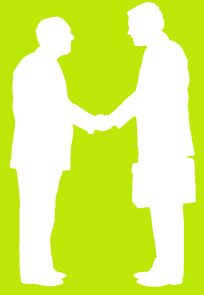


# WELCOME



**Assisting in the vision of a competitive and sustainable food and drink industry across the region.**

We aim to ...

- Establish a regional employers forum to help identify skills needs and develop a framework to encourage businesses to promote life long learning within the food and drink sector
- Promote the strategic priorities of the food and drink industry as identified by EEDA (East of England Development Agency) Sept 2005
- Encourage companies to make training and development of their employees a priority to secure their own profitability
- Network the industry with other partner organisations and initiatives already in place
- Promote the food and drink sector as an exciting career option for young people
- Utilise the opportunities available within the CoVE's (Centres of Vocational Excellence) and future Skills Academies - in the region



# ‘Growing’ Your Business?



## Feed your employees with the right ingredients!

### Nurture or Wither?

The Food and Drink Industry is an exciting, vibrant, challenging environment and one worth billions of pounds to the region.

Over the next 10 years, value of outputs is expected to grow but employment in agriculture, food and drink manufacturing is expected to decline. This means that substantial improvements in productivity levels will be imperative to the future success in each and every business in this industry. Without skilled, well-trained and motivated staff, companies will lose out to their competitors.

Issues relating to skills and workforce have been identified as **the key** concern for businesses across the sector. Replacement of highly skilled workers is a major issue and a large number of businesses suffer from recruitment and retention difficulties.

Our priority is to help companies of all sizes identify where they could increase their productivity through developing and equipping their employees with the correct skills and assist in achieving the vision of enhanced competitiveness and sustainability.



# The hurdles of life...

# Pass them with ease.



## Training and Development Programme

Many prospective **employees** look for employment with companies who have a Training and Development programme in place. Indeed, it is often high on the employee's agenda as they are adopting the lifelong learning approach to their jobs and are striving for personal growth and career development.

Some companies already have a Training and Development Programme in place and these companies will be well aware of the need to demonstrate to their own customers the importance of training – an increasing expectation by their own customers.

There are many types of training available some of which are listed on the attached pages. Vocational NVQ (on the job) type of training is popular as employees can achieve their qualification with the minimum of disruption to their daily work schedule. It can also be tailored to be of direct relevance to the employee.

Alternatively, businesses may require a particular type of training which is directly suited to their businesses in areas such as Management, Technical and Marketing. With some funding grants of up to 70% of the cost to most companies, a real opportunity exists to put a training development programme at the top of the business agenda.

Examples of courses available are listed on the attached sheets. Any specific course that is not listed can be requested.

**Lantra** research indicates that for every £1 invested in training your staff the return can be between £3 - £6. **[www.lantra.org.uk](http://www.lantra.org.uk)**

So, put your most important resource – your employees – at the top of the agenda. Juggle those operational activities so that they do fit in with a programme of life long learning – you will not regret it.....



# Get on Course...



# Are you on Course?



Are you on course to develop your business?  
Try this simple exercise to identify any gaps in your training programme.

## Short Business Courses

Yes/No

- Business Planning
- Team Motivation and Management
- Marketing
- Recruiting and Developing Staff
- Understanding Finance and Budgets
- Communication and IT Skills
- Train the Trainer
- Effective Presentation Skills
- Employment Law
- Equal Opportunities
- IT Training - web development
- New Product Development
- Food and Drink Chain Management
- Sensory Evaluation and Product Testing
- Consumer and Market Research
- Induction Training
- ESOL - English for Speakers of Other Languages

## Health and Safety Support

Yes/No

- Foundation Food Safety
- Intermediate Food Safety
- Advanced Food Safety
- Game Meat Hygiene
- Foundation Health & Safety
- Supervisory Health and Safety
- HACCP Training (Hazard and Critical Control Points)
- First Aid at Work
- First Aid at Work – Refresher
- Appointed Person Emergency First Aid
- Risk Assessment
- Fire Safety
- Manual Handling
- Office Safety
- Electrical Installation
- Engineering

## National Vocational Qualifications ( 6 – 12 months)

Yes/No

- Leadership and Management
- Food and Drink Manufacturing
- Packaging
- Administration
- Retail Operations
- Customer Service
- Meat and Poultry Processing
- Livestock Production

## Self Development

Yes/No

- ESOL
- Skills for Life
- Key Skills
- Time Management

## Made to Measure Training

Yes/No

- These courses can be designed specifically to develop your business and help move it forward into new markets with new products, new customers and/or increased productivity

Please feel free to discuss the outcome of this exercise with your Regional Network Manager. See back cover for further details.



