainable features and benefits, the ever-changing nature of the technology, and the constant opportunities to learn and grow in a modern, progressive sector.

Secondly, we need to ensure that this is matched by an equally exciting and attractive technical and vocational education and training offer that demonstrates a career pathway through

continuous professional development (CPD); something young people are familiar with through the compulsory education system they pass through. This will contribute to retaining young talent within the automotive industry.

The UK automotive retail industry has over 12,200 Apprenticeships starts each year. The IMI is the major provider in this area with 67% of all Apprenticeships in the automotive retail sector, in addition to full and part-time vocational qualifications. But we need to do more.

For learners, we have launched IMI Student Membership. With an online portal members can discover life as a professional in the automotive sector. IMI Student Membership provides dedicated qualification support through online tools, gives students up-to-date technical information and gives career and job information. We can provide students with unparalleled access to information and content to make their transition to professionalism seamless.

HOW WE WILL CREATE CHANGE:

EMPLOYERS

For **employers**, we will provide support and guidance on using available Apprenticeship funding to access high-quality Apprenticeship programmes that equip Apprentices with up-to-date, relevant skills and competences.

We want you to work with us to ensure those Apprenticeships are a priority when recruiting new staff and work towards having at least 7% of your workforce engaged in an Apprenticeship. Moving forward, we will ensure you receive the IMI Apprenticeship Update quarterly newsletter.

EDUCATION PROVIDERS

For **education providers**, as the UK skills system reforms become a reality, we will provide information, advice and guidance for parents and students with accurate career information on the benefits of working in the automotive sector.

We want you to help us promote the automotive sector as a dynamic and attractive career choice, using promotional materials provided by the IMI, at careers events, during parent/teacher consultations and on all occasions when giving careers advice to learners and their parents. We would like every Apprentice you sign up to be part of the IMI's Student Membership scheme.

GOVERNMENTS

With **governments**, we will work to ensure that technical education is fit-for-purpose and meets the needs of employers by supporting the creation of workforce development solutions, such as Apprenticeships, qualifications and training programmes, and at the same time help governments across the four nations of the UK meet their policy aims and initiatives.

We want your support for initiatives we develop to make technical education in the automotive sector attractive and the programmes available fit-for-purpose.

ENSURE THE INDUSTRY HAS EFFECTIVE AND FORWARD-THINKING MANAGEMENT AND LEADERSHIP

#IMISkillsPledge

Skilled managers and leaders contribute to improved efficiency, productivity and profitability. With the challenges the industry is facing, we need progressive managers and leaders. In the automotive industry there is a widely acknowledged management and leadership skills deficit.



Many people in management and leadership positions have worked their way up through the industry and have received little or no management or leadership training. Yet these managers and leaders will face increased regulations around vehicle emissions, disruptive competitors and demanding customers leading to higher demand for skills. The volatility in the market adds to the pressure on our managers and leaders.

We know from research we have carried out that IMI accredited management and leadership training can lead to a Return on Investment (ROI) of up to 200%.

With managers and leaders that have received coaching and training, the next generation will be adaptable, open to new ideas and different ways of leading and managing.

For those with aspirations to manage and lead we will provide a flexible programme that develops the knowledge, understanding and skills needed to move in to a management or senior leadership position.

HOW WE WILL CREATE CHANGE:

MANAGERS AND LEADERS

For those **managers and leaders** with Professional Recognition we will make available a range of continuous professional development (CPD) solutions that enable them to keep their competences up-to-date and relevant to the ever-changing automotive landscape.

For every manager and leader, we will develop a range of skills development solutions that will help them to develop knowledge, skills and competence that will enable them to be progressive and forward-thinking.

We want you to sign up to the '*Management and Leadership Pledge*' and to work towards Professional Recognition, completing 30 hours a year of 'role-relevant' CPD.

