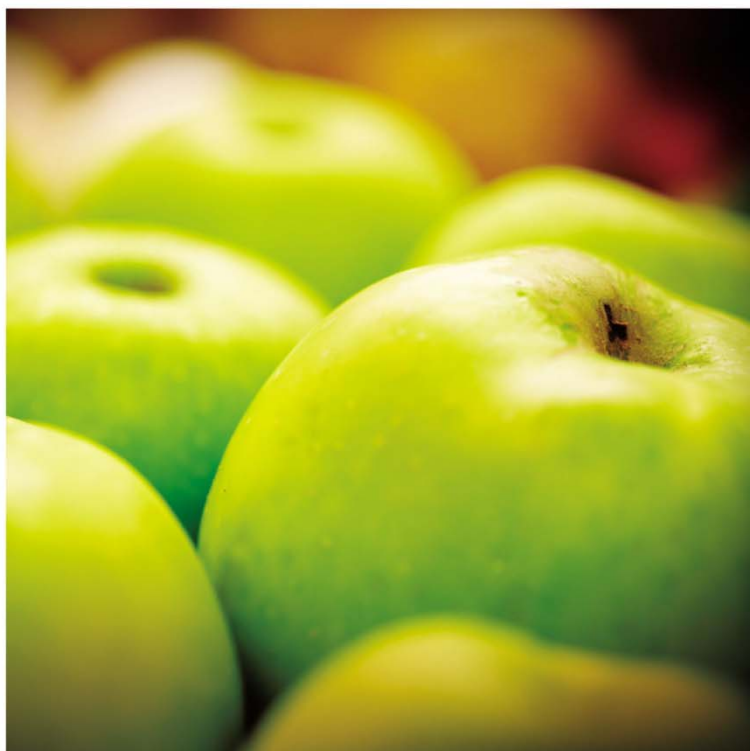


FEED YOUR AMBITION.

Skills Action Plan for the Food Supply Chain



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skillsmart retail*

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Foreword

I very much welcome the publication of this *Skills Action Plan for the Food Supply Chain*. The Plan will make an important contribution to driving forward the essential task of improving workforce skills across the entire food chain, particularly focussing on where collaborative action can add value. It builds on the findings of the *United Kingdom Food Supply Chain* (Alderson, J., Jassi, S., Pearson, A, 2011) report published in May.

This Action Plan does something not done before: it brings together a number of issues and identifies concrete actions from across the Food Supply Chain to address them. It highlights the skills shortages that the industry faces, and shows how these can be tackled. This is crucial because the FSC makes a vital contribution to the UK economy – employing 3.7 million people (14% of the total UK workforce) and contributing £87.4bn.

I strongly believe, as I know the industry does, that skills, and the development and encouragement of the right skills, is vital for the industry's success. Key to this is for the whole of the Food Supply Chain to work together. This Action Plan is a good example of this collaboration between the Sector Skills Councils, Government and industry.

Sustainable growth is essential if the economy is to address the challenges ahead. These challenges have been highlighted in *The Future of Food and Farming* report (Foresight, 2011), exploring as it did the pressures that the global food system will be under over the next forty years and the challenges we will all face in terms of food security.

I would like to thank all those who have contributed to this Action Plan, which, along with the Report, will, I hope, be a key resource for the industry as it looks to further its sustainable growth and development in the years ahead.

A handwritten signature in black ink that reads "Jim Paice". The signature is written in a cursive style with a horizontal line underneath.

Jim Paice,
Minister of State for Agriculture and Food

Summary

The UK Food Supply Chain (FSC) involves some of the country's best-known brands and businesses. Together they contribute an annual turnover of £412 billion to the national economy and provide jobs for 3.7 million people – making the FSC the country's largest employer (Alderson, J., Jassi, S., Pearson, A, 2011). But in a competitive global economy, the FSC needs to be more productive, more profitable and more attractive as a career choice so that it can build on its success and take full advantage of the potential for growth.

Everyone agrees that a better skills base is fundamental to ensuring our food supply system remains secure, commercially competitive, innovative, healthy and sustainable. But in the past, organisations in different parts of the UK FSC - from farm to manufacturing and processing and from distribution to retail and restaurants - often worked in isolation which resulted in a diluted effort.

Now, for the first time, employers and skills organisations from industries across the FSC have come together to agree on common skills concerns and deliver a collective action plan around the skills challenges we face. The result is *Feed Your Ambition - Skills Action Plan for the Food Supply Chain*.

The central theme of the plan is the promotion of jobs in the varied and dynamic businesses that make the FSC an attractive career option for young people with talent, ambition and a willingness to learn. Historically, jobs in businesses in the FSC have not been seen as a first choice career option. Despite efforts by different groups and industries to provide more information about career opportunities, it still suffers from a negative image - particularly among young people and the parents and teachers who influence their study and work choices.

Under this Action Plan, careers promotion across the FSC is now joined up. Through collaboration and partnership, existing initiatives will be more visible and have more impact. During the next 18 months, employers, industry bodies and skills organisations representing every aspect of the FSC will be supporting practical action to improve people's perception of jobs available in all sectors within the supply chain.

Feed Your Ambition will promote a concerted effort to radically increase the number of new entrants of all ages either applying for jobs in FSC businesses, embarking on relevant training or opting to study food-related courses. It will:

- **increase understanding about the range of career opportunities on offer and provide a common focus for existing outreach activity;**
- **improve the perception of jobs and careers across the FSC; and**
- **motivate new entrants of all ages to get on board by challenging ill-informed and outdated views about pay, working conditions, job security and opportunities to progress.**

In particular, *Feed Your Ambition* will join up and focus the activity of a range of existing and new outreach programmes for schools fostered by different parts of the FSC.

By combining the efforts of Ambassador programmes in schools, the *Feed Your Ambition* message will:

- **reach over 60,000 14-to-16 year-olds at more than 800 UK schools over the next 18 months promoting a joined up message about careers in the FSC.**

The message will be backed by high quality research into the drivers behind the career choices of today's school and college leavers and the information and guidance necessary for them to consider a position within the FSC. Changing the perceptions of potential new entrants is no overnight task but *Feed Your Ambition* has also considered what we can do right here, right now.

The outcome is an across-the-board commitment to:

- **create 50,000 Apprenticeship training opportunities in companies within Agriculture and Primary Production, Food and Drink Manufacturing, Food Retail and Hospitality and Catering.**

The commitment is underpinned by a range of new and existing pledges by employers. These include employer signatories to the Institute of Grocery Distribution (IGD) Employability Pledge which aims to provide over 25,000 apprenticeship opportunities during this period and a new pledge from employer members of the Food and Drink Federation (FDF) who have pledged to double the number of Apprenticeships on offer. These new “earn and learn” opportunities will be launched between July 2011 and December 2012.

To help FSC businesses put Apprenticeships in place, industry support organisations like Sector Skills Councils (SSCs) and the National Apprenticeship Service (NAS) have likewise vowed to ease the bureaucracy particularly for Small and Medium Enterprises (SMEs). Support organisations will provide better information about the business benefits of Apprenticeships for businesses of all sizes along with guidance on the operational flexibility afforded by different Apprenticeship models matched to business needs.