# Get on Course...



## Careers for Young People

ERfi is active in promoting the Food & Drink sector as a career choice for Young People as well as signposting training and skills development opportunities in the industry

There are a number of training options for young people:

### Apprenticeships – on the job training:

An apprenticeship is a work-based learning programme for young people aged between 16 and 24 years of age. It provides them with the first step towards a long-term career. For those interested in having a career in food and drink, an apprenticeship will show employers commitment to the industry, whilst getting paid to learn more about the job

### NVQs:

NVQs (National Vocational Qualifications) for the Food and Drink Sector cover a wide range of areas from meat, poultry and fresh produce to bakery and chocolate making to soft drink manufacturing and distillery. Qualifications are available from entry level into the industry to management and can be delivered in the workplace. Anyone who is in a job or work placement which enables them to be assessed on-site for competence in the various duties and tasks defined in their personal training programme is eligible to study for NVQs regardless of age.

### Short Courses:

This training is often delivered as small to medium chunks of 'off-the-job' learning aimed at giving employees under-pinning knowledge and understanding to carry out their role with improved efficiency and effectiveness. There is a wide range of study area all gauged to develop the individual in their chosen field. This can cover anything from Basic Food Safety to Business Planning. Some of the courses are essential to meet customer requirements and /or legislation , for example Food Hygiene, Food Safety, Fire Safety, & HACCP implementation.

### Foundation Degrees:

Foundation Degrees in Food & Drink production are designed in consultation with the industry with aims and needs as key focuses. Included in the course are relevant vocational study areas such as:

- Food Production Management
- Developing & Managing in an Organisation
- Food Science & Hygiene



This Degree typically requires 1 day a week for 2 years so allowing key staff a progression route without detriment to operations.



# Get on Course...



## Sector Skills Council & CoVEs

Further there are the Sector Skills Councils for industry in the UK and CoVEs – Centre of Vocational Excellence. For the Food & Drink Sector the Skills Council is *Improve* and there are two CoVEs, *Feast* and *Impact* in the region.

These further support the thrust towards both learning and careers which ERfi promotes:

**improve**

food & drink sector skills council [www.improveltd.co.uk](http://www.improveltd.co.uk)



Feast ([www.foodskills.co.uk](http://www.foodskills.co.uk)) This is based at Otley College, Suffolk

*Aim: To enable people and businesses primarily in the rural community to achieve their full potential through the best quality skills development and learning opportunities"*



Impact ([www.poultec.co.uk](http://www.poultec.co.uk)) This is based at Poultec Training, Norfolk

*Aim: Improving Management Practices and Core Technology – the main focus of the project is to build on current training aimed at the supervisory level worker within the Food Industry and by the use of more technological and innovative methods of delivery will enhance the learning experience and meet the needs of the employer.*

The recruitment, retention, training and skills development of the future players of the Food & Drink sector – the young people of today - is crucial to ensure



# Get on Course...



## The Academy & The Green Card

**“Productivity through skills, feeding minds and growing business”**

To improve and encourage the level of training and qualifications within the Food & Drink sector the Academy and Green Card Scheme have been established.

The Academy is to be the prestigious UK-wide centre of learning for all people currently involved or who would like to get involved in the food and drink industry. The Academy will not deliver courses itself, but will act as a facilitator or gateway to training, in partnership with the Government, Food and Drink Industry, education sector and training providers.

Potential employees can participate in the Academy to gain skills relevant to their required job or you can gain a nationally-recognised introductory qualification to the industry by taking part in the Green Card scheme.

See details of the Academy at [www.improveltd.co.uk](http://www.improveltd.co.uk)



The **Green Card** has two parts:

- a) the UK passport of skills for the food and drink industry
- b) an individual's record of achievement

It offers employees a transferable record of work experience, skills and qualifications giving them the ability to take these records with them if they change roles within their company, jobs across the sector or attend training. It provides employers with clear records of employee's capabilities to support recruitment and it also enables the employer to plan their staff training.

ERfi encourages young people and those already part of this exciting industry to thoroughly research the potential of an stimulating career in the Food & Drink industry and to examine many the options and paths on offer.



# Get on Course...



# Meet & Discuss



## Forums

Four ERfi Forums will be held over the period to September 2007. These will cover a range of current important issues relating to the Food & Drink Industry. Details of venues and dates will be available on the ERfi website at:

[www.erfi.co.uk](http://www.erfi.co.uk).

Forums help those attending to:

- research, identify and implement best practice
- be informed of trends, opportunities and threats within the sector
- update their knowledge base

ERfi Forums achieve this by helping to facilitate discussion and collaboration between member companies and ERfi, EEDA, Improve Ltd and other agencies and bodies within the sector established to aid a successful and developing industry. Also, by providing access to research and experts from all aspects of the sector. These include research bodies, producers, processors, distributors, retailers and consumers.

