



DELIVERING GROWTH THROUGH APPRENTICESHIPS





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Tim Campbell announces our **Apprenticeship Pledge** at the Community Partnership Awards 2011 with our apprentice of the year winners **Alex Fleming** (left) and overall winner **Calum Marnock** (right)

INTRODUCTION

The food and drink manufacturing industry is a fast-paced innovative sector with ambitions to grow sustainably by 20% by 2020. Our growth depends on a number of factors, but key to achieving our ambition will be the development of a skills 'pipeline' to provide us with highly qualified and well trained employees for the future.

We anticipate that between 2010-2017 we will require over 137,000 new employees, 45,000 of which will be needed in management roles. Although increased automation has lessened the demand for production based employees, the focus of our roles has changed and the industry now requires the best qualified engineers to research and develop new processes and highly skilled food scientists to design and develop the next generation of food products.

BETWEEN 2010-2017 WE WILL REQUIRE OVER 137,000 NEW EMPLOYEES

To meet this demand we need to change perceptions of careers in food and drink manufacturing. In 2011 we launched our Taste Success campaign, through which we are engaging directly with schools, young people and their influencers to bring to life the exciting range of opportunities in our sector. We must also develop the correct qualification routes to ensure that we have personnel with skills specific to our industry - this we are doing through Graduate

Excellence - the UK's first food manufacturing engineering degree course.

There is significant demand too for 'home-grown' talent – people who join a company at an early stage in their career

and have the opportunity to study for further qualifications whilst gaining vocational skills. This has led to the development of FDF's Apprenticeship Pledge, a commitment made in August 2011 to double the number of industry apprenticeships to 3400 by the end of 2012.

FDF member companies signed-up to this ambitious target and at the end of 2012, we are able to report the achievement of our doubling commitment.



FDF President **Jim Moseley** introduces the FDF Apprentice of the Year awards at the CPA

THE JOURNEY TOWARDS DOUBLING

The food and drink industry is a broad and innovative industry requiring a variety of academic and vocational skills. Apprenticeships have been available in the industry for many years but with changing employer priorities and the importance placed on degree qualifications – this, until recently, had been a less recognised route into food and drink manufacturing.

However with many companies requiring bespoke skills, only available through in-house training, and the changing situation regarding university tuition fees, it seemed an opportune time for the industry to consider other ways of developing its skills for the future.

FDF worked with members to develop a target for increasing apprenticeship opportunities that was considered stretching, but achievable. The Apprenticeship Pledge - to double apprenticeships from 1700 to 3400 by the end of 2012 - was launched at the FDF Community Partnership awards in October 2011. Appropriately, the Pledge was announced by Tim Campbell, the winner of the first series of BBC TV's Apprentice series and himself the London Mayor's Skills Ambassador.

Throughout 2012, FDF has been working to help companies understand the benefits that apprenticeships can bring. Understanding that for small businesses in particular, the paperwork and research involved in creating apprenticeships can be daunting, FDF in partnership with the National Apprenticeship Service and National Skills Academy for Food and Drink organised a series of Apprenticeship Roadshows to help companies through the process.

The Roadshows took place in London, Birmingham, Preston and Edinburgh and involved member companies, including both employees and apprentices, giving first-hand accounts of their experiences.

WHY CONSIDER AN APPRENTICESHIP?

According to a recent Improve survey – 80% of employers agree that apprentices make their workforce more productive. As well as bringing in talented young people with new ideas, an Apprenticeship programme can greatly help succession planning as older employees retire and others leave the workforce.

It can also be beneficial for up-skilling current employees who have joined the business in a different role. An apprenticeship offers the opportunity to develop and train someone according to your business priorities and workforce culture, at the same time as they are developing skills and achieving qualifications.

As apprenticeship training for 16-18 year olds is fully funded - and for 19 years plus is co-funded by Government, Apprenticeship schemes represent a cost effective way to support and train new staff.

Apprenticeship programmes need to reflect business needs and be part of your workforce strategy.

