

JULY 19, 2017

FOOD & DRINK MANUFACTURING

DELIVERY PLAN





Food & Drink Manufacturing Sector – Updated 19/07/17

Table of Contents

Page Number

1. Sector Overview	3
<i>Food & Drink Manufacturing Sector D2N2</i>	3
2. Actions from SSAG	4
3. Food & Drink Manufacturing Sector Targets	6
4. Delivery Plan	7
5. Key Milestones	14

Appendices:

Appendix 1 – Key Stakeholders

Appendix 2 – Skills and Training Available Now (see D2N2 Learning Aims Spreadsheet)

Appendix 3 – SKILLS Local Targets

Appendix 4 – Key - Delivery Principles

Food & Drink Manufacturing Sector – Updated 19/07/17

1. Sector Overview

This delivery plan articulates how the SKILLS Local programme will address the key priorities for the Food & Drink Sector in the D2N2 area for the D2N2 LEP. It has drawn on the research from the Sector and Skills Advisory Group (SSAG), D2N2 and NSA for Food & Drink.

Overview of Food & Drink Manufacturing for D2N2 (from D2N2 State of Economy Report 2016)

Sector Profile: Food and Drink Manufacturing	
Scale	Employees: 18,300
Business numbers and structure	240 businesses Varied in size, with 10% employing over 50 people
GVA per job (approx.)	£72,500
Emerging opportunities	Increased exporting Investing in product innovation Supporting new low impact production technologies
Sector skills needs	Practical skills and experience Higher level skills

Overview of Food & Drink for D2N2

The UK's food and drink manufacturing sector contributes approximately £28bn in GVA per annum¹ and in 2016 exported goods worth nearly £14bn to the EU and the rest of the world.² The manufacture of food and drink is an important sector of the D2N2 economy, particularly within the Peak District National Park, Newark and Sherwood, Bassetlaw and Amber Valley.

D2N2 is an attractive location for food and drink manufacturers, with access to nearly 80% of Great Britain within a four-hour drive, enabling efficient distribution of their products across the country and internationally.

¹ Area Accounts. GVA for the Manufacture of food, drink and tobacco products

² 2016 Export Statistics, Exports Snapshot, Food and Drink Federation

Food & Drink Manufacturing Sector – Updated 19/07/17

The sector provides employment in roles ranging from high tech, professional and managerial occupations, including food scientists and engineers, to lower skilled roles appealing to a broad section of the workforce. The sector also benefits from dedicated training by organisations such as the New College Nottingham, the University of Derby in Buxton and the School of Artisan Food in Worksop.

Sector Drivers

The food and drink manufacturing (FD&M) sector is the largest manufacturing sub-sector nationally. As with all manufacturing sub-sectors, the sector is adapting and taking advantage of new technological developments and increasing use of automation to increase efficiency. The sector is increasingly developing new and innovative ways of producing products and enhancing its specialisms.

The sector plays a key role in the country's export profile and increasing the value of goods exported presents opportunities for growth.

Sector Opportunities

There is potential for the food and drink manufacturing sector to make a significant contribution to the future growth of the D2N2 economy. Key opportunities for the sector highlighted in the D2N2 Food and Drink Manufacturing Sector Strategy and Action Plan (2014) include increasing exporting, investing in product innovation and supporting new low impact production technologies.

Sector Skills Needs

A skilled workforce is important for the success of the sector, with many jobs requiring hands-on and practical skills; however, typically low pay in the sector can act as a disincentive for the potential workforce.

The sector struggles to recruit staff with higher level skills required for occupations such as shift managers and product development specialists.

2. Actions from SSAG

The delivery plan in section four takes into account, where feasible and in scope of the SKILLS Local programme, actions from the SAG. Any highlighted actions are actions deemed to be priorities by those consulted. The key actions are:

Food & Drink Manufacturing Sector – Updated 19/07/17

- Identify further channels to engage businesses in the sector locally. Build on examples such as the 2 Sisters Food Group and other case studies as ways to engage businesses as well as young people in the skills agenda in the Food and Drink Manufacturing sector.
- Identify employer champions willing to share their experience through Case Studies including ROI information.
- Identify more sector champions to go in to schools and work with Colleges and Training Providers.
- Training Providers to engage young people and their families on the possibilities of careers in Food and Drink Manufacturing. Link these with more use of the National Skills Academy Ambassadors.
- Colleges and Training providers to review their courses, qualifications and product offer and identify which are Food and Drink specific, and which cross cutting courses require further promotion to the sector.
- Raise Awareness to all colleges, training providers and Universities of what services and products are already available from the National Skills Academy for Food and Drink.
- **Explore the development of D2N2 LEP and National Skills Academy co-branded materials for use locally with Individuals, Businesses and Providers.**
- **Promote and deliver technical Apprenticeships into the sector.**
- Promote Higher Education technical courses to attract more technical/science graduates and ensure that two D2N2 based HE Food and Drink Manufacturing specific courses continue to run.
- Further development of the capability and capacity of Further Education and work based learning providers to ensure that they are able to respond to the needs of the sector.