ERfi Forums will offer a mixture of case studies, networking events, online networking and a massive knowledge base of business best practices, talks and discussions.

**ERfi forums will provide a unique opportunity for its members.**



# Sow the seeds... to grow your business



## A Strategy for the Food & Drink Industry in the East of England – A Summary

The Food and Drink sector in the Eastern Region is vitally important so its continued development and future success, in the face of growing global competition, must be assured. In September 2005 EEDA (East of England Development Agency) produced "A Strategy for the Food & Drink Industry in the East of England" as a result of a thorough study of the welfare, threats, opportunities, needs and development of the food and drink sector in the Eastern Region. The Eastern Region is defined as Norfolk, Suffolk, Cambridge, Hertfordshire, Bedfordshire and Essex.

The overall aim was to develop a strategy to: **"contribute to the delivery of the Government's [own] Strategy for Sustainable Farming & Food and ... to promote a competitive and efficient farming & food sector which protects and enhances our countryside and wider environment and contributes to the health and prosperity of all our communities."** In seeking to deliver this 'Vision', there are a number of strategic priorities (see below).

Also from the study, **cross cutting themes** have been identified and these will relate very closely and across the strategic priorities to achieve the 'Vision'.

### The Three Cross Cutting Themes:

- CC1: Improving networking and connections** between food & drink businesses and the wider business environment.
- CC2: Consumer/Customer Focus**; recognising the industry needs to better understand what consumers and customers really want and then to respond appropriately.
- CC3:** Recognising that **enhancing different elements of all resources** and improving efficiency in the use of these resources (such as water) will be vital if the 'Vision' is to be achieved.

### The Strategic Priorities are:

- SP1:** Skills for Competitive Food and Drink Businesses
- SP2:** "Space for Ideas" in food and drink
- SP3:** Internationalising Food and Drink
- SP4:** Consumer/Customer connections
- SP5:** Whole Supply Chain
- SP6:** A Place for Enjoying Good Food and Drink

# The Strategic Priorities...

## Take Action



*A summary of each strategy is outlined as follows.....*

### **SP1 Skills for competitive food and drink business**

The skills and workforce agenda for competitive food and drink businesses is probably **the key** issue in terms of the industry's future covering:

- Level of skills
- Labour supply
- Need to attract younger people into the Food & Drink industry

#### **Action to address this:**

- Encourage companies to adopt a policy of continual development of all their employees, including supporting current and planned initiatives and developing better marketing, business and technical skills
- Ensure that research on foreign labour within the food and drink industry takes into account fully the issues arising in the East of England and work with the private sector to identify and disseminate best practice in this area
- Ensure a well-skilled and flexible workforce to meet seasonal demand
- Offer career information and well structured career progression
- Ensure as far as possible that funding is used to best effects to further this Strategy
- Support the delivery of the International Business Strategy ([www.eeia.com](http://www.eeia.com)) to ensure that international initiatives are made available to key decision makers



# The Strategic Priorities...

## Take Action



### SP2 “Space for Ideas” in Food & Drink:

To date links between centres of research and the industry have been underdeveloped. There needs to be scope for innovation and entrepreneurship between:

- Food & drink businesses and research organisations
- Food & drink businesses and related industries e.g. pharmaceuticals

#### **Action to address this:**

- Identify routes through which ‘mainstream’ support for innovation and technology could be rendered applicable to the long term needs of the regions food and drink industry and persuade both researchers and would-be entrepreneurs that this would be an attractive focus for their activities
- Encourage the region’s food and drink-based research institutions and the business community to identify greater opportunities for working together
- Identify and then ‘show case’ examples of good practice in terms of links between food and drink businesses - of all sizes and from all sectors - and the research base
- Raise awareness of the opportunities for research funding
- Encourage the legal community to work with food and drink businesses to develop better protocols for protecting intellectual property (eg copyright)
- Establish whether the hard infrastructure for value-added start-ups linked to food and drink (eg business incubation space) needs to be improved
- Provide support groups for food and drink businesses – and firms from other sectors – which are seeking to innovate through collaborative activity
- Encourage the industry to embrace environmental innovation, focussing on energy efficiency, water resources, renewable energy and waste prevention

### SP3 “Internationalising Food & Drink”

The internationalisation process is likely to accelerate especially with trade liberalisation and EU expansion. This will bring opportunities and threats.

#### **Action to address this:**

- Develop a targeted, realistic and achievable export strategy for the Food & Drink industry in the East of England and link the region’s knowledge-based specialisms
- Support the delivery of the International Business Strategy (see [www.eeia.com](http://www.eeia.com)) and ensure the priorities within the Food & Drink industry Strategy are fully taken on board
- Identify specific opportunities linked to imports arriving at the region’s ports and airports
- Develop – and publicise - a co-ordinated programme for businesses seeking to engage in international trade, particularly through exhibitions etc.
- This in turn will help to market the region’s food and drink excellence abroad and do so in a co-ordinated way.