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Mark Prisk, former Business Minister, talking with apprentices **Faye Hudson** and **Chris Brown** from Mondeléz International, and **Tom Walden** from Nestlé UK and Ireland.



DEVELOPING APPRENTICESHIPS

The Mars Chocolate experience by **Amanda Davies, Mars HR Director**



Faced with a shortage of suitably qualified mechanical engineers, Mars Chocolate UK set up its apprenticeship scheme, offering school leavers the opportunity to gain real skills and qualifications while working and learning about the business.

This is a highly tailored scheme, which supports a small number of apprentices on a four-year programme. The first year is spent studying full-time towards a BTEC in Mechanical Engineering at Kingston College. Over the next three years, apprentices are integrated into the business, offering them the chance to understand how different parts of the company operate and the opportunity to shadow people in a range of positions. At the end of the programme, apprentices are ready to be signed off as Reliability Technicians.

The programme was developed because of the need to bring suitably qualified Mechanical Engineers into the business and to equip them with the necessary qualifications and skills required by Mars. It also enables Mars, a private-family owned company, to put its principles into action, ensuring that the scheme delivers mutual benefits for the apprentices and supporting them to gain the skills they need to succeed in the workplace. Finally, the programme is driven by the desire to grow talent within the local community and support a strong UK manufacturing base.

The key success factor for the apprenticeship scheme is to ensure a suitable talent pipeline to support current and future business needs while investing in individual talent. It has enabled the business to build links with the local

community, increased engagement levels among employees, reinforced Mars' commitment to UK manufacturing, and given a select group of apprentices the chance to further their education, equipping them with the skills they need to succeed and thus putting Mars' Mutuality principle into action.



Our advice to other businesses wanting to develop an apprentice programme would be:

- 1) Understand your demand, i.e. where do you have challenges recruiting externally, which could be solved by developing talent through an apprentice programme.
- 2) Identify a great partner college to support the programme and work hard to build a strong relationship with that college.
- 3) Identify great line managers within your business who can nurture and support your apprentices.
- 4) Recognise that apprentices are an investment in the future talent of your business so it is vital that you give them the time and support they need to develop.

CASE STUDY:

SAM ROBERTS

APPRENTICE ENGINEER, UNILEVER AND FDF APPRENTICE OF THE YEAR 2012

SAM IS A FOURTH YEAR APPRENTICE ENGINEER, BASED AT UNILEVER'S TRAFFORD PARK MANUFACTURING – THE HOME OF PG TIPS, SCOTTISH AND LYONS TEA. HE WORKS WITH THE PRODUCTION ENGINEERING TEAM AND IS RESPONSIBLE FOR KEEPING THE LINES WHICH MAKE PYRAMID TEA BAGS RUNNING, AS WELL AS RESOLVING ANY BREAKDOWN ISSUES.

He was selected as FDF Apprentice of the Year 2012 for his exemplary work ethic and his dedication to his role, seeking out every opportunity to learn and better himself and putting his new skills and fresh ideas to good use at Unilever.

During his apprenticeship, Sam has not only completed several projects including breakdowns, energy saving and cost efficiencies, he has also achieved distinctions in all of the first three years of his academic studies, with similar results expected for his final year.

Although most apprentices tend to closely shadow the shift engineer, Sam's confidence and knowledge mean that he's able to work independently much of the time, fixing many issues unaided.

Sam's hunger for knowledge and his determination to be excellent at his job means that he frequently goes above and beyond to learn more and to develop himself, including by taking operations manuals home to study in his own time to become more proficient and capable on site.

Sam has clear ambitions of converting his foundation degree into a full degree and eventually becoming a Production Engineering Technician – a "go-to" expert in his field. But work isn't the only thing in his life – he was recently accepted into the Royal Marines Reserves, a gruelling and challenging task in itself!



“SAM’S HUNGER FOR KNOWLEDGE AND HIS DETERMINATION TO BE EXCELLENT AT HIS JOB MEANS THAT HE FREQUENTLY GOES ABOVE AND BEYOND TO LEARN MORE.”