Food & Drink Manufacturing Sector – Updated 19/07/17

- Develop a standardised approach and materials and resources to support school work placements in Food and Drink Manufacturing, to improve the attractiveness of entry routes to the sector, whilst improving the standard of ‘employability skills’ of new entrants.

3. Food & Drink Manufacturing Targets

The SKILLS Local programme will provide:

- A single point of contact for employers to support workforce development, and for skills capacity to support business growth.
- Support for employees to develop their skills.
- Incentives for employers to develop their workforce.

The sector will benefit from circa:

- 320 employees engaged.
- 60 employees completing employer-led in-work progression training.
- 60 employees progressing/undertaking an Apprenticeship.
- 50 employees progressing/undertaking an Advanced Apprenticeship.
- 50 employees progressing/undertaking a Higher Apprenticeship.
- 70 employees completing employer-led in-work training due to redundancy.
- 30 incentives to SMEs to provide a graduate placement.
- 73 SMEs engaged with the skills system via SKILLS Local.
- 50 SMEs supported to undertake workforce development with a ROI and/or growth.
- 30 Employees supported from b2b supply chain skills development.

Food & Drink Manufacturing Sector – Updated 19/07/17

4. Delivery Plan

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
Skills portal	Removes a key barrier for employers by providing a joined-up skills service for the F&D Sector in D2N2.	Will provide monitoring for all ESF projects; Portal brings together: providers, employers, local authorities, education – provides ‘one point of contact’ for employers.	Pilot the system for all ESF projects and maximise functionality. Record all ESF activity; promote ESF offering to employers via Growth Hub; interface between employers and education. The system will be the link for identifying graduate placements; apprentice enhancements identifying supply chain opportunities; identify barriers and those at risk of redundancy.	<p>LEP; Local Authorities; learndirect; EMPLOY Local; Food & Drink Forum; Nottingham Futures; supply chain; D2N2 Growth Hub.</p> <p>Education providers; Nottingham Jobs hub; Derby Apprenticeship Hub; Youth Engagement D2N1; CAREERS Local; INSPIRE Local; Building Better Opportunities; Higher Skills Development; Develop Sector Growth and</p>	Supports all delivery principles and all priority sectors.	£3.45k for 15 months	Soft Launch by August 2017

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
				Enterprise, Innovation and pathways.			
	All information in one place from funding information to careers.	Addresses a number of key actions from the SSAG.	Initial development will consist of working with key partners (bold) but as the system is developed new partners will be identified.	AA	AA	AA	AA
	Repository for capturing insights from employers in one place, future skills needs and opportunities.	Addresses a number of key actions from the SSAG.	Will act as a repository to record skills needs for all priority sectors and thus provide real time information on sectoral needs.	AA	AA	AA	AA
	Signpost employers to funding available.	Increased take-up of training.	Provide one-stop-shop for employers and sign-posting them to the right partners.	AA	AA	AA	AA
Career mapping	Provide link from Skills Portal to F&DM forum; NSA Food & Drink which can support Careers advice to employers. Develop local offer and promote all local services via the online portal.	Monitor number of click-throughs and general user data - TBA.	Ensure this is part of the marketing campaign – it will drive employers and individuals to the relevant resources. http://www.d2n2lep.org/skills/employability-framework/escalators Providers to engage young people and their families on the possibilities of	D2N2; Skills Portal provider; Food & Drink NSA; Supply Chain	3,4,6,7	N/A via portal	July - ongoing

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
			<p>careers in F&DM Sector. Link these with more use of the National Skills Academy Ambassadors</p> <p>Raise Awareness to all Colleges, Training Providers and Universities of what services and products are already available from the National Skills Academy for Food and Drink.</p> <p>Development of a standardised approach and materials and resources to support school work placements in Food and Drink Manufacturing to improve the attractiveness of, entry routes to the sector, whilst improving the standard of ‘employability skills’ of new entrants.</p> <p>Encourage employers to advertise vacancies on the skills portal.</p>				

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
Employer Engagement (EE)	Promote the SKILLS Local Service and amplify the offer.	No of businesses & individuals engaged. Case studies/deliver key targets.	<p>Co-ordinate and work with key stakeholder groups to develop a local campaign promoting the programme of support available. This will ensure a joined-up offer.</p> <p>Promote careers and particularly opportunities which support skills gaps and priority occupations. Will include employer events; supporting partners; social media; development of marketing materials.</p> <p>Work with EMPLOY Local and D2N1 to ensure joined up approach and avoid duplication.</p>	learndirect working across all stakeholders.	3,4,5,6	£13.5k	Ongoing
Programme Management (PM)	Ensure outputs are delivered.	Delivery of plan.	<p>Co-ordinate and manage delivery and key partners. Establish forums where necessary and lead on activity.</p> <p>Work with EMPLOY Local and D2N1 to ensure joined up approach and avoid duplication.</p>	A/A	3,5,6	£10k Delivery and management of project outputs	Lifetime of project
New Insights	Ensure the right skills and training are available, test offer and	If skills are right, will encourage	Working with stakeholders/employers to test the offer and identify new solutions. Develop sector specific online questionnaires.	D2N2; NSA; colleges; universities – use	3,4,5	See EE PM	Ongoing