1 Introduction

1.1 Rationale for Skills Action Plan

The FSC employs over 3.7 million people, and contributed £87.4 billion or 10% of total UK Gross Value Added (GVA) to the UK economy in 2009 (Alderson, J., Jassi, S., Pearson, A, 2011), yet the message from those in the food production and supply industries is that this could be better if there was a more robust skills base. Skills are essential in ensuring that we have a secure, innovative, healthy and sustainable food system, both now and in the future.

The recently published *The Future of Food and Farming* report (Foresight, 2011) explored the pressures on the global food system between now and 2050 and identified the following key challenges to food security, all of which have implications for the skills base in the industry:

- ensuring that food supplies are affordable;
- ensuring that there is adequate stability in food supplies – and protecting the most vulnerable from the volatility that does occur;
- achieving global access to food and ending hunger - this recognises that producing enough food in the world so that everyone can potentially be fed is not the same thing as ensuring food security for all;
- managing the contribution of the food system to the mitigation of climate change; and
- making the food system sustainable.

The report highlights the needs for the industry and Government to act now to ensure that a sustainable system and fair food system for the future can be achieved.

The Department for Environment Food and Rural Affairs (Defra), the Department for Business Innovation and Skills (BIS) and the Department of Energy & Climate Change (DECC) are currently working to identify the skills which will be needed for a transition to a strong and sustainable green economy. A 'green economy' is where value and growth are maximised across the whole economy while managing natural assets sustainably. The green economy will be supported and enabled by a thriving low carbon and environmental goods and services sector. Environmental damage will be reduced, while increasing energy security, resource efficiency and resilience to climate change.

In November 2010, the Coalition Government launched their new Skills Strategy in England, *Skills for Sustainable Growth* (Department for Business Innovation and Skills, 2010), alongside an accompanying publication; *Investing in Skills for Sustainable Growth* (Department for Business Innovation and Skills, 2010). The former publication describes the Government's approach to reform of the skills and Further Education (FE) system with the aim of improving the skills of the workforce, the performance of the economy, and engagement in learning to drive innovation and prosperity. The latter publication explains how the Government intends to achieve these aims through strategic investments in skills and FE over the current spending review period.

Skills for Sustainable Growth outlines 'radical reform of the skills system' and its foundations are built around the Coalition Government's three key principles of fairness, shared responsibility and increasing freedom. Apprenticeships remain central to the skills system, and this principle builds on Lord Leitch's recommendations in *World Class Skills: Implementing the Leitch Review of Skills in England* (Department for Innovation Universities and Skills, 2007) and the Apprenticeship strategy *World Class Apprenticeships: Unlocking Talent, Building Skills for All* (Department for Innovation, Universities and Skills, 2008).

This document, *Feed Your Ambition - Skills Action Plan for the Food Supply Chain* has been developed to support the aforementioned.

1.2 Skills Action Plan Workshop

In preparation for the Skills Action Plan Workshop, the Steering Group¹ collated a list of all the current activity and initiatives that are being delivered across the FSC. This list provided useful background information to Workshop attendees about the breadth of activity already being delivered. This also helped to focus attendees and ensure that any actions arising from the Workshop would focus on building and expanding these activities across the FSC and avoid any duplication. The Steering group agreed that the emphasis of the Workshop should be the following:

¹ Emily Antcliffe, Defra; Lorraine Gibbs, Defra; Ian Russell, Defra; Stewart Russell, Defra; Rob Matthews, Defra; Angela Coleshill, FDF; Caroline Fox, FDF; David Gordon, IGD; Mike Darby, IGD; David Fuhr, BIS; Aiden Farrell, BIS; Jack Matthews, Improve; Sukky Jassi, Improve; Madge Moore, Lantra; Peter Martin, Lantra; Karen Charlesworth, Skillsmart Retail; Justine Fosh, National Skills Academy for Food & Drink; Martin Christian-Kent, People 1st.

- addressing the big issues that cut across large parts of the FSC;
- identification of specific issues that will be acknowledged but not discussed;
- issues specific to particular sectors within the food network;
- issues that are generic (i.e. not specific to the food);
- building on existing initiatives – recognising limited resources; and
- focusing effort where it will have the biggest impact.

As a result, the following objectives for set for the Workshop:

- agreement on **priority issues** to ensure current and future skills needs are addressed;
- an understanding of **current activity** already underway to meet current and future needs;
- identification of the **gaps** between what current activity will deliver and what is needed;
- identification of **synergies** between current activities (including between different organisations, different parts of the FSC and across devolved administrations) and possible savings by collaboration;
- **actions** to address the gaps and synergies; and
- **prioritisation and ownership** of actions.

In summary, the key output required from the Workshop was for attendees² to initiate new collaborative actions by the industry and associated bodies that will help deliver an improvement in skills to meet the challenges of the future (see Appendix 1).

The Workshop highlighted the number of partners involved in the development, planning and provision of skills to various separate components of the FSC. Throughout the Workshop there were constant echoes from attendees about further cooperation and collaboration being required amongst the SSCs involved in the FSC to jointly develop solutions for the industry. A need for central collection of key Labour Market Intelligence (LMI) for the FSC was also recognised as essential to help inform decision making³.

Following the Workshop, this information was brought together and it was agreed by the Steering Group that:

- the underpinning theme to all of the actions for the next 18 months should be the image of the industry;
- partnership working and building on existing initiatives was agreed as the most productive way to achieve the skills base required in a sustainable and innovative industry;
- actions should focus on combining initiatives that are already in place rather than duplicating existing activity and waste resources; and
- focus on planning new activities through joint bids and pooling resources rather than continuing to deliver disparate activities which would be valuable for the whole FSC.

As a result, under this Action Plan, careers promotion and attracting new entrants across the FSC is now joined up.

1.3 Action Plan structure

This action plan has captured the key issues identified at the Skills Action Planning Workshop and has set out the key priorities in Section 2 with a timetable for delivery of key activity, concentrating on actions that can be delivered across the FSC. Section 3 is made up of the conclusions.

The remainder of the industry priorities are in Appendix 1, along with a summary of the issues and evidence; current initiatives being delivered; agreed actions with delivery organisations; and potential future activity.

² A list of the invitees / attendees for the Skills Action Plan Workshop is provided in Appendix 2.

³ Improve have published the UK Food Supply Chain report; it is a collection of Labour Market Information to demonstrate the economic importance of the FSC and brings together the skills needs of each separate component of the supply chain into one strategic document. The report is available at: <http://improveltd.co.uk/england/industry-report/uk-food-supply-chain-report>.