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Sam Roberts collects our Apprentice of the Year 2012 Award (above) working as an apprentice engineer for Unilever (left)
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CALUM MARNOCK

CONFECTIONERY APPRENTICE,
MONDELEZ INTERNATIONAL



CALUM STARTED WITH MONDELEZ IN SEPTEMBER 2009 AS A TEMPORARY OPERATOR. IT QUICKLY BECAME OBVIOUS TO HIS MANAGERS THAT CALUM WAS CAPABLE OF MUCH MORE, SO HE WAS ENCOURAGED TO APPLY FOR THE ROLE OF CONFECTIONERY APPRENTICE.

Calum was the winner of the industry's Community Partnership Award in 2011, receiving his award from former BBC TV series 'The Apprentice' winner Tim Campbell and has since represented the industry at events and in media interviews.

Calum says: "When I left school I went straight into full time employment working alongside an MOT mechanic and learning from him. After this I moved into the construction industry where I worked as a self-employed contractor for several pipe works and ducting companies. During the recession my work took a major hit and eventually jobs completely died out.

"I then joined a course with Bournville College and the job centre where I was trained in basic manufacturing gave me the opportunity to obtain a temporary contract within Mondelēz. At the end of the course I was really happy to be offered a permanent contract at Mondelēz. I enjoyed my time there very much and whilst I was there I saw the apprenticeship internally advertised and applied. Thankfully I got through and it has got me to where I am today.

"I really enjoy the project side of my work. It gives me the opportunity to meet lots of new people and make good contacts, as well as the chance to take charge of a project from start to finish. It is also a great learning curve as you have to use your own initiative to make decisions.

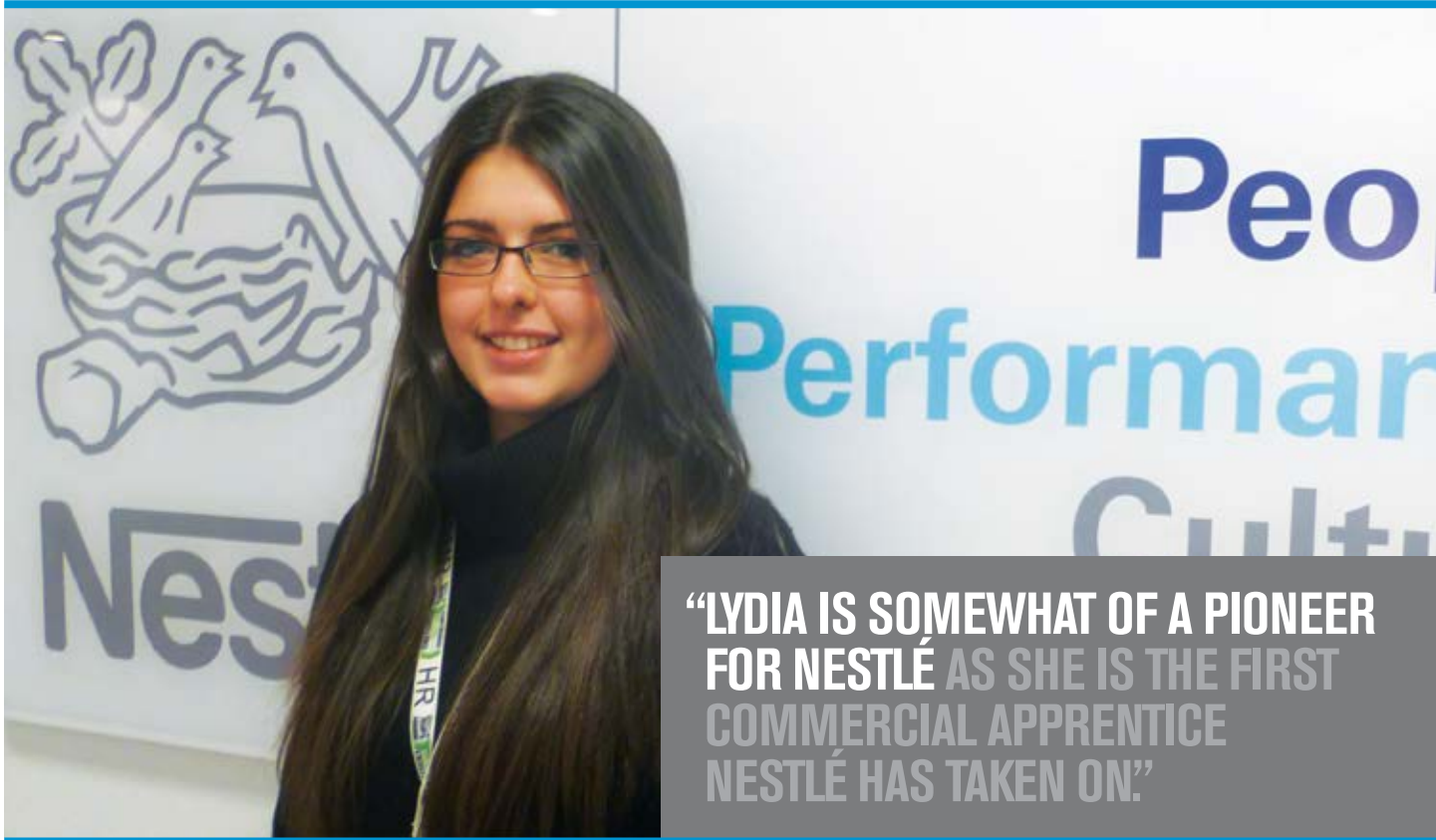
"If you want an interesting career, to understand how manufacturing works and be hands on, this is definitely the career for you. It is also a great way to build up confidence and experience. I believe an apprenticeship is the best way to start your career."