EMPLOYERS

For **employers**, we will provide solutions for your managers and leaders and support and guidance on how trained managers and leaders can benefit their businesses by increasing the efficiency and productivity of their teams and overall profitability of their businesses. We will also show you how to measure the impact upskilled and trained managers and leaders can have in the business through applied ROI measurements.

We want you to explore with the IMI how management and leadership training could improve your business efficiency and productivity and then engage with management and leadership training initiatives developed and/or promoted by the IMI.

EDUCATION PROVIDERS

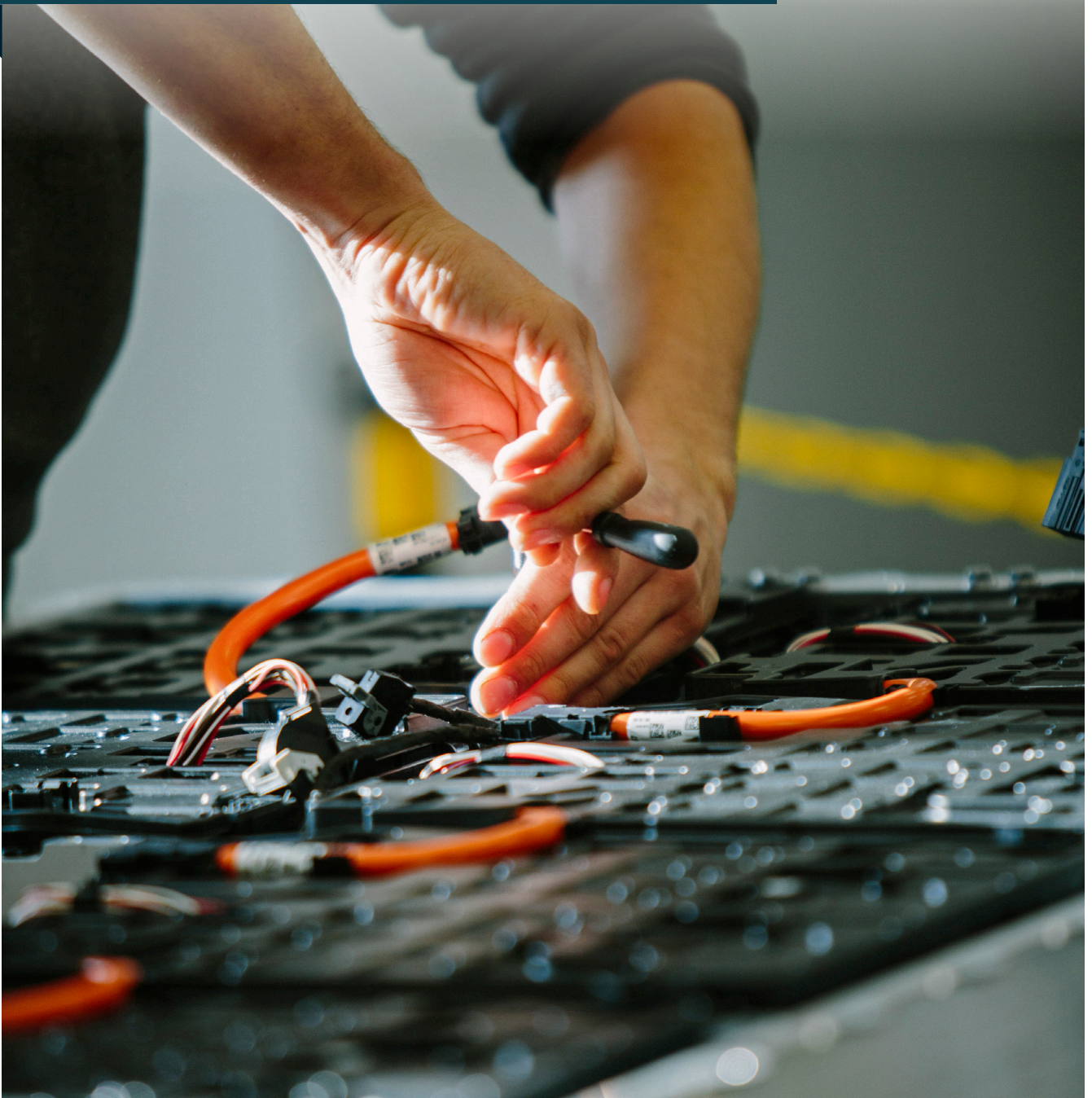
For **education providers**, we will provide information advice and guidance on how to access IMI management and leadership skills development solutions and how to deliver these effectively for employers, so they get value-for-money from the training they invest in.