2 Action Plan – Image of the Food Supply Chain

High: Primary Production / Agriculture	High: Food and Drink Manufacturing	High: Food Retail	High: Food Hospitality and Catering
<p>Issue: The poor perception and image of the FSC reduces the likelihood of young people attending food and drink related training courses and affects the number of people, from all age groups entering the industry. There is also a perception that there are few opportunities for career progression across the FSC and this deters new entrants.</p>			
What's needed	Activity	Milestones / Deliverables	Owner
1. Better understanding of the perception, messages and key motivators for new entrants and potential employees into the FSC.	<ul style="list-style-type: none"> Undertake research with young people to better understand their preferences for receiving careers information, guidance and motivations underpinning careers choices. Please note the research focuses on food and drink manufacturing, with some aspects of the wider FSC being covered. 	<ul style="list-style-type: none"> Commission research Consult with approximately 1300 young people, parents, teachers and careers advisors Dissemination of research Research reports with clear recommendations to inform planned activity in Quarter 2 onwards. <p><i>Delivery in Quarter 1 (July – Sept 2011)</i></p>	Improve
	<ul style="list-style-type: none"> Undertake research with UK nationals of all ages to gain an understanding of what motivates and underpins their career and employment choices; this is particularly in light of high unemployment and the increasing number of migrant workers currently employed across sectors within the FSC. Please note the research focuses on food and drink manufacturing, and this activity can be extended by Improve to cover other aspects of the FSC in more detail if SSCs have resources to dedicate. 	<ul style="list-style-type: none"> Commission research Qualitative study to consult with approximately 90 UK nationals through interviews and focus groups Dissemination of research Research reports with clear recommendations to inform planned activity in Quarter 2. <p><i>Delivery in Quarter 1 (July – Sept 2011)</i></p>	Improve
2. Support the 'key influencers' so they can promote the benefits of careers within the FSC.	<ul style="list-style-type: none"> Using the research findings develop core messages to tackle issues around the perception of the FSC for use by industry ambassadors/champions and future communications activity. 	<ul style="list-style-type: none"> A suite of good clear messages for Ambassadors/champions to promote about the industry workplaces based on the findings from the research (see above) and industry knowledge. <p><i>Delivery in Quarter 2 (Oct 2011 – Dec 2011)</i></p>	Improve

<p>3. Change current perceptions of the image of the industry.</p>	<ul style="list-style-type: none"> • Build on the existing Ambassador programmes and further develop a pool of industry ambassadors and champions to represent the whole FSC to target schools in England, with a view to reconnecting young people to food which will also facilitate a major PR boost for the FSC. All Ambassador programmes will provide some generic information about careers across the FSC alongside the sector which they represent. • All marketing and careers information produced under each of the existing and new Ambassador schemes will incorporate the new min-brand as an overarching theme to indicate FSC activity. 	<ul style="list-style-type: none"> • Ambassador schemes will collectively impact on over 60,000 school children across 810 schools in England to promote the FSC. On a sector basis, it is anticipated that the following numbers of schools and school children will be reached: <ul style="list-style-type: none"> - Improve Ambassadors programme will reach 300 schools over a two year period, it is anticipated that this will impact on 20,000 school children (subject to securing GIF funding) - Skillsmart Retail Ambassadors programme will reach 330 schools and impact on approximately 25,000 school children - People 1st Ambassadors programme will reach 180 schools and impact on approximately 15,000 school children <p><i>Delivery in Quarters 1 – 6 (Oct 2011 – Dec 2012)</i></p>	<p>Improve, Skillsmart Retail, People 1st</p>
<p>4. Employers across the FSC need to gain a better understanding of the benefits of Apprenticeships as they are currently underutilised due to the perceived inflexibility and bureaucracy.</p>	<ul style="list-style-type: none"> • SSCs to promote the range of delivery mechanisms and high-quality training providers available to employers. SSCs and/or their National Skills Academies where relevant to handle enquiries and provide support and advice to employers given their expertise in their respective sectors. 	<ul style="list-style-type: none"> • Employers receive practical support from SSCs/NAS via telephone and visits • Employers can choose options that suit their businesses the best <p><i>Delivery in Quarters 1 - 6 (Jul 2011 – Dec 2012)</i></p>	<p>SSCs, NAS, National Skills Academies</p>
	<ul style="list-style-type: none"> • FSC partners to collectively launch a pledge to increase Apprenticeships to stakeholders and media with support from the NAS to ensure employers fully understand the benefits of Apprenticeships. • SSCs in conjunction with the NAS to produce a “busting myths” handout to inform FSC employers of the benefits an apprentice can bring to their companies. 	<ul style="list-style-type: none"> • Establish relevant contact with NAS • Positive PR around pledge launch • Production of handout • Campaign to disseminate handout • Promote handout and successes to date during Apprenticeship Week 6-10 February 2012 <p><i>Delivery in Quarters 2 - 6 (Oct 2011 – Dec 2012)</i></p>	<p>SSCs, NAS</p>

<p>5. To increase the number of Apprenticeship opportunities across the FSC.</p>	<ul style="list-style-type: none"> Continue promoting Apprenticeships to all employers across the FSC. 	<ul style="list-style-type: none"> Deliver approximately 50,000 Apprenticeships across the FSC by end of 2012. The commitment is underpinned by a range of new and existing pledges by employers, including employer signatories to the IGD Employability Pledge which aims to provide over 25,000 apprenticeship opportunities and a new pledge from employer members of the FDF who have pledged to double the number of Apprenticeships on offer. A breakdown of the anticipated number of Apprenticeships to be delivered by sectors follows: <ul style="list-style-type: none"> Primary Production / agriculture – 1,200 Food and drink manufacturing - 6,000 – 8,000 Food retail - 21,000 Food hospitality and catering - 20,000 <p><i>Delivery in Quarters 1 – 6 (July 2011 – Dec 2012)</i></p>	<p>SSCs, FDF, IGD</p>
<p>6. Provide employers more opportunities to advertise Apprenticeship vacancies.</p>	<ul style="list-style-type: none"> As well as using other mechanisms to advertise, employers will also be able to advertise their vacancies on the NAS website through well-written, exciting adverts showcasing the opportunities available in their companies. 	<ul style="list-style-type: none"> FSC employers are recognised for providing a large number of Apprenticeship opportunities. Employers across the FSC begin to reap the benefits of a greater response rate to new opportunities and a higher calibre of applicants. <p><i>Delivery in Quarters 3 – 6 (Jan – Dec 2012)</i></p>	<p>SSCs</p>
<p>7. Clarify opportunities for career progression - potential new entrants require access to accurate IAG which showcases the wide range of opportunities and careers that exist within the FSC.</p>	<ul style="list-style-type: none"> Continue the development of the Employability Pledge case studies to showcase: <ul style="list-style-type: none"> what the food and grocery industry is doing to support workforce employment prospects by providing opportunities to learn, develop skills and gain work experience the range of opportunities and careers available within the industry 	<ul style="list-style-type: none"> IGD to increase its bank of published case studies by 100%, which demonstrate how the food and grocery industry is supporting the aims of the Employability Pledge. <p><i>Delivery in Quarters 1 - 2 (Jul 2011 – Dec 2011)</i></p>	<p>IGD</p>
<p>8. Simplification of careers promotional material and signposting to other relevant material for further information.</p>	<ul style="list-style-type: none"> Continue to disseminate positive information about careers in the industry including salary information, statistics on FE and HE students securing employment. 	<ul style="list-style-type: none"> All careers information currently available from partner organisations to be joined up with clear linkages to other sectors within the FSC. All future material produced to include the new mini-brand 'Feed Your Ambition' to promote FSC activities. 	<p>SSCs and Trade Associations</p>

		<i>Delivery in Quarters 1 – 6 (July 2011 – Dec 2012)</i>	
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3 Conclusions

3.1 Role for Central Government

Stakeholders, partners and industry representatives that have been involved in the development and formation of this Action Plan have highlighted the following issues as key areas where **central Government** can support the delivery of the actions set out in this document:

- reduce bureaucracy relating to Apprenticeships and smaller businesses to ensure that engagement with the programme is an opportunity for all;
- create conditions for success and leave industry to lead on actions;
- curriculum changes in schools include food science and technology;
- develop initiatives targeted to specific employers;
- ensure that businesses work collectively in relation to issues which impact on the industry.
- facilitate collecting more information about SMEs;
- facilitate the space for others to develop careers advice, develop good quality Information and Guidance (IAG) and make career paths clearer,
- ensure a consistent message from central Government about the importance of the FSC to the UK economy and a sustainable community; and
- drive the re-emphasis of the importance of vocational education.