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CASE STUDY:

LYDIA CEBREIRO

MODERN APPRENTICE,
BUSINESS ADMINISTRATION



“LYDIA IS SOMEWHAT OF A PIONEER FOR NESTLÉ AS SHE IS THE FIRST COMMERCIAL APPRENTICE NESTLÉ HAS TAKEN ON.”

LYDIA JOINED NESTLÉ UK & IRELAND IN 2011 ON ITS TWO YEAR HR APPRENTICESHIP PROGRAMME AS A RECRUITMENT COORDINATOR. HER ROLE IS TO SUPPORT NESTLÉ RECRUITMENT SPECIALISTS IN COORDINATING INTERVIEWS AND SELECTION EVENTS, WHILE TAKING RESPONSIBILITY FOR CANDIDATE ENGAGEMENT AND ENSURING THEIR RECRUITMENT EXPERIENCE RUNS SMOOTHLY.

This can be anything from calling candidates to confirm timings and check if they require further information, to creating schedules and organising logistics for the day.

Lydia also supports the Graduate Recruitment team which is an intense programme where she takes responsibility for coordinating assessment centre days, participating in Question and Answer sessions for students and organising the many logistical requirements of visiting graduate fairs. Due to Lydia's progress in the role and impressive ability to handle a range of tasks she has also taken on responsibility for supporting the Training and Learning team. Lydia helps to manage the day to day relationship with training facilitators in addition to sourcing materials required for training, scheduling training programmes and dealing with any issues that arise during courses.

Beyond her day to day role Lydia has taken responsibility for helping to deliver the Recruitment team's 'Nestlé Continuous Excellence' (NCE) Programme. This is a company initiative where departments are tasked with the challenge of developing new ways of working.

Lydia is studying for an NVQ in Business and Administration at Croydon College and has received Merits and Distinctions for her modules so far. Lydia is somewhat of a pioneer for Nestlé as she is the first commercial apprentice Nestlé has taken on. Based on the results Lydia has delivered in her role and her successful transition in to the business, the company has been able to realise the value apprentices can bring to all areas of the business and the future potential to be gained by expanding Nestlé's commercial Apprenticeship Programme.