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
	identify future skills needs.	take-up of offer.		existing resources where possible.			
Apprenticeships	Support promotion and delivery of apprenticeships in the area and incentives.	Increase take-up of apprentices in the area.	Support employers to identify the right frameworks; standards; development of new standards; facilitate engagement & involvement; promote best practice. Promote and deliver technical Apprenticeships into the sector.	All providers.	3,4,5,6,7	See EE PM	Ongoing
Provide progression into HE	Promote HE technical courses by working in partnership with HE providers.	D2N2 based HE Food & Drink Manufacturing specific courses continue to run.	Work with HE partners to develop key actions and joint events. Working with Nottingham Trent to explore how programme can support progression to HE. Encourage use of the skills portal from both HE and Employers.	HE Providers & Employers	3,4,5,6,7	See PM/EE	Ongoing
Develop provision based on new insights	Mapping skills needs.	Data and research to inform the delivery plans.	Identify gaps in existing provision; commission & develop new programmes; bring in expert supply chain where required.	Supply chain; NSA Food & Drink; provider network	3,4,7	£10k	March - July
Bespoke Training	Supports skill needs now and for the future.	Programme being offered via SKILLS local programme.	Identify demand; plan delivery for the area; ensure the number of programmes is sufficient to meet demand.	Food & Drink Forum; NSA Food & Drink; Linden Management.	2,3,4	20 SMEs £23k	March - June

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
			<p>Link to Food & Drink Forum’s ERDF project for that want more learning opportunities.</p> <p>Business start-up; Supervisory courses; Bakery; Labelling & Branding and Guide for new businesses; Nutrition; Dealing with conflict; Director Development.</p>				
Supply chain Development	Supply chain delivery	Supporting SMEs; identify demand.	Work with larger employers to identify the needs of the supply chain and develop programmes to meet those needs.	Employers; LEP; learndirect.	1,2,3,4,6	20 SMEs £20k	March - June
Address Emerging Needs	Supports development of sector	New programmes developed to support emerging needs.	<p>Work with partners – employers and providers to address emerging skills needs.</p> <p>Build capacity locally to deliver new programmes.</p>	Employers; HE.	3,4,7	£20k	Ongoing
Identify Barriers	Will support skills delivery.	Solutions to address barriers.	<p>Use Skills Portal to monitor and track employers – will aide evaluation.</p> <p>Identify relevant online learning courses such as the online academy courses on the NSA Food & Drink.</p>	Employers; HE.	5,6,7	Cross cutting	Ongoing

Food & Drink Manufacturing Sector – Updated 19/07/17

Solution	Needs Addressed	Outcomes	Proposed Activity	Partners	Economic Impact	Cost & Output	Timeline
Identify Additional Funding	Attract additional funding to D2N2 area.	Widen the offer from the SKILLS Local programme.	Identify new funding opportunities; Identify key partners to support appropriate opportunities.	Working with all stakeholders.	Supports all delivery principles	See PM	Ongoing
Communicate opportunities for providers	Further development of the capability and capacity learning providers and ensure that they are able to respond to the needs of the sector	More qualified and trained staff.	From the mapping exercise identify providers with capability and capacity.	Working with all providers	3,4,7	See EE	Ongoing

Food & Drink Manufacturing Sector – Updated 19/07/17

5. Key Milestones

	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Total
Capacity												
Online portal				£ 3,450.00								£ 3,450.00
Employer engagement				£ 6,775.00						£ 6,775.00		£ 13,550.00
Programme mangagement				£ 5,000.00						£ 5,000.00		£ 10,000.00
Total												£ 27,000.00
Delivery												
New Provision						£ 5,000.00				£ 5,000.00		£ 10,000.00
Bespoke Training						£ 10,000.00				£ 13,000.00		£ 23,000.00
Supply Chain						£10,000.00				£ 10,000.00		£ 20,000.00
Emerging needs						£10,000.00				£ 10,000.00		£ 20,000.00
												£ 63,000.00
Totals	£ -	£ -	£ -	£ 15,225.00	£ -	£ 35,000.00	£ -	£ -	£ -	£ 49,775.00	£ -	£ 90,000.00

Appendix 1 – Key Stakeholders

Appendix 2 – Skills and Training Available Now (see D2N2 Learning Aims Spreadsheet)

Appendix 3 – SKILLS Local Targets

Appendix 4 – Key - Delivery Principles