3.2 Skills Action Plan Steering Group

The Skills Action Plan Steering Group will continue to meet on a quarterly basis to discuss progress against milestones. The group will continue to work together to assess ways of bringing together and joining up the plethora of existing initiatives which are already being delivered by partner organisations. In addition the group will assess where new activity is required in the future and seek to pool resources through joint initiatives and joint funding bids to ensure that the FSC has the skills required to enhance productivity, be environmentally sustainable and ensure food security.

3.3 Monitoring the Action Plan

Whilst partners will update each other on progress at the Steering Group meeting on a quarterly basis, Improve will formally collate progress information on key milestones on a half yearly basis to produce a succinct progress report.

4 Appendix 1: Food Supply Chain Priorities

This section summarises short term priority skills issues which currently present themselves across the FSC. For each of the issues identified, the evidence has been provided along with current initiatives that are currently being delivered in the industry. In addition, the 'quick wins' agreed by representatives at the Skills Action Plan Workshop and the leading organisation(s) for delivery are also stated.

4.1 Perception/image of the industry

Employment across the FSC is widely perceived as having poor working conditions, poor pay levels, little job security and few opportunities for progression. The key influencers of young people (teachers, careers advisors and parents) have limited knowledge about the industry and do not have access to good information and guidance (IAG) which promotes careers in the industry. The poor image reduces the likelihood of young people attending Further Education (FE) and Higher Education (HE) to undertake food and drink related training and qualifications. It also affects the number of young people directly entering the workplace (Milward Brown Ulster, 2009).

However, it is important to note the perceived negative image of the industry as a career option is not exclusive to young people. This issue has deterred people from all age groups from entering the industry workforce.

Whilst employers have been responsive to this issue and some of the larger businesses have excellent links to local schools to promote career opportunities with young people, this is not typically the case for small and medium enterprises (SMEs).

Table 1: Perception/image of the industry

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Improve	The Sector Routeways Initiative provides accredited learning for young people prior to entry into the industry to provide a pool of 'industry ready' young people. The learning that young people receive can help them achieve an apprenticeship once employed in the sector and the programme is designed by employers.
FDF	Taste Success – A Future in Food careers campaign.
Improve	Improve in Northern Ireland has piloted an industry led Ambassadors Scheme linked to improving awareness within schools of career options.
IGD	Under the auspices of IGD, the food and grocery industry has launched an Employability Pledge that supports the prospects of thousands of people of all ages and backgrounds across the country by providing opportunities to learn, develop skills and gain work experience.
Skillsmart Retail	Retail Ambassadors are real retail employees, from shop floor to board room level, who have volunteered to speak up for retail, championing the sector in schools and colleges to offer their first-hand, real-life experience of working in the industry.
Lantra, Defra, BIS, GLA and Landex	Raising the level of uptake of training through Apprenticeships by supporting those wishing to set up Apprenticeship Training Associations .
Chilled Food Association	Science Careers Support - Key Stage 1-4 lesson plans and other resources (design and technology, science), careers information.
Scottish Food and Drink	The Schools Food and Drink Industry Challenge provides an excellent opportunity to encourage young people, teachers, careers guidance professionals and parents to think of the sector as a career destination of choice highlighting the range of rewarding opportunities that exist.
Skills Development Scotland and Scottish Food and Drink	Food and Drink Ambassadors is a network of industry ambassadors who will provide video content and attend events/seminars to highlight the sector and the careers routes available.
Quick wins	
<i>Who</i>	<i>Details</i>
Improve	Undertake research with young people to better understand their preferences for receiving careers IAG and motivations underpinning career choices.

Improve	Undertake research with UK Nationals of all ages to gain an understanding of what motivates and underpins their career and employment choices; this is particularly in light of high unemployment and the increasing number of migrant workers across the food and drink supply chain.
SSCs, National Careers Service, RGF, NOS, LEPS, FDF and other Trade Associations	Identify careers pathways across the FSC. This is to include: <ul style="list-style-type: none"> • What skills are transferable across the FSC? • Mapping competencies with job roles. • Capturing informal and formal training. This information needs to be joined up through the FSC cluster of SSCs and linked to the forthcoming National Careers Services.
SSCs	The dissemination of positive information about careers in the industry including salary information and statistics about how quickly food students from FE and HE secure employment.
SSCs, TAs	The development of a consistent core industry message to tackle the perception of the industry, such initiatives would be linked to industry ambassadors for the media and leadership purposes.
Improve and other SSCs	Industry to sponsor research into helping develop the right messaging.
FDF/Improve lead with other SSCs	Industry Ambassadors and champions for the food and drink industry, this would also link into wider policy objectives as set out in the Wolf report.
Improve, Lantra, People 1 st , BIS, Skillsmart, DfE, NSA, EHPs, JCP	Develop a package for new entrants to develop pre-employment skills that will result in an industry ready pool of people (new entrants of all ages) that builds on the existing Improve Sector Routeway programme which is for young people.
IGD	Build on the IGD employability pledge by encouraging more employers from across the FSC to become signatories.

Future Opportunities

There are opportunities to link the school curriculum to food (using Scottish work as an example) and arrange visits based on this (like Farming and Countryside Education has been doing but extend this to High schools). This could be further enhanced through the development of interactive tools for learning and through pulling together initiatives currently underway in schools.

There is much emergent policy activity with the forthcoming large scale Welfare to Work reforms including the Getting Britain Working activity with service academies, the Department for Work and Pensions and Jobcentre Plus. This could all be linked together for the food and drink industry into a single place and made to work more effectively. The industry should be capitalising on the number of young people currently not in employment education or training (NEET) and the unemployed. Such solutions would help to address wider policy objectives.

4.2 Career progression

The FSC is widely and incorrectly perceived as having poor working conditions, poor pay levels, little job security and few opportunities for career progression. Whilst there is some good IAG available, it is disjointed, inconsistent and there is a lack of clear linkages to sectors within the FSC, for example some occupations span across sectors within the FSC, however careers information does not reflect this.

Table 2: Career progression

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Improve	Improve in Northern Ireland has piloted an industry led Ambassadors Scheme linked to improving awareness within schools of career options.
Lantra	Careers events and ambassador programmes promote the sector to young people and career advisors. The project includes: a careers section within the new Lantra website, 18 agricultural ambassadors, 18 young farmer ambassadors and 16 diploma champions all designed to improve the image of the sector to young people.
Lantra	Grow Careers website is a careers information website setting out opportunities in horticulture.