Lydia Cebreiro receives 'highly commended' in FDF's Apprentice of the Year 2012 category, jointly with Rob Boyle of United Biscuits (centre).

JOE BREEN

APPRENTICE PROCESS OPERATOR,
CARGILL, MANCHESTER



JOE IS PART OF A TEAM OF THREE OPERATORS WITH RESPONSIBILITY FOR MAINTAINING THE EFFECTIVE RUNNING OF THE FLOUR MILL OVER A TWELVE HOUR SHIFT. THE TWO MILLING LINES ARE THE LARGEST IN THE COUNTRY AND THE PLANT RUNS 24 HOURS FOR AT LEAST 350 DAYS TO MEET CUSTOMERS DEMAND.

As a Flour Mill Operator, Joe is required to demonstrate a sound understanding of milling principles as well as an aptitude for mechanical maintenance. All of these competencies allow Joe to trouble shoot and problem solve on the plant to keep shut downs and down time to a minimum and prevent problems escalating. Operators are required to take accountability for problems, from identification to resolution, adhere to the highest safety regulations and ensure that the glucose produced meets the stringent standards of customers in the food, brewing and pharmaceutical markets.

During his apprenticeship Joe has completed the City & Guilds Level 2 certificate in Process Technology and is currently completing his Level 3 certificate in Process Technology. In addition he has obtained NVQ Levels 2 and 3 in Chemical, Pharmaceutical and Petro-Chemical Operations. Process apprentices are expected to complete their four year apprenticeship with the ability to operate two of the three process areas in the wheat plant.

Joe has exceeded these expectations by taking accountability for two of Cargill's processing plant areas after just two years, half the time expected, when he was still only twenty. During his apprenticeship, Joe has played a leading part in several

major projects, one of which was the installation of new wheat cleaning equipment, which required Joe to visit the manufacturer, Buhler, in Switzerland. He had only two days to learn the operation of the equipment, while dealing with the culture change and being out his comfort zone. As a result of this visit, during the commissioning phase in Manchester Joe was able to support the installation engineer and share his knowledge with the rest of the wheat team so that they could learn how to operate the new equipment. The successful installation of the new equipment has reduced the down time of the flour mill and led to higher efficiencies.

**“DURING HIS APPRENTICESHIP,
JOE HAS PLAYED A LEADING PART
IN SEVERAL MAJOR PROJECTS.”**

DEVELOPING APPRENTICESHIPS

The Nestlé experience by **Nestlé HR Director Matt Stripe**



Good Food, Good Life

Nestlé has been involved with apprenticeships locally at its sites for more than 40 years and these schemes have helped to develop the high levels of skill we have in our factories today. Although apprenticeships have always been present, in the last few years we have recognised the valuable behaviours that apprenticeships bring to our organisation. Apprenticeship schemes allow flexible entry points in to the organisation and we have broadened our offerings beyond the traditional operational routes.

Our apprentices develop technical skills and knowledge that is tailored to our operations and processes through a collaborative approach between ourselves and our provider. As our apprentices learn on the job they also develop the desired Nestlé behaviours and how to do things 'the Nestlé way' as second nature which breeds incredible loyalty and pride for Nestlé.

Apprenticeships enable us to offer employment to the local community. Many of our sites are in rural communities where we are one of or the only major employer in the area. We are able to offer young people who cannot or do not want to leave their local area the option of achieving their potential and developing an exciting career with a Nestlé apprenticeship. We are now looking at ways we can leverage our apprenticeship schemes so that those who want to take advantage of the size, scale and variety of operations and locations that Nestlé has to offer can do so through their apprenticeship development.

Nestlé does not apply a one size fits all approach to apprenticeships and recognises that different sites have different needs. The apprenticeship framework we have developed enables sites to take advantage from a centralised



“BY INVESTING IN APPRENTICES NOW, WE ARE GROWING OUR OWN TALENT FOR THE FUTURE”

support system which ensures quality and consistency of teaching, offers advice and support on developing new schemes to fit factory and functional needs. Our apprenticeship schemes develop the complementary skills apprentices need to become the leaders of tomorrow in our organisation whilst at the same time meeting our future resourcing and skill needs.