We want you to work with the IMI to deliver Apprenticeships and IMI Accreditation products in management and leadership as a route to Professional Registration on the IMI Professional Register.

WORK WITH GOVERNMENTS TO ENSURE CONTINUED SUCCESS

#IMITechSafe

There are many decisions made by the UK Government which directly impact the industry. For example, the decision to ban the sale of new petrol and diesel vehicles by 2040 has a major impact on manufacturers and could have an impact on employment. Evolving emissions regulations and road licensing is another area that will impact both the manufacturing and maintenance and repair sectors of the industry.



The IMI has developed good working relationships with key government ministries and departments across the UK, and we will continue to use our influence for the good of the industry.

We will continue to engage with our members and employers in the sector to produce evidence-based research to present to both central and devolved governments. We want to ensure the voice of those working in the industry is heard when government policy decisions are being made that affect them directly.

Of key interest to our members and the wider automotive industry is public safety and the safety of those working in the sector – particularly those engaged in the service, maintenance and repair of both light and heavy vehicles.

Technological changes are bringing new challenges in this regard. As vehicles incorporate more autonomous safety and driver assistance systems it will become necessary to vouch for the skills of those undertaking service, repair and maintenance, ensuring that they can guarantee the continued safe and effective operation of those technologies and the vehicles.

For the safety of technicians it is equally important to ensure that they are appropriately trained and equipped to work on vehicles utilising rapidly changing technology and services. For example, the high voltage systems of electric and hybrid electric vehicles operate at potentially lethal voltages. The IMI has engaged in lobbying government to introduce regulation in this area; this has resulted in the Department for Transport and Office for Low Emission Vehicles (OLEV) incorporating a pledge to work with the IMI to review the requirement for regulation in their strategy document (July 2018) *The Road to Zero*. This was subsequently welcomed in a report by the House of Commons Business, Energy and Industrial Strategy Committee (October 2018) *Electric Vehicles: driving the transition* with a recommendation that Government develop EV-specific qualifications for ‘mechanics’ and engineers.

This has widespread support from IMI members: in a recent survey, 98% thought that registration of technicians working on electric and hybrid vehicles was essential.

HOW WE WILL CREATE CHANGE:

IMI MEMBERS

With **IMI members**, we will continue to seek opinions and views on existing, proposed and drafted legislation and regulations and any proposals for regulation of technicians. We ask our members to participate in any surveys, research or labour market intelligence that the IMI carries out and look to see how you can contribute to lobbying activities undertaken by the IMI in relation to the regulation and registration of technicians working on vehicles utilising rapidly changing technology.

GOVERNMENTS

With **governments**, we will continue to consult and represent the industry’s views on existing, proposed and drafted legislation and regulations. We want you to seek the IMI’s assistance in establishing requirements for any new legislation for the regulation of technicians and to collaborate with the IMI in reviewing current legislation with a view to using this as a way of ensuring safe maintenance and repair of vehicles.

We also want you to explore how you could support IMI initiatives on technician regulation in the automotive sector and identify potential solutions for technicians working on vehicles utilising rapidly changing technology, through existing legislation and regulations.

INSURANCE INDUSTRY

With the **insurance industry**, we will explore the potential for insurance policies for vehicles utilising electric/hybrid drive trains and rapidly changing technology being issued only if vehicles are serviced and maintained by registered, assessed and regulated technicians. We want you to investigate with the IMI how to establish a mechanism for the qualification and registration of technicians working on electric/hybrid drive trains and rapidly changing technology.