BIS	National Careers Service
Scottish Food and Drink	The Schools Food and Drink Industry Challenge provides an excellent opportunity to encourage young people, teachers, careers guidance professionals and parents to think of the sector as a career destination of choice highlighting the range of rewarding opportunities that exist.
Skills Development Scotland and SF & DF	Food and Drink Ambassadors is a network of industry ambassadors who will provide video content and attend events/seminars to highlight the sector and the careers routes available.
Lantra	Careers progression routes for 53 job profiles are also available.
Quick wins	
Who	Details
SSCs	Joined up approach to career progression pathways and the marketing of that information.
Improve and Skillsmart	Simplify career promotional material and link to all food careers webpages.
SSCs and National Careers Service	Identification of transferable skills and mapping competences with job roles; this information is to be shared with the National Careers Service.
Improve	Development of career mapping for food and drink manufacturing (this has already been done in agriculture and the retail components of the FSC).
Future Opportunities	
The creation of a central portal for all careers information about the FSC utilising social network sites.	

4.3 Role of the Apprenticeship programme

It has been widely documented that there is a lack of recognition for all the informal training which is undertaken and delivered across the FSC (Alderson, J., Jassi, S., Pearson, A, 2011). Employers in the industry tend to prioritise competence over qualifications, explaining why much of the training delivered on an informal basis is not formally captured (Wood Holmes Group, 2009).

The use of Apprenticeships is not currently a widely utilised route into the industry workforce. The main reason that the industry has failed to capitalise on Apprenticeships is related to the inflexibility and bureaucracy of apprenticeship frameworks for SMEs. NAS is perceived to favour companies that can accommodate a larger number of Apprenticeships as opposed to smaller companies that are likely to be in a position to only have a few.

Associated to this issue is the perceived status and recognition which Apprenticeships have in the UK; the academic route holds greater prestige than vocational education unlike in other European nations e.g. Germany where vocational routes have been professionalised and there is a Continued Professional Development (CPD) programme from the outset. The need for professionalisation of the vocational opportunities available in the FSC will help to attract new entrants of all ages into the industry workforce.

Government policy has shifted towards supporting employers to train young people whilst they work:

- Apprenticeships are the major programme available to enable this to happen but there has, to date been limited but growing take up in the sector and provision is still building in terms of capacity.
- Initiatives like developing Foundation degrees offer the opportunity to 'earn whilst you learn' and are being adopted by individual and groups of employers.

Apprenticeships have proven highly successful in Scotland where they are the main Government funded programme and take up of the scheme has increased phenomenally in recent years.

Table 3: Role of the Apprenticeship programme

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Agri-Skills Forum	The Agri-Skills Forum is currently looking at the flexibility of Apprenticeships . Lantra is looking to the innovative delivery of these particularly for small and micro-businesses. It is a big investment for small businesses and they must be able to guarantee full employment – therefore sharing the investment and providing the apprentice with full-time employment.
Improve	Improve has championed the development and offer of Youth and Adult Apprenticeships in Scotland at Level 2 & 3 that has achieved an increase from 47 registrations in 2008 to over 1300 by 2011.
Improve, FDF , TAs and sector organisations	Improve, FDF and others have been in early discussions about how they could work together to encourage employers to provide more work ready Apprenticeships for new entrants or the existing workforce across the sector.
Lantra, Defra, BIS, GLA and Landex	Raising the level of uptake of training through Apprenticeships by supporting those wishing to set up Apprenticeship Training Associations .
Lantra, Cogent and SEMTA	Review of the development of a potential science Apprenticeship .
Quick wins	
<i>Who</i>	<i>Details</i>
SSCs	Pre-employment training across the FSC to help new entrant's secure Apprenticeship places, building on Improve sector routeways programme.
SSCs and TA's	Myth busting for employers and trainees about Apprenticeships across the FSC.
NAS	Improving accessibility of the Apprenticeship Programme for SMEs to ensure a wider take-up across the FSC.
SSCs	Creating a system for recognising prior learning and giving accreditation for prior skills and knowledge using a competency based approach.
Improve and SSCs	The development of a range of new Apprenticeship frameworks for use across the FSC.
Future Opportunities	
SMEs sharing Apprentices across a sector or the FSC.	

4.4 Raising SMEs ambition to train

SMEs are a major part of the food and drink supply chain, but are less likely to invest in training. The volume of legislative requirements around safety, packaging, nutritional data, shelf lives can be a significant barrier to innovation, and support is needed to help people learn how to innovate and secure new business. Due to constant changes in consumer needs, companies are pressurised to produce specific items at short notice and therefore find it difficult to accommodate training programmes to bring all their staff to the right level of training required to improve their business. SMEs in the industry are primarily immersed in running their businesses from one day to the next. *Employer Skills Needs in the English Regions* (BMG Research, 2010) found that the likelihood of employers providing training to their staff increased significantly with employer size.

Training has never been a consistent theme and offer to SMEs, however the English Regional Food Groups have previously been able to provide some support to SMEs. Government funding has supported these organisations previously but this is less certain for the future.

There are already a range of existing initiatives aimed at increasing the level of ambition of employers and their appetite for training and driving productivity through skills, therefore any actions and activity should seek to build on what already exists.

Table 4: Raising SMEs ambition to train

Current Initiatives	
Delivered by	Details
Lantra Wales with Improve, People 1 st Cymru and Skillsmart Retail Cymru	Food chain initiative - assessment of training needs, the supply and impact of current training available, the identification of issues affecting business performance, skills forecasting and developing and piloting innovative training. This will equip the Welsh food and drink industry with the skills needed to meet the challenges of the next 10 years.
Improve	The Modular Qualification Framework has enabled the accreditation of qualifications on a unitised basis – as well as the development of new apprenticeships.
Skillsmart Retail	The Simplified Qualification Framework for retail has reduced from 150 titles to just 10, the new retail qualifications framework is simple to understand and easy for employers to get involved with.
Skillsmart Retail	The National Skills Academy for Retail provides access to consistent, high quality training for retail businesses, their employees and future workforce, delivered through a network of quality-marked retail skills shops. There are currently 50 skills shops in shopping centres and high streets across the UK, offering a wealth of services and support, including pre-employment training, on-the-job learning, store management programmes and careers advice.
Improve	Food Manufacturing Excellence Qualifications (replacing lean manufacturing & BIT).
Lantra	The CPD competency based tool provides the ability to record skills development based on national occupational standards and a “white label CPD” tool.
Lantra	CPD Programmes encourage the uptake of learning, knowledge transfer and recording of achievement.
Lantra	The Skills Passport (Scottish Crofters and poultry) has more than 2,200 participants able to demonstrate skills and competency and transferable skills. The crofters skills passport in Scotland helps maintain the skills record of crofters and small farmers. 3 levels within the passport.
Scottish Food and Drink Skills Academy	The newly established Scottish Food and Drink Skills Academy will stimulate demand for skills within the sector and also provide a gateway for food and drink companies to access learning support.
National Skills Academy for Food & Drink	Providing specialist support to businesses - Identify how training can support their business ambition and put together training plans etc.
LANTRA	Lantra offers Investors in People to the environmental sector as a tool to improve business performance through the use of business diagnostic tools.
Skills Development Scotland	Flexible Training Opportunities – flexible funding for companies with less than 150 employees, offering up to 50% of the costs of training, short bite sized learning that can be utilised quickly in the workplace.
Regional Food Groups	The Regional Food Groups have offered significant (often subsidised) consultancy support in the past to businesses.
Lantra	The Farm Business Advisor Accreditation Scheme involves providing business advice to farmers and growers.
Lantra	Develop specific skills programmes for the dairy farmers – supported by the Scottish Dairy Academy.
Skillsmart Retail	The ‘Mary Portas guide to successful retailing’ covers every stage of creating and running a successful retail business in seven one-day modules. Skillsmart Retail and the National Skills Academy for Retail have joined in partnership with People 1st to acquire the exclusive rights in the UK to deliver three retail-specific WorldHost programmes covering customer service, selling and managing the sales team.