By investing in apprentices now, we are growing our own talent for the future, strengthening our talent pipeline to ensure skill gaps are eliminated and hard to source skills do not have to be bought in.

1 HAVE A CLEAR RATIONALE

There are many reasons why a business may consider an apprenticeship, but it is important that they are the right reasons:

GOOD REASONS:

- You want to secure a pipeline of young talent whose future skills will reflect exactly what your business needs
- You want your workforce to progress through to take on additional responsibilities and promotion
- To aid succession planning
- Because you are a good employer

BAD REASONS:

- Because it makes me look like a good employer
- Because I want low cost labour
- Because my competitors are doing it
- Because the retailers seem to be doing them

2 IDENTIFY THE NEED

Apprenticeship programmes need to reflect business needs and be part of your workforce strategy. You will need to assess how the apprenticeship programme will fit into your whole business approach to people develop.

You may want to look at how you need to:

- Increase productivity and manufacturing processes
- Improve technical capability
- Increase sales
- Introduce a culture of continuous improvement

You may also want to consider how an apprenticeship programme can support individuals in your business to:

- Learn new skills
- Be recognised for the skills they have

3 SELECT THE FRAMEWORK

An apprenticeship has three elements:

- Industry skills and knowledge
- Functional skills (maths and English)
- Employment skills (rights, responsibilities and personal skills)

There are over 200 food and drink industry apprenticeships in areas including: product development; production; engineering; quality and health and safety; planning and distribution and logistics. Apprenticeships are also available in generic roles such as marketing; HR; finance and business administration.

4 SELECT A PROVIDER

Companies are able to source their own training providers, choosing on criteria including their experience of delivering in the industry, geographic location and recommendations.

However, for companies new to apprenticeships, the National Skills Academy for food and drink can help you source a training provider and can be contacted via the website: www.foodanddrink.nsacademy.co.uk

5 PILOT

It will be important to pilot your apprenticeship model on a small scale before committing to a bigger roll-out. This will enable you to consider what you want to do yourself and where you need help from others. It will also enable you to undertake an honest appraisal with your training provider.

6 AND FINALLY...LESSONS LEARNED

Adams Foods, who successfully implemented an apprenticeship programme and assisted with FDF/NSA Apprenticeship Roadshows has the following advice for companies embarking on the process:

- **Interview process, get the best out of them!**
 - Carry out initial assessments, run team games and involve, managers/mentors in the process.
- **Choose the right mentor and manager**
 - Know the apprentice and motivators
- **Have a clear structure and training plan**
 - Have an initial 2 month plan with clear visibility for both apprentice and manager
- **Support the manager**
 - They may not have managed someone that young, they need your support
- **It's usually their (the apprentice's) first job, be prepared to teach them a "work ethic" and soft skills.**



The nominees for the FDF Community Partnership Awards 'Apprentice of the Year 2012' (left) **Sam Ward**, Nestle; (2nd left) **Lydia Cebreiro**, Nestle and **Sam Roberts**, Unilever (far right) together with Agriculture and Food Minister **David Heath** (centre); FDF Director General **Melanie Leech**; FDF President **Jim Moseley** (2nd right).

ABOUT FDF

The Food and Drink Federation is the voice of the UK food and drink industry, the largest manufacturing sector in the country. Our sector directly employs up to 400,000 people, and as many as 1.2 million in ancillary services; it accounts for 16% of the UK's total manufacturing sector by value; and it is an invaluable partner to British agriculture, buying two thirds of what farmers produce.

Our membership comprises manufacturers of all sizes as well as trade associations dealing with specific sectors of the industry. In representing the interests of our members, we focus on the following core priorities:

- **Food Safety and Science**
- **Health and Wellbeing**
- **Sustainability**
- **Competitiveness**

Food and Drink
Federation



Delivering Sustainable Growth

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