EMPLOYERS

With **employers**, via assessment against a professional standard, we will look to build a register of technicians working on vehicles utilising electric/hybrid drive trains and rapidly changing technology relying on human-machine interface, autonomous and advanced driver-assistance systems (ADAS). We want you to ensure that as many technicians as possible undergo accredited training against a regulated professional standard leading to professional registration.

RAISE STANDARDS AND PUBLIC CONFIDENCE

#IMIProfessional

While progress has been made on improving the image of the industry in the public's eye, there is still much work to be done. There is still a pervading image of 'rogue traders' and of 'going in to battle' whenever you walk in to an automotive business.



For public perception and confidence in our industry to continue to rise, we must ensure individuals working within it are trained and skilled to the highest levels, and that we can ensure the quality of the outcomes.

As the professional body for the industry, the IMI continues its efforts to raise the professional standards of those working in the industry; through the provision of skills development solutions such as training and qualifications. But key to all of this is the ability to recognise and promote the professionals that meet those standards, thereby providing consumers with the information on which they can base their purchase or repair decisions.

Recognising and promoting IMI members and particularly those that have met the requirements for professional registration is essential to driving a positive consumer message about automotive professionals. Membership of the IMI can be achieved through a variety of entry routes which measures skills, experience, knowledge and competence.

Professional registration is for IMI members who have met additional requirements and are then added to the publically searchable Professional Register. Individuals on the Professional Register have:

1. Proven that they have relevant qualifications and competences (minimum of Level 2) that are recognised by an independent body;
2. Committed to maintaining their knowledge and skills through ongoing continuous professional development (CPD), and;
3. Committed to working ethically and in the best interests of their customers via an industry-led set of Professional Standards.

Many IMI members on the Professional Register have attained their status by achieving an Accreditation which is designed for assessing experienced staff in the industry. The requirement to re-accredit every three years ensures knowledge and skills are kept up to date.

For those wanting to enter the industry from compulsory or further education, an Apprenticeship is still the preferred route for employers. It's true that differing requirements across the four nations of the UK add a level of complexity, but we are confident the IMI can ensure that wherever in the UK a young person embarks on their career, they can be guaranteed an Apprenticeship exists for them that is employer-led and relevant to current skills demands.

We will continue to provide a wide range of skills development solutions, leading to Professional Registration, ranging from Apprenticeships to Accreditation, to full qualifications; and that we ensure these remain up-to-date and industry-relevant.

HOW WE WILL CREATE CHANGE:

EMPLOYERS

We will work with **employers** to ensure our skills development solutions are up-to-date, relevant and consistent with the needs of the industry. We want you to look at the IMI's workforce development solutions and enrol as many employees as possible on the most appropriate programmes to develop and maintain their competency.

EDUCATION PROVIDERS

We will work with **education providers** to ensure they have access to as wide a range of skills development solutions as possible and that we provide timely and accurate advice and guidance on how to access and deliver these. We want you to work with the IMI's workforce development solutions, as the solution of choice for the automotive sector.

PROVIDERS OF CAREERS INFORMATION, ADVICE AND GUIDANCE

We will work with **providers of careers information, advice and guidance (CIAG)** to ensure they are familiar with and confident in the automotive industry's offer to young people. We want you to collaborate with the IMI to utilise its free promotional material produced to promote the automotive sector as an attractive and exciting career option.

GOVERNMENTS

We will work with **governments** to ensure that the skills development solutions we provide and promote meet the policy requirements of the four nations across the UK. We want you to work together with the IMI to ensure that our initiatives align with policy and strategy directions and support those initiatives as the solutions of choice for the automotive industry.

Institute of the Motor Industry
Fanshaws,
Brickendon,
Hertford, SG13 8PQ

✉ hello@theimi.org.uk
☎ +44 (0) 1992 511 521
🐦 [@the_IMI](https://twitter.com/the_IMI)
🌐 theimi.org.uk