# The Strategic Priorities...

## Take Action



### SP4 “Consumer/Customer Connections”.

In the context of an industry in which multiple retailers account for 90% of food and drink retail sales and in which the food service sector is also becoming increasingly concentrated, the process of establishing and securing channels to market is challenging, particularly for smaller producers and processors. However, with a growing consumer interest in – and policy commitment to – local and regional food, creative solutions will need to be found. Opportunities need to be identified swiftly and it will be vital for producers & processors to respond in a manner that is professional, efficient and organised.

A great deal is already going on in the context of the consumer/customer connections. At a national level ‘English Farming and Food Partnerships’ (EFFP) has been set up to develop and encourage co-operation between farmers and the rest of the food chain. This and other measures such as the Regional Food Strategy, the ‘new CAP’ reforms and the launching of a public sector procurement initiative are all working to improve the Consumer/Customer Connections.

#### **Action to address this:**

- Continue to work closely with the English Food & Farming Partnership (EFFP) initiative to enhance collaboration within the region
- Support small businesses seeking to engage with the public sector food procurement initiative and ensure that opportunities within the region are identified, developed and publicised through the five priority objectives
  - raising standards of production & processing
  - increasing sourcing tenders from small & local producers
  - increasing consumption of healthy & nutritious food
  - reducing environmental impacts of production & supply
  - increasing the capacity of small & local suppliers to meet demand
- Provide stronger co-ordination and better support for farmers’ markets, linking this to support for sustainably produced local food
- Safeguard - and if possible enhance - the regional infrastructure for meat production (abattoirs)

# The Strategic Priorities...

## Take Action



### SP5 “Whole Supply Chain”

It is important to consider for the medium–long term competitiveness of the whole supply chain, that competitive advantage may exist outside individual corporate structures. Thus key challenges and opportunities ought to be addressed at the level of the whole supply chain for example pressure on costs and requirement for consistent quality.

#### **Action to address this:**

- Encourage groups of linked companies to apply for funding to invest in supply chain improvements. The Processing and Marketing Grant is worth considering
- Encourage potato and vegetable producers to develop a collective response to issues relating to water supply
- Develop a whole supply chain response to new packaging waste recycling targets
- Liaise with other industry sectors to identify, develop and disseminate pan-industry “best practice” and learning with regard to supply chain management
- To provide early warning of new regulations
- Establish a “regulation watch” resource for producers and processors to be linked to activities to enhance communication and networking along major supply chains

### SP6 “A Place for Enjoying Good Food & Drink”

Increasingly consumers are prepared to pay a premium for quality if it is interesting, convenient and reliable. Links with tourism are growing as are links between good health and good nutrition. There are serious opportunities for food and drink businesses within the East of England, linked to securing the position of the region as a place for enjoying good food and drink.

#### **Action to encourage this:**

- Support and encourage the provision and promotion of good quality food and the role of market towns
- Develop a regional approach to the branding and marketing of quality regional food
- Support actions to link schools to the production of food and drink, thereby raising awareness about provenance and quality
- Working alongside national initiatives, take action to promote the concept of food tourism within the East of England

# The Strategic Priorities...

## Take Action



### Delivering the Strategy

A Food and Drink Industry Strategy Sector Group of which ERfi is a key part will be established consisting of:

- Substantial involvement by employers from all aspects of the industry
- Research organisations
- Regional Development Agencies (EEDA, EERA)

The group should give the industry a strong voice within the region and regional partners will continue to lobby nationally and internationally for and with the industry. The intention is to ensure the Implementation Plan for Sustainable Farming and Food is refreshed to include and reflect the issues identified within this Strategy so that there can be one regional-level action plan for the industry to which all funding partners are committed.

This Strategy sets out an ambitious agenda for the region's food and drink industry and a Vision that will be realised over the next 10-20 years. Over this period, the political, economic and social context is likely to change substantially both within the East of England and across the national and international arenas. In order to respond effectively to this – and to demonstrate progress – it is vital that the summary be monitored and evaluated regularly.

The manner and rate of priority actions necessary to develop the Strategy will vary and will be part of the Food and Drink Industry Strategy Group's responsibility to implement and monitor. The Strategy will provide a catalyst for both the public and private sectors and – working collaboratively – it will enhance supply chain efficiency, increase innovation and add value to the region's food and drink industry.

In this manner it aims to promote a competitive and efficient farming and food sector which protects and enhances our countryside and wider environment, and contributes to the health and prosperity of all our communities.