Lantra	More than 11,000 individuals have taken up training in technical and management roles.
Quick wins	
Who	Details
SSCs	Undertake a research project to better understand the constraints that SMEs in the FSC work within.
SSCs, Trade Associations, Agri-skills forum	Develop business case studies with employers to showcase the benefits of investing in skills and training i.e. improving productivity, and growth. Using trusted sources to publicise this information.
Central Government	Central Government needs to set/drive standards around compliance without it resulting in businesses closing down.
Training Providers	Training should be made available in a range of formats that suit SMEs.
Trade Associations	Facilitating mentoring schemes through the use of larger companies to mentor SMEs.
Trade Associations	Building SME networks.
Trade Associations and SSCs	More Knowledge Transfer Partnerships (KTPs).
IGD	Build on the employability pledge and extend across the FSC.
UKCES, National Skills Academy for Food & Drink, Improve, People 1 st , Lantra	Better information is required about the benefits of training and the returns on investment.
BIS	Explore with Food Standards Agency and Trading Standards how businesses who can demonstrate formally trained staff can have this taken into consideration as part of the inspection regime. Explore with Local Better Regulation Office (now within BIS) how best to expand the use of the Primary Authority Scheme in the FSC.
Future Opportunities	
<p>The National Skills Academy for Food & Drink is working to identify a consistent training offer for SMEs to enable the Regional Food Groups to take to market.</p> <p>A reduction in inspection of businesses and regulation is the business can demonstrate it is fully equipped with qualified professionals.</p> <p>Raising employer ambition is a key future objective being set by the UKCES and Government for SSCs and will become a major deliverable and thus building on current and identifying new initiatives is essential.</p>	

4.5 Skills shortages and driving productivity through skills

There are a number of skills shortages across the FSC due to a supply-led approach rather than demand and solution driven. Part of the issue is that employers will typically ask 'what training is available' rather than 'what does my business need'. Food and drink manufacturers tend to approach training in a reactive manner and increasingly respond to Government legislation and the demands for multiple retailers to drive training activity (Ashton, D, Raddon, A and Sung, J, 2008).

Employers have found it difficult to locate appropriate and relevant training in the industry as it can be of a specialist nature. There is currently an overcapacity of compliance training and a lack of training in other areas particularly in relation to specialist and higher level skills and there are geographical gaps. Employers anecdotally report frustration in understanding and navigating the skills system. They choose providers based on experience in the sector and experience. Research undertaken in the Yorkshire and Humber region (Wood Holmes Group, 2009) reported barriers to training including related to lack of availability (15%), lack of awareness of specific courses (12%) and knowledge of what training is available (13%).

Productivity improvements across the food and drink industry are vital if the industry is to remain competitive and based in the UK. The UK FSC generates £87.4billion in Gross Value Added (GVA)⁴, accounting for 10% of the overall

⁴ GVA is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.

UK industry GVA in 2009, this figure has grown by 5% between 2008 and 2009 (ONS, 2010a). Cheaper labour costs and the growth in major conglomerates with European or global production facilities means that the UK needs to continuously improve productivity to compete. The industry is increasingly introducing lean manufacturing; however there are still few examples of truly World Class manufacturing sites in the UK. Substantial evidence exists of real savings delivered through upskilling companies.

Table 5: Skills shortages

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Improve Lantra	Food Manufacturing Excellence Qualifications (to replace Lean Manufacturing and BIT). £2m of funding to support upskilling in lean approaches Landskills programme South East supports the uptake of lean programmes in horticultural businesses and 'low carbon' initiatives particularly with large commercial glasshouses.
Skills Development Scotland Skills for Logistics, Food Storage and Distribution Federation Regional Food Groups	Skills Investment Plan – The development of a plan which clearly articulates the needs of the industry and clearly links to industry growth ambitions and to industry productivity Key Performance Indicators (KPIs). SfL are developing a bespoke programme based around the Warehousing and Storage qualification as part of the Food Storage and Distribution Federation Professional Development Pathway. The Regional Food Groups have previously offered significant (often subsidised) consultancy support to employers.
National Skills Academy for Food & Drink Lantra	The National Skills Academy for Food & Drink currently has a database of over 800 training courses available from over 60 high quality specialist training providers delivering provision in the food and drink industry. The NSA is a single source of information for the industry on the availability of training courses and offers personalised advice to ensure businesses identify their needs accurately and find the training they need. It supports collaborative working through steering groups to solve major skills issues (e.g. Project Eden in the Dairy industry) and can provide a strategic overview of skills provision in the sector. The NSA is totally commercial and relies on the industry to support it and use it. All the training providers currently affiliated to the NSA network have to demonstrate both quality and specialist food and drink expertise including a track record of delivering in the industry including in specific areas if relevant with references from food and drink businesses. The NSA has accessed around £2m of funding to support employers to upskill in lean manufacturing to drive productivity through skills. Lantra has a network of 400 training providers and 800 instructors delivering training within the sector. It has developed 80+ agricultural and horticultural qualifications on the Qualification and Credit Framework at various levels.
Quick wins	
<i>Who</i>	<i>Details</i>
TAs, Training Providers, SSCs	Messaging of what is coming in terms of regulation and technology in the industry.
Training Providers involved in delivering training to the FSC SSCs	Training should be made available in a range of formats that suit all businesses, particularly SMEs (flexible, e-learning etc) <ul style="list-style-type: none"> • Some skills are sector specific – need to look at finding some commonalities to produce more generic training across the FSC • Clearer articulation of industry skills needs (segmentation required) • Help companies understand how skills can solve their issues Collaboration for higher levels skills.
Future Opportunities	
The National Skills Academy for Food & Drink is working to identify a consistent training offer for SMEs to enable the Regional Food Groups to take to market.	
A reduction in inspection of businesses and regulation is the business can demonstrate it is fully equipped with	

qualified professionals.

Route skills funding through employers rather than educational training providers to ensure skills solutions are demand led.

Productivity improvements should be linked to driving economic growth.

There needs to be a continued focus on supporting and driving productivity across the FSC.

4.6 Skills shortages and the use of migrant labour

The FSC has a high reliance on migrant workers making it vulnerable should more attractive labour market opportunities become available to this labour pool. The most recent data indicates that there are 496,100 non-UK nationals working across the UK FSC, accounting for 14% of the workforce (ONS, 2010b). Employees from the A2 and A8 Accession States account for the largest proportion of non-UK national workers.

The heavy reliance on migrant workers plays a part in making the sector appear to be a low pay/low skilled sector despite many migrants working in skilled occupations. There is substantial evidence from the Equality and Human Rights Commission (2010) of migrant workers being open to mistreatment and there is evidence that migrant workers along with agency labour are often not covered by funding for training. Therefore this group of workers is at a disadvantage, with a resultant missed opportunity in terms of upskilling the workforce.

Table 6: Migrant workforce

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Workforce Cohesion Alliance	Developing training initiatives to encourage greater cohesion in diverse workforces.
Equality and Human Rights Commission task force	Currently looking into how agency labour can be treated equally to agency provision before the (soon to be introduced) statutory 12 weeks.
Lantra	The Health and Safety Executive's Agricultural Industry Advisory Committee produced guidance for migrant workers in 6 languages to help them understand their rights and obligations to work safely.
Lantra	Ensure adequacy of specific skilled workers in agriculture and horticulture , particularly in certain sub industries e.g. sheep production.
Defra	The Fruit and Vegetable Task Force action plan ensures skills issues are linked to potential reduction in migrant worker numbers in production horticulture through the review of the seasonal agricultural workers scheme.
Quick wins	
<i>Who</i>	<i>Details</i>
Improve, Lantra, People 1 st , BIS, Skillsmart Retail, National Skills Academy for Food & Drink, EHPs, JCP	The development of a package for new entrants into the industry focusing on UK nationals to develop pre-employment skills that will result in an industry ready pool of people (new entrants of all ages) that builds on the existing Improve Sector Routeway programme which is for young people. The industry should be capitalising on the number of young people currently not in employment education or training (NEET) and the unemployed. Such solutions would help to address wider policy objectives.
Future Opportunities	
To look at how the infrastructure of agency provision can be utilised to spread recruitment into the sector to the unemployed across the UK.	

4.7 Higher level skills

The sectors across the FSC do not currently attract enough qualified entrants which has exacerbated shortages amongst occupations requiring higher level skills, for example there is a well documented shortage of Food Science Technologists (FSTs) across the FSC (GFK NOP, 2007). This situation is also a contributor to the reliance the sector has built up in migrant workers.

The pace of technological, legislative and consumer change in the sector has increased the need for **higher level skills**; combined with a reduction in capacity in provision this has resulted in gaps in terms of training provision for the following areas;

- Engineering and engineering maintenance
- Science and technology to support quality assurance, technical management etc.

- Leadership and management
- Sales and marketing (particularly for smaller businesses)
- Subsector specific training

The demand to undertake food related topics at universities and colleges has continued to reduce over the past few years only starting to reverse slowly during 2009/2010. The industry perception is that the funding streams available for this training do not encourage or attract the required number of young people to attend college on a full time basis to gain the necessary skills for employment in the FSC sectors.

There has been some progress in recent years in expanding HE provision for the FSC but it is not yet possible to quantify the effects of the most recent changes to HE funding, where anecdotal evidence suggests a negative effect on provision. Should the provision which remains to be in place fail to attract applicants, there is a risk that it will cease to be available in the longer term.

Associated with the aforementioned issues is the perception and importance of the FSC to universities, colleges and other learning providers.

Table 7: Higher level skills

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Food Research Partnership	High level skills for food programme.
London South Bank University and Institute of Refrigeration	Real ZERO and Real Skills Europe are programmes relating to upskilling and training for refrigeration engineers.
National Skills Academy for Food & Drink	Employer Partnerships established through employer steering groups to enable companies to work together and combine demand to ensure that new training provision is developed (e.g. Dairy technology) and to sponsor and support new training facilities.
FDF, Improve, IFST	Career mapping for food scientists / technologists.
FDF, Improve, Higher Education Institutions	Develop a technical degree course to meet the higher level skills needs of the food and drink manufacturing sector. FDF members to offer graduates support through mentoring, work experience and internships.
Skillsmart Retail and Foundation Degree Forward	Retail National Foundation Degree Programme – The FdA in Retailing has been developed with retailers and was originally piloted by Tesco. It is a two year work-based programme for people employed in retail and is delivered on-line, supported by group seminars and Master Classes. This mode of delivery evolved to meet the management and leadership skills needs of employees and employers.
BBSRC	Nine advanced Training Partnership proposals are currently being assessed as part of the BBSRC ATP scheme . These cover a wide range of areas including aquaculture, livestock, crops, food science, horticulture and agriculture systems.
IFST, Campden BRI	The Student Launchpad is an annual one day careers event for approximately 100 students being planned.
IFST	The Graduate Guide is to help students find suitable food science courses and possible job roles (this will be available as a hard copy and electronically).
Chilled Food Association	Highlighting the industry as a career and 'A' Level choices for entry into the industry. This has included sponsorship of 5 student places at 2011 University of Nottingham summer school for perspective A level students.
Scotland Food and Drink Skills Academy	The Scotland Food and Drink Fellowship is a fast track programme for future leaders of the industry to deliver skills which enable company growth.
Carbon Trust, London South Bank University, Institute of Refrigeration and British Retail Association	The Retail Code of Conduct provides a greater level of agreement on best practice, greater awareness and application of best practice.
Quick wins	
<i>Who</i>	<i>Details</i>

Awarding bodies	Online training certificates.
Improve, National Skills Academy for Food & Drink, TAs and Professional bodies	A consortium led by Improve is looking at key occupations that would benefit existing employees as being able to achieve both a vocational qualification and professional status.
Trade Associations	Anecdotal evidence suggests that some companies are reportedly developing bursaries to support HE activity. Such activity should be expanded and coordinated by Trade Associations.
Future Opportunities	
Increasing focus will be given to destination of students and there may be an opportunity to better link FE students and HE graduates to job opportunities in the workplaces. This approach is currently being considered as a pilot for the dairy industry.	
Greater development of apprenticeship training capability will be required in the training sector.	

4.8 Adoption of Technology

Sectors across the FSC have not adopted alternative technologies / techniques and automation as extensively as competitor countries; such a shift would potentially improve productivity and competitiveness to a greater extent. There are perceived skills gaps around both the adoption of automation and maximising returns on investment. Current initiatives supporting sectors across the FSC have formerly been heavily supported financially by Government funding; this is less certain for the future requiring more commercial approaches to supporting such activity.

Table 8: Adoption of technology

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Centre for Food Robotics and Automation and the National Skills Academy for Food & Drink	In automation CENFRA supports employers to undertake an audit to identify where automation can support their business better. CENFRA is a member of the National Skills Academy for Food & Drink provider network and the NSA is promoting CENFRA programmes via its consultant network.
Food Faraday	In technology, Food Faraday supports the food and drink industry to make use of science and technology .
BBSRC	BBSRC supports higher level research and KTP funding into to the Agri Skills area.
Lantra	Levy Company Partnership – effective knowledge transfer mechanisms, better use of RPDE funding to promote the uptake of technology transfer and skills development.
Quick wins	
<i>Who</i>	<i>Details</i>
Defra	Commission research to assess the sector’s knowledge of resource efficiency, waste reduction, green house gasses, and consider how this influences the demand for low carbon skills.

4.9 Disproportionately lower number of women in specific sectors

The gender distribution across the UK FSC is evenly distributed with female employees accounting for 48% of the workforce. However, amongst primary production, food and drink manufacturing and the wholesale industries, male workers dominate the workforce. Female workers are most underrepresented in the primary production component of the FSC, making up only 25% of the workforce; females represent 27% of the food wholesale industry and 31% of the food and drink manufacturing workforce. In contrast, in both the food retail and hospitality industries, females account for over half of the workforce, 57% and 53%, respectively (ONS, 2010b).

Table 9: Disproportionately lower number of women in the industry

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
Improve, Lantra	Improve and Lantra secured financial support to upskill women in the industry in three related themes; women in management, women in leadership and women in

the industry under the **Women and Work Sector Pathways Initiative (WWSPI)**, however the funding has now finished and is under review. More than 700 women have benefited from the programme to date as part of an initiative to redress gender imbalance and career opportunities.

Future Opportunities

Consider developing a network for women to build contacts and support.

4.10 Sustainability skills

The industry is viewing sustainability largely from a perspective of cost saving and may not be as aware of the longer term issues around food sustainability that will affect production. There will be an emerging skills need as the consultancy led approach to sustainability leads to the need to widen workforce skills. For example the installation of new equipment or plant may be undertaken by consultants whereas the upkeep, engineering and maintenance will require new skills. The skills needs are not yet clear in the industry and therefore there is both low demand and limited supply of training related to sustainability. To date, activity is largely in response to retailer's specific sustainability initiatives. Businesses currently find it difficult to articulate their demand for environmental and sustainability skills; therefore it is difficult to agree on which technologies will be available to tackle some of the issues. However, some companies have already begun to upskill their workforce to meet resource efficiency objectives.

Table 10: Sustainability skills

Current Initiatives	
<i>Delivered by</i>	<i>Details</i>
FDF	Championing environmental initiatives and raising awareness.
Improve	Improve is a member of the Low Carbon Group of SSCs who are working with BIS on a low carbon action plan for key industries across the economy.
Business in the Community	Leadership skills for a sustainable community.
Lantra and Defra	Sustainable farming and food strategy – The delivery of training focussing on sustainable farming practices and effective animal health and welfare programmes. Supporting the levy companies and the National Farmers Union (NFU) in the development of the agricultural industry greenhouse gas action plan.
Skills Development Scotland	The low carbon skills fund provides businesses with access to sector specific training to help improve their performance, efficiency and improvement processes around low carbon. By developing a highly skilled, more confident workforce Scotland will be able to maximise the benefits of natural resources.
London South Bank University, Institute of Refrigeration and most universities dealing with refrigeration in the UK	Sustainable Innovations in Air Conditioning and Refrigeration (SIRAC) – this partnership enables greater collaboration between industry and academia, greater collaboration amongst researchers and greater innovation and awareness of new technologies.
Quick wins	
<i>Who</i>	<i>Details</i>
SSCs	Building in sustainability skills into skills programmes and raising the importance of these skills to wider stakeholders.

5 Appendix 2: Workshop Attendees

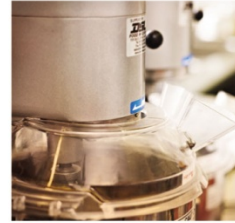
Organisation	Name
Department of Environment, Food and Rural Affairs (Defra)	Minister of State – Jim Paice, Emily Antcliffe, Sackey Bennin, Lee Dobinson, Katie Dick, Sarah Church, Lorraine Gibbs, Rob Matthews, Roy Norton, Brian Harding, Rachel Muckle, Ruth Pugh, Kesia Trench
Department for Business, Innovation and Skills (BIS)	Aiden Farrell, Davis Fuhr, Vernie Tannam, John Allison
Department for Culture Media and Sport (DCMS)	Graham Catt, Maria Vlahakis
Improve	Jack Matthews, Sukky Jassi
Lantra	Madge Moore, Michael Smith
Skills for Logistics	Richard Brewer
Skillsmart Retail	Anne Seaman, Beverley Paddey
UK Commission for Employment and Skills (UKCES)	Gillian Brewin
London South Bank University	Adri Bester, Professor Graeme Maidment
National Skills Academy for Food and Drink	Justine Fosh, Paul Wilkinson
Food and Drink Federation (FDF)	Angela Coleshill, Caroline Fox
Institute of Grocery Distribution (IGD)	Mike Darby, David Gordon
People 1 st	Dr Douglas Gyte
London Metropolitan University	Simon Doff
Harper Adams University College	Ralph Early
Chilled Food Association (CFA)	Kaarin Goodburn
British Retail Consortium (BRC)	Michelle Irving
National Farmers Union	Lee Osborne
GO Science	Georgie Gould, Elizabeth Warham
Skills Development Scotland	Gerry McBride
Biotechnology and Biological Sciences Research Council (BBSRC)	Clare Nixon, Dr Adam Staines, Celia Caulcott
AgriSkills Forum	Richard Longthorp, Ian Russell
UK Trade and Investment (UKTI)	Gareth Preece, Rodney Berkeley, Gerry Moran, Amanda Ritchie
Institute for Food Science and Technology (IFST)	Jon Poole
Institute of Refrigeration (IOR)	Dr Andy Pearson
Muller Dairy	Dave Parry
Energy & Utility SkillsLow Carbon Cluster Group (SSCs)	Jim Mitchell, Tim Balcon
Scottish Government	Alistair Prior
Dairy UK	Edmund Proffitt
University of Hull	Nick Riley
Bob Salmon and Food Solutions	Bob Salmon
Brake	Alison Townson
Welsh Assembly Government	Paula Whitfield, James Wynfford
British Frozen Food Federation (BFFF)	Brian Young
Unionlearn	Richard Blakeley
Professional Organisation for Catering Education (PACE)	Geoff Booth
Association of Convenience Stores (ACS)	Shane Brennan
Unilever	Rachel Cowburn
NISA Today's	Becky Campbell
Sustain	Kath Dalmeny
British Refrigeration Association	Michael Duggan
British Hospitality Association (BHA)	John Dyson
Safe and Local Supplier Approval (SALSA)	Chris Grimes
School Food Trust	Judy Hargadon
Federation of Small Businesses	Matthew Jaffa
Fresh Produce Consortium (FPC)	Nigel Jenney
Academy of Culinary Arts	Sarah Jayne Staynes
SCP	Lindsay Harris
Diageo	Rachael Robertson
Job Centre Plus	Jo Willson

6 Appendix 3: Acronyms

ACS	Association of Convenience Stores
BBSRC	Biotechnology and Biological Sciences Research Council
BFF	British Frozen Food Federation
BHA	British Hospitality Association
BIS	Department for Business, Innovation and Skills
BRC	British Retail Consortium
CFA	Chilled Food Association
DCMS	Department for Culture, Media and Sport
DECC	Department of Energy & Climate Change
Defra	Department for Environment, Food and Rural Affairs
DIUS	Department for Innovation Universities and Skills
FDF	Food and Drink Federation
FE	Further Education
FPC	Fresh Produce Consortium
FSC	Food Supply Chain
GVA	Gross Value Added
HE	Higher Education
HESA	Higher Education Statistics Agency
IAG	Information and Guidance
IFST	Institute for Food Science and Technology
IGD	Institute of Grocery Distribution
IOR	Institute for Refrigeration
KPI	Key Performance Indicator
KTP	Knowledge Transfer Partnership
LMI	Labour Market Intelligence
NAS	National Apprenticeship Service
NFU	National Farmers Union
ONS	Office for National Statistics
PACE	Professional Organisation for Catering Education
SALSA	Safe and Local Supplier Approval
SDS	Skills Development Scotland
SME	Small and Medium Enterprises
SSC	Sector Skills Council
TA	Trade Associations
UKCES	UK Commission for Employment and Skills
UKTI	UK Trade and Investment
WWSPI	Women and Work Sector Pathways Initiative

7 Appendix 4: References